

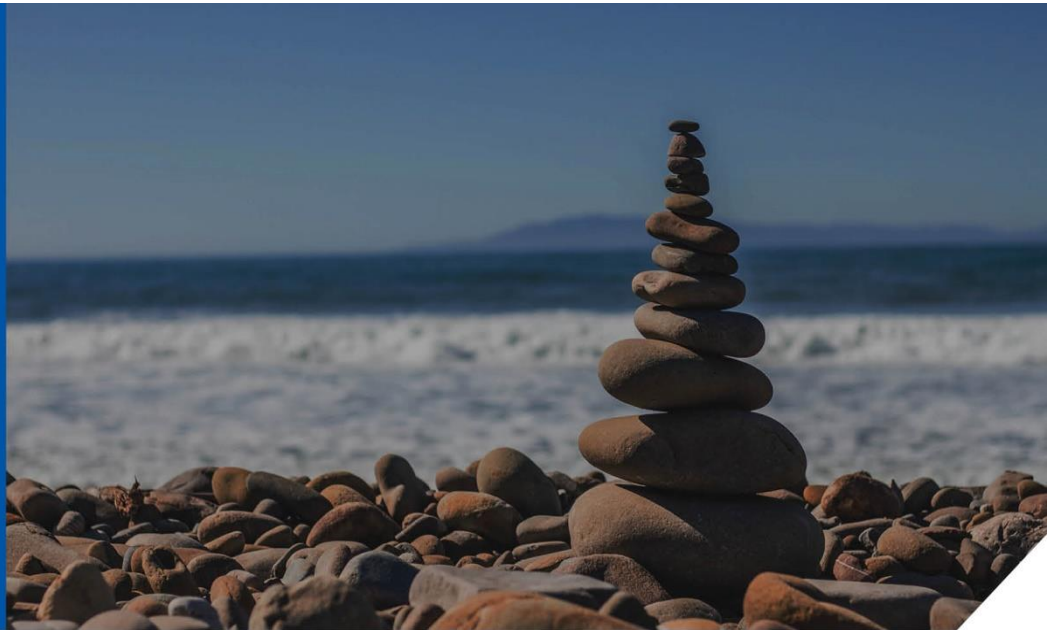


International  
Labour  
Organization

► Evaluation Office



i-eval Discovery



## BETTER REGIONAL MIGRATION MANAGEMENT (BRMM)

ILO DC/SYMBOL: RAF/21/10/GBR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Ethiopia, Djibouti, South Sudan, Sudan, Somalia, Kenya, Uganda, Tanzania & Rwanda

P&B Outcome(s): Outcome 7 – Adequate and effective protection at work for all – Outputs 7.5  
'Increased capacity of constituents to develop fair and effective labour migration frameworks,  
institutions and services to protect migrant workers

SDG(s): SDG 8 and SDG 10

Date when the evaluation was completed by the evaluator: 04 August 2022

Date when evaluation was approved by EVAL: [Click here to enter a date.](#)

ILO Administrative Office: ILO Country Office for Djibouti, Ethiopia, South Sudan, Sudan and Somalia

ILO Technical Office(s): MIGRANT

Joint evaluation agencies:

Project duration: 15 September 2021 to 31 March 2022; no-cost extension till June 2022

Donor and budget: Foreign Commonwealth Development Office of Great Britain (FCDO); initially GBP 2,950,000; based on a Memorandum of Understanding, the budget was increased to 3,000,000 GBP.

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## ACRONYMS

<b>ACSI</b>	Amhara Credit and Saving Institution
<b>ACTEMP</b>	Bureau for Employers' Activities
<b>ACTRAV</b>	Bureau for Workers' Activities
<b>AfDB</b>	African Development Bank
<b>ATUMNET</b>	African Trade Union Migration Network
<b>ATUC</b>	Arab Trade Union Confederation
<b>AUC</b>	African Union Commission
<b>BLA</b>	Bilateral labour agreement
<b>BRMM</b>	Better Regional Migration Management
<b>CETU</b>	Confederation of Ethiopian Trade Union
<b>CSO</b>	Civil Society Organization
<b>CTA</b>	Chief Technical Advisor
<b>COTU-K</b>	Central Organization of Trade Unions – Kenya
<b>DRC</b>	Democratic Republic of Congo
<b>DWT</b>	Decent Work Team
<b>EAEO</b>	East Africa Employers Organization
<b>EASS</b>	Employers Association of South Sudan
<b>EATUC</b>	East African Trade Union Confederation
<b>EBMO</b>	Employer and Business Membership Organization
<b>ECASSA</b>	East and Central Africa Social Security Association
<b>ECOWAS</b>	Economic Community of West African States
<b>EEF</b>	Ethiopian Employers Federation
<b>EISP</b>	ECASSA Social Protection Institute
<b>EMDMS</b>	Ethiopian Migrant Data Management System
<b>EOEAF</b>	Ethiopian Overseas Employment Agencies Federation
<b>ESS</b>	Ethiopian Statistics Service
<b>EU</b>	European Union
<b>FCDO</b>	Foreign Commonwealth development Office
<b>FETSU</b>	Federation of Somali Trade Unions
<b>FKE</b>	Federation of Kenya Employers
<b>FMPT</b>	Free Movement of Persons and Transhumance in the IGAD region: Improving Opportunities for Regular Labour Mobility Project
<b>FRI</b>	Fair Recruitment Initiative
<b>GCM</b>	UN Global Compact on Safe, Regular and Orderly Migration
<b>GIZ</b>	German Development Agency
<b>GoE</b>	Government of Ethiopia
<b>GoK</b>	Government of Kenya
<b>GYB</b>	Generate Your Business Idea
<b>HACTU</b>	Horn of Africa Confederation Trade Unions
<b>ICLS</b>	International Conference of Labour Statisticians
<b>IGAD</b>	Intergovernmental Authority on Development
<b>ILO</b>	International Labour Organization
<b>IMRF</b>	International Migration Review Forum
<b>IOE</b>	International Organization of Employers
<b>IOM</b>	International Organization for Migration

<b>ITUC-Africa</b>	International Trade Union Confederation - Africa
<b>IYB</b>	Improve your Business
<b>JLMP</b>	AU-ILO-IOM-ECA ECA Joint Labour Migration priority
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KSA</b>	Kingdom of Saudi Arabia
<b>KTUF</b>	Kuwait Trade Union Federation
<b>LMAC</b>	Labour Migrant Advisory Committee
<b>LMMIS</b>	Labour Market and Migration Information System
<b>MFI</b>	Micro-Finance Institutions
<b>MIS</b>	Management Information System
<b>MoE</b>	Ministry of Education
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MoI</b>	Ministry of Interior
<b>MoL</b>	Ministry of Labour
<b>MoLS</b>	Ministry of Labour and Skills
<b>MoU</b>	Memorandum of Understanding
<b>MSE</b>	Micro and Small Enterprise
<b>NEP</b>	National Employment Policy
<b>NGO</b>	Non-Governmental Organization
<b>NPC</b>	National Project Coordinator
<b>NOTU</b>	National Organisation of Trade Unions
<b>NSO</b>	National Statistics Office
<b>PrEA</b>	Private Employment Agency
<b>PSC</b>	Project Steering Committee
<b>RMFM</b>	Regional Ministerial Forum on Migration
<b>ROAF</b>	Regional Office for Africa
<b>RSSB</b>	Rwanda Social Security Board
<b>SACCO</b>	Savings and Credit Cooperative Organization
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDG</b>	Sustainable Development Goals
<b>SME</b>	Small and Medium Enterprise Unit
<b>SIYB</b>	Start and Improve your Business
<b>SNNPR</b>	Southern Nations, Nationalities, and Peoples' Region
<b>SOCPRO</b>	Social Protection Unit
<b>SSI</b>	Social Security Inquiry
<b>SSWTUF</b>	South Sudan Workers Trade Union Federation
<b>SYB</b>	Start your Business
<b>ToT</b>	Training of Trainers
<b>TUCTA</b>	Trade Union Congress of Tanzania
<b>TVT</b>	Technical Vocational Training
<b>UN</b>	United Nations
<b>WISE</b>	Women in Self-Employment
<b>WHO</b>	World Health Organization

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Table 1: Evaluation Questions

Table 2: Number of respondents per type of institutions/actor and their gender

## EXECUTIVE SUMMARY

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### PROJECT BACKGROUND

The International Labour Organization (ILO)'s work on labour migration is guided by its global standards, decent work agenda, the 2030 Sustainable Development Agenda and the Global Compact on Migration (GCM). The ILO has been actively delivering development assistance for improving labour migration governance on the African continent, collaborating with governments, workers' and employers' organizations. The proposed Action is informed by Africa's Agenda 2063, the African Union (AU)'s Revised Migration Policy Framework for Africa and Plan of Action (2018–2030), and the Free Movement of Persons Protocol or "Protocol to the Treaty establishing the African Economic Community Relating to the Free Movement of Persons, Right of Residence and Right of Establishment", and by regional frameworks: Protocol on Free Movement of Persons in the Intergovernmental Authority on Development (IGAD) Region, the Economic Community of West African States (ECOWAS) Protocol on the Free Movement of People and Goods, and East Africa Community Common Market Protocol.

The project "*Better Regional Migration Management (BRMM)*" has been agreed to be implemented from September 15, 2021, to June 30, 2022, by ILO, with financial support from the Foreign Commonwealth and Development Office (FCDO) of the United Kingdom, totalling 2,950,000 GBP. Based on a memorandum of Understanding (MoU) signed on 8 September 2021, the project funds increased by 50,000 GBP, totalling 3,000,000 GBP, or US\$ 4,124,261. In March 2022, the project was granted a no-cost extension until the final termination date of 31 May 2022. This agreement was followed by a final no-cost extension signed in May, defining the project's end date as 30 June 2022.

The project's overall objective was to strengthen East African countries' capacities to govern labour migration by using evidence-based policies, enhancing migrant workers' qualifications and skills, and actively engaging the social partners for improved development outcomes at the national and regional levels.

### EVALUATION SCOPE, PURPOSE AND OBJECTIVES

The evaluation aimed to appraise/ assess the overall implementation and achievement of the project against its planned objectives by providing an evidence-based analysis (1) to determine the extent to which the Project has met its proposed objective and its outcomes, (2) to review the Programme Theory of Change (ToC), and to assess the validity of pathways and assumptions, (3) provide information on the relevance, coherence, effectiveness, efficiency, orientation to impact and sustainability of the Project.

The evaluation covered the Programme implementation from 15 September 2021 to 30 June 2022. It was conducted with a strong gender lens and considering non-discrimination (i.e. gender equality), social dialogue, tripartite relations, international labour standards, and just transition to environmental sustainability.

The **specific objectives** of the evaluation were the following:

- a. Review and substantiate emerging evidence related to achieving the BRMM project's overall impact
- b. Establish the relevance of the project design and implementation strategy concerning the ILO, UN and national development frameworks (i.e. SDGs and UNDAF) of countries covered and the final beneficiaries' needs;
- c. Assess the extent to which the Project has achieved its stated objectives and expected results while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership and arrangements

- d. Identify unexpected positive and negative results of the Project
- e. Assess the level of implementation efficiency of the Project.
- f. Review the institutional setup, capacity for project implementation, and coordination mechanisms.
- g. Assess the extent to which the project outcomes will be sustainable.
- h. Analyze the Project's potential impact at the institutional level as well as at the level of the final men and women beneficiaries
- i. Identify specific lessons learned and potential good practices for the key stakeholders.
- j. Provide strategic recommendations for the key stakeholders to promote sustainability and support further development of the project outcomes and future similar ILO interventions in multi-country programs in general.

The *evaluation's primary audience* will be the key government ministries and agencies (Ministries of Labour and Education), the African Union Commission (AUC), national and regional social partners (employers and workers' organisations (such as the International Trade Union Confederation in Africa (ITUC-Africa), the African Trade Union Migration Network (ATUMNET), National Statistical Offices, the donor, and ILO programme teams in Country Offices (CO)s, the Decent Work Teams (DWT)s, the ILO Regional Office for Africa (ROAF) and ILO Headquarter (HQ).

#### **EVALUATION METHODOLOGY**

The OECD DAC<sup>1</sup> evaluation criteria of relevance, coherence, effectiveness, efficiency, orientation to impact and sustainability were used in the assessment.

The Consultant team was guided in their work by a) the OECD/DAC Evaluation Quality Standards; b) the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN System; c) the ILO policy guidelines for results-based evaluation; d) the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; e) Checklist 4 "Validating methodologies"; f) Checklist 5 "Preparing the evaluation report"; g) Checklist "6 Rating the quality of evaluation report".

The Consultant team collected data using *face-to-face* and remote data collection methods.

The International Consultant travelled to Ethiopia, Kenya and Tanzania for data collection between 12-18 June 2022. The National Consultant conducted field-based data collection in Ethiopia jointly with the team leader, composed of seven days between 30 May-17 June 2022.

The project team prepared an indicative list of persons to be interviewed/consulted and provided it to the Consultant team.

The evaluation had a solid qualitative focus. In total, 76 individuals participated in Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs), of which 33 were men and 43 were women.

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)*. Data triangulation was used to strengthen the reliability and validity of the data collected, using both quantitative and qualitative information.

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<sup>1</sup> Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. OECD/DAC Network on Development Evaluation. Available at: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

## MAIN FINDINGS

### RELEVANCE, COHERENCE AND STRATEGIC FIT

A review of the project documents and interviews indicated that the project aligned with National Development Frameworks and Government objectives in labour migration governance. It supported the outcomes outlined in ILO Planning and SDG indicators 1.3.1 and 10.7.2. However, a better alignment and synchronization of future ILO projects with the Government's planning, factoring in time and available resources, were indicated as an option to enhance better results. Similarly to opinions expressed by governmental representatives, social partners also stressed the importance of aligning capacities with existing resources and Annual Workplans.

The project is aligned with the Global Compact on Migration (GCM) which addresses commitments to livelihoods and decent work, reintegration strategies, and labour migration governance. Still, the BRMM project's results are not adequately reflected in ILO's Decent Work Country Programme (DWCP) design and reporting in different Country Programme Outcomes (CPOs), except for Ethiopia. This situation occurred because the project was designed to contribute to DWCP under outcome 7 of the ILO Programme and Budget (P&B) plans, related to "Adequate and effective protection at work for all." It is for the next project phase to look into how each target country can align their reporting requirements with their DWCPs main pillars.

The need to work towards ratifying ILO Conventions and support needed for addressing internal and international migration issues was indicated as a common interest of all social partners, besides the project's relevant strategies for building capacities.

The project successfully addressed certain type of needs of migrant workers, such as the need to be aware of existing legislation, the need to receive quality services, upgrade life skills and get immersed in financial literacy through training received in overall business management and the need to be financially supported to start a small business.

BRMM was inspired by and worked strategically with other projects, such as the "*Free Movement of Persons and Transhumance in the IGAD region: Improving Opportunities for Regular Labour Mobility Project*" (FMPT), funded by the European Union (EU); The Swiss Agency for Development and Cooperation (SDC)-funded *JLMP Programme*; the *Fairway* project, funded by SDC; the United Kingdom's Department for International Development (DFID) funded project of "*Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia*"; the EU funded project entitled "*Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers to the GCC States, Lebanon and Sudan*".

According to the majority of interviewed stakeholders, relevance could be improved by 1) Better aligned and synchronized project timeframe with government/organizations' planning, 2) Expansion of the pool of involved partners- different types and categories of stakeholders involved in planning, and 3) Practice-oriented approach, that would direct the focus towards the overall improvement of the working and living conditions of migrant workers and their families, both in destination countries as in host countries.

### VALIDITY OF INTERVENTION DESIGN

The Project represented a successful continuation and complementarity with the previous United Kingdom's Department for International Development (DFID) funded Project of "*Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia*". However, the delayed negotiations among FCDO, ILO and the International Organization for Migration (IOM) on agreeing on terms of cooperation and budgetary requirements, focusing more on project implementation issues, resulted in a late start of the Project, with an initial six-month implementation period. As a result, although the Project achieved many of its outputs, most interviewed stakeholders underlined that the

achievement of the Project's results in such a short timeframe and with the available resources was considered overambitious.

The Project has been implemented in the context of high political and security risks, as identified in the Project reporting and based on evaluators' assessment, mainly affecting the implementation of activities in Ethiopia and Sudan. However, despite these challenges, the Project successfully adapted to the changing context requirements in Ethiopia but couldn't start its intervention in Sudan. Instead, some activities were implemented in Djibouti.

The Project's M&E system is based on results-based principles, with a well-designed MEAL system which combines the project planning and performance tracking tools. The Project also measured improved knowledge and capacities by applying pre-and post-test evaluation sheets and success stories/case studies.

The analysis of the assumptions and risks between how the outputs were expected to reach the desired results at the **outcome level** presents some weaknesses, mainly under outcome one and outcome 2. The evaluation assessed the assumption that "*Policy makers and social partners regularly use labour migration statistics to design, implement and monitor labour migration policies*" under **Outcome 1** as the weakest component of the project design. This finding is evidenced by the validity of the risk factor "*insufficient interest in evidence-based policy making on labour migration due to other policy priorities*", under Outcome 1, in the case of Tanzania and Uganda, mentioned in the narrative reports<sup>2</sup> and by many interviewed stakeholders.

Under **Outcome 2**, two of three underlying assumptions are still in process, and the expected results will be seen in the future. For example, the assumption of "*Governments ensure effective and timely skills matching, recognition and development*", and the assumption of "*Knowledge and tools produced are relevant and useful to migrants, policymakers, social partners, researchers and are disseminated effectively*" (and which refers to the multi-country platform prototype), are not yet in place, due to the short lifespan of the Project. The evaluation verified the risk factors through interviews and project reports that there is a strong political will "*to include skills issues in labour migration governance schemes*" and a "*strong commitment to maintaining the platform*" by ILO, AUC and the involved stakeholders.

The BRMM project reports under Outcome 7 within ILO's P&B Outcomes, which relates to "*Adequate and effective protection at work for all*". However, reporting on Outcome 6 on "*Gender Equality and equal opportunities and treatment for all*" is still a task the Project needs to follow up in the next project phase. Initial consultations were conducted in the majority of countries with relevant governmental partners. Still, the involvement of government representatives and social partners in the design process and the actual preparation of the Project was carried out through one-on-one consultations with selected stakeholders and the donor, receiving strong support from ILO HQ and the backstopping units.

The evaluation found the Project has a well-defined Communication strategy, with defined goals and objectives, key audiences, messaging, and communication tools.

## EFFECTIVENESS

The Project has been largely effective in achieving its desired results. The Project reached planned targets for most of its outcome-level indicators. The evaluation found the Project has made significant progress toward most of its expected results under its seven outputs. As already analyzed within the "validity of design" section of the evaluation, a few assumptions of the ToC- which sustains the overall desired change at the outcome level - are in process. This fact arose from the Project being designed as a foundational intervention that will lead to long-lasting changes in the future. Therefore, the evaluation found that results under **Outcome 1** represent the weak link in the Project. Tools and methodologies in labour migration statistics haven't been institutionalized yet, and there is a need for further capacity

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<sup>2</sup> BRMM Final Report



development, harmonization and system alignment in labour migration statistics and social security data management. Findings also indicated the existence of parallel data sources with some inadequacies that need to be addressed for the proper functioning of the Labour Market and Migration Information Systems (LMMIS)s.

Under **outcome 2**, behaviour change has been highlighted as one of the essential impacts the Project achieved with the life-skill and financial education training sessions. In addition, financial support and cash transfers highly impacted returned migrants' path to starting their businesses.

**Under Outcome 3**, the Project strengthened social dialogue at various levels, evidenced by the bilateral and interregional dialogues on labour migration issues and social dialogues in countries of origin and destination, such as the signing of the Memorandum of Understanding (MoU) between Ethiopia and Kuwait. ILO support also enabled workers' and employers' organizations to promote the ratification and implementation of important ILO labour standards, such as C88, C181, C97, C143, C189, and C190. An outstanding initiative was the advocacy campaign conducted by the Confederation of Ethiopian Trade Union (CETU), in partnership with ILO in Ethiopia, which raised awareness and brought to the broader public the importance of labour migration. Another media strategy had a successful application in Ethiopia, Kenya and Somalia through the "*There is Another Way*" campaign, including a regional story competition with short film makers, using social media cards on Facebook and Twitter, translated into six languages and involving regional media houses, government agencies and NGO partners. Despite these activities and successful initiatives, stakeholders' perceptions are that there is a general lack of awareness about the labour migration system and the provisions the government and different service providers could offer migrant workers.

#### EFFICIENCY

The project was highly efficient in utilizing the available resources in such a short timeframe and producing quality outputs. The operational efficiency of the project at the end of June 2022 was 97 %. However, this high level of fund disbursement was achieved with considerable human and technical support vs challenges in dealing with existing financial and human resources and ILO's bureaucratic procedures. Despite the project team being assessed as flexible and supportive when requested, many stakeholders considered that being more proactive and providing regular supervision and monitoring would have better served the needs of different stakeholders in different phases of the project implementation. The project staff and partners facilitated project results in many aspects, such as 1) following the PRODOC's recommendations to use and following only those achievement indicators which may be feasible to accomplish within six months; 2) organizing a team retreat for team building and overall familiarity with ILO working arrangements and project implementation requirements; 3) adapting project activities to changed circumstances; 4) applying concerted efforts for more efficient delivery of results.

#### ORIENTATION TO IMPACT AND SUSTAINABILITY

The evaluation concludes the project laid the seeds for a more resourceful and impactful continuation of the first project phase in many aspects. Incorporating the lessons learned and good practices into the future design, planning and implementation processes can contribute to the achievement of many long-term results in the future. For example, the ILO team retreat in March improved teamwork and strengthened the project's organizational capacities. The lessons learned after experiencing the challenges of working across countries and with many ILO units and departments are expected to lead to better resource allocation. The unexpected results of the project, such as the favourable political will to engage in bilateral negotiations on BLAs, the necessity to tailor the LMMISs to countries' needs, the desire for more engagement opportunities of social partners, and the possible effects of conflicts on economic factors – could serve as common understanding for the upcoming project strategies.

## CONCLUSIONS

The BRMM project successfully laid the ground for the next phase of the intervention by developing a shared understanding of labour migration policies, complemented by change in mindsets, personal and professional development, and economic empowerment of migrant workers, the majority of whom were women. The effects of a strengthened project team with knowledge, competencies and operational capacities were reflected in the successful usage and application of many scoping studies` results, assessments, and capacity-building activities. The lessons learned and the identified gap assessments, challenges and weaknesses provided ways and methodologies for successfully adapting the project. The unexpected project results could be a basis for the next project phase to plan its intervention strategies.

The project demonstrates a high level of relevance, coherence and strategic fit with Government objectives, ILO Planning, potential migrants and returnees and their communities` needs. Different regional and national-level projects served as a foundation for BRMM to get inspiration and support to continue the already existing good practices, ensuring a solid foundation for refining the project's intervention in each target country.

To a certain extent, the project theory of change successfully captured the project's underlying risks and assumptions, but the short timeframe resulted in challenges in keeping up with the pace of the project and complying with achieving the targets. Furthermore, as many stakeholders highlighted, completing the set targets in the limited timeframe was challenging to follow and required considerable effort regarding available time, available human resources and dealing with ILO bureaucratic procedures. The project staff and partners facilitated project results in many aspects, such as 1) following the PRODOC`s recommendations to use and following only those achievement indicators which may be feasible to accomplish within six months; 2) organizing a team retreat for team building and overall familiarity with ILO working arrangements and project implementation requirements;3) adapting project activities to changed circumstances;4)applying concerted efforts for more efficient delivery of results. Despite the project team being assessed as flexible and supportive when requested, many stakeholders considered that being more proactive and providing regular supervision and monitoring would have better served the needs of different stakeholders in different phases of the project implementation.

All stakeholders agreed on the importance of better mainstreaming gender into project design and implementation, the fact that the project could have better-supported gender disaggregation, and the assessment of how migration-related issues affect men and women differently. In addition, the preoccupation with cross-cutting issues could be reflected in the project budget, properly assessing intersectionality aspects of the migrant workforce and measures to address their specific needs.

## LESSONS LEARNED

1. The distinction between national and international migrants might lead to the perception of exclusive labour migration policies and the practical application of discriminatory measures. Governments must deal with both categories of migrants, and workers `and employers` organizations must protect both.
2. The discrepancy between the scale of returnees and the service provision is worrying, especially in Ethiopia, as stated by available data<sup>3</sup> and many respondents. For example, in Ethiopia and

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<sup>3</sup> IOM, 2022: *Regional Migrant Response Plan for the Horn of Africa and Yemen*. "As a result of the relaxation of movements restrictions linked with COVID-19, 79,498 migrants were involuntarily returned from the Kingdom of Saudi Arabia in 2021."

<sup>3</sup> IOM, 2022: *Regional Migrant Response Plan for the Horn of Africa and Yemen*. "As a result of the relaxation of movements restrictions linked with COVID-19, 79,498 migrants were involuntarily returned from the Kingdom of Saudi Arabia in 2021."

IOM 2021: Recorded information indicates that over 58,000 migrants returned to Ethiopia from April 2020 to mid-2021. In Kenya, more than 4000 migrant workers were forcibly returned home in 2020; many migrant workers died in foreign countries because they were not allowed to return home, due to travel restrictions-as stated by ILO Project team.

Kenya, the financial sector is not so well developed, and there are opportunities to test different technical skill-related training and financial products. More extended partnership agreements between ILO projects and Banks, financial institutions and NGOs and the need to develop interest-free products to align these services to religious beliefs in Ethiopia were considered criteria to include in the project's future design and planning stage.

3. Cooperation with employers` organizations and private employment agencies is not systematic, and significant gaps need to be addressed to improve the compliance of labour migration policies with labour rights and the content and quality of BLAs.

### EMERGING GOOD PRACTICES

1. The priority to address illegal migration and promote job opportunities at the national level helps to undress unemployment challenges. Hence, grant agreements signed with implementing partners, such as downstream NGOs and financial service providers, to support the efforts towards creating job opportunities, with a particular focus on women and youths, contribute to increased ownership and independence of partner organizations and the effectiveness and efficiency of project results.
2. Consistent bi-weekly meetings within ILO departments proved to be an effective mechanism for M&E and cross-learning.
3. The financial literacy training materials adapted to different countries, based on context and cultural patterns, were very well received by training participants and proved their quality in terms of content and methodology.

## VII. RECOMMENDATIONS

**Recommendation 1.** Strengthen consultation processes with Governments, tripartite constituents and other partners at the design and planning stage of the project and inform key stakeholders about essential decisions related to changes in the project's geographical focus and stakeholders involved in implementation.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor; government; workers` and employers` organizations; NGOs	High	Six months	Medium financial and human resources implications.

**Recommendation 2.** Enhance the interest of stakeholders in labour migration policies by organizing workshops and capacity development activities that present approaches and the benefits of integrating labour migration topics into other public policy fields, such as social protection of migrant workers and their families, the importance of LMMIS systems, remittances` contribution to the countries` GDP, the linkage between migration, education and Technical, Vocational Training (TVT), technological innovations related to migration, protection and human rights aspects of legal migration, among others.

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An interviewed stakeholder affirmed that more than 108.000 returnees arrived to Ethiopia between 2018 to 2021. The same interlocutor stated that more than 35.000 returnees returned to Ethiopia in 2022.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	High	Three years	High financial and human resources implications.

**Recommendation 3.** Allocate a separate budget line for performing the ILO backstopping work, which would allow the hiring of more regular staff members at ILO HO` and in project countries. In addition, allocate at least three months for the project planning phase, allowing project staff and partners sufficient time to develop joint work plans and assign available human resources within their organizations.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor	High	Three years	High financial and human resources implications.

**Recommendation 4.** Expand the project's geographical scope by moving out from the capital cities, and involve regions prone to migration in selected countries; map existing institutional setup and organisations in the areas that could be partners in project implementation.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor; government; workers` and employers` organizations; NGOs; TVT centres and other educational centres; financial institutions and Banks	Medium	Three years	High financial and human resources implications.

**Recommendation 5.** Conduct gender studies and assess the impact of project intervention on men, women and other categories of migrants. Introduce a separate budget line in the project based on gender-based budgeting principles-which would allow paying for childcare during training sessions, covering transport and support for people with disabilities and other special needs project participants might require.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor	High	Three years	Medium financial and human resources implications.

**Recommendation 6.** Strengthen the communication and visibility of the project about the labour migration system in targeted countries; make this information easily available and accessible for migrant workers and labour migration service providers.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational centres; financial institutions and Banks	Medium	Three years	High financial and human resources implications.

**Recommendation 7.** Support workers` and employers` organizations in their effort to lobby for the ratification of ILO Conventions, the domestication of labour migration policies, and their participation in the BLA processes.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	High	Three years	Medium financial and human resources implications.

**Recommendation 8.** In labour migration statistics, assess individual motivation and institutional capacities and tailor interventions accordingly; design differentiated training curricula for data collection and analysis according to knowledge and competency levels.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; statistical service providers	Medium	Three years	Medium financial and human resources implications.

**Recommendation 9.** Support union-to-union cooperation between countries of origin in East Africa and destination countries within the Gulf Cooperation Council (GCC).

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	Medium	Three years	High financial and human resources implications.

**Recommendation 10.** Facilitate partnerships between the government, the financial service providers, TVTs, and the local government in returned migrant-prone regions. Request project partners to regularly conduct returned migrants` needs assessment (every six months), which would closely monitor the socio-economic situation of the returned migrant workers, their changing needs and the possibilities of addressing those needs.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational centers; financial institutions and Banks	High	Three years	Medium financial and human resources implications.

**Recommendation 11.** Before signing a collaboration contract with implementing partners, clearly discuss and present ILO's administrative and financial procedures to allow partners to understand systemic differences and develop contingency plans in case of slow disbursement of project funds.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational	High	Three years	Low financial and human resources implications.

centers; financial institutions and Banks			
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**Recommendation 12.** Improve communication and collaboration with IOM, enhancing knowledge sharing and strengthening labour migration and mobility interventions.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units;IOM	High	Three years	Low financial and human resources implications.

## I. INTRODUCTION

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The East and Horn of Africa is one of the sub-regions of the African continent that shares the overall labour migration trend, largely represented by intra-regional flows and mainly characterized by the migration of low-skilled workers. Although each country has its labour migration profile, the East and Horn of Africa is one of the regions with the most significant increase in the number of migrants and refugees globally. Climate change, environmental degradation, armed conflict, and political, economic and food crises continue to force people to flee, resulting in a growing need for assistance. Mixed migration flows, which include refugees, asylum-seekers, displaced persons, and migrants pursuing family reunification, education or employment, put a strain on governments in the region as they struggle to cope with the large number of migrants crossing their borders and moving through their countries. The men, women and children making up these migrant flow frequently resort to unsafe modes of transportation and smuggling networks during their journey, exposing themselves to injury, violence, detention, exploitation and abuse.

Of great importance in the sub-region are South-South migration corridors to neighbouring labour markets in the search for better employment opportunities. Today, most East African countries participate in labour migration flows, whether as countries of origin, transit or destination. Demand in economic sectors such as agriculture, fishing, mining and construction, domestic work, health care, cleaning, restaurants and hotels, and retail trade are significant drivers for labour migration within the sub-region and beyond.

While nearly half of all international migrants were within their region of origin in 2020, around 30 per cent of the migratory movements in the East and Horn of Africa in 2019 were intra-regional. At the same time, about 63 per cent of migrants from East and Horn of Africa in 2019 were headed toward the Arab Peninsula, particularly to the Kingdom of Saudi Arabia.<sup>4</sup>

The most popular destination countries are the United Arab Emirates (UAE), Kingdom of Saudi Arabia (KSA) and Qatar, with data between 2000 and 2017 showing a particular increase in the African migrant stocks in Qatar and UAE relative to the rest of the migrant stock population.<sup>5</sup>

Despite differences, the countries share several challenges and opportunities as they move towards regional integration. Positive developments are the number of existing regional integration schemes, notably those of the East African Community (EAC) and the Intergovernmental Authority on Development (IGAD). However, the regionalisation process translated itself into significant job creation, resulting in high labour migration outflows.

### A. PROJECT BACKGROUND

In this context, the ILO has developed many successful models for **data collection, skills development and recognition**, with which it is leading work in Africa, Asia and Latin America. The ILO has also been working closely with its **social partners** to ensure that its intervention methodologies and policy results on labour migration contribute to promoting a **rights-based approach**. The project under evaluation focused on three mutually reinforcing and complementary pillars targeting i) enhanced labour market and migration information systems (LMMIS); ii) better skills matching, recognition and development along specific migration corridors; and iii) strengthened capacities of the social partners. The project was envisioned to contribute to building the capacity of countries in the region at a significantly higher level of scale and durability, creating opportunities for expanding migrant workers' protection, access to regular pathways

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<sup>4</sup> IOM, *A region on the move: 2019 Mobility overview in the East and Horn of Africa and the Arab Peninsula*, 2020

<sup>5</sup> ILO: Policy Advisory Committee on Fair Migration in the Middle East, Note for Policymakers, Interregional dialogues on migration involving countries in the Middle East and Africa, 2018.

for employment, and gaining larger socio-economic benefits from their mobility. The project also complemented other labour migration projects in the regions and globally.

The imperative to strengthen the three pillars has been recognized widely by countries of origin and destination – including outside of Africa – as well as by employers and workers’ organisations, providing a basis for dialogue and action within and across countries. The African Union’s (AU) Revised Migration Policy Framework for Africa and Plan of Action (2018–2030), IGAD Regional Migration Policy Framework and many sub-regional and national labour migration policies, strategies and action plans have already identified these areas as priorities for action. In addition, ILO’s unique structure increases the capacity of its tripartite constituents: Ministries of Labour, workers and employers’ organisations, labour market institutions and relevant stakeholders.

The ILO’s work on labour migration is guided by its global standards, decent work agenda, and the 2030 Sustainable Development Agenda. The ILO has been actively delivering development assistance for improving labour migration governance on the African continent, collaborating with governments, workers’ and employers’ organizations. The proposed Action is informed by Africa’s Agenda 2063, the AU’s Revised Migration Policy Framework for Africa and Plan of Action (2018–2030), and the Free Movement of Persons Protocol or “Protocol to the Treaty establishing the African Economic Community relating to the Free Movement of Persons, Right of Residence and Right of Establishment”, and by regional frameworks: Protocol on Free Movement of Persons in the IGAD Region, ECOWAS Protocol on the Free Movement of People and Goods, and East Africa Community Common Market Protocol.

The ILO’s work on labour migration statistics in East Africa is guided by the ILO’s 2018 International Conference on Labour Statisticians (ICLS) Guidelines Concerning Statistics of International Labour Migration.<sup>6</sup>The ILO’s work on skills portability supports the on-going efforts to build a regional qualification framework and the initiative of the AU to establish the African Continental Qualifications Framework (ACQF).

## **B. PROJECT GOALS AND OBJECTIVES**

The project “*Better Regional Migration Management (BRMM)*” has been implemented from September 15, 2021, to June 30, 2022, by ILO, with financial support from the Foreign Commonwealth and Development Office (FCDO) of the United Kingdom, totalling 2,950,000 GBP. Based on a memorandum of Understanding (MoU) signed on 8 September 2021, the project funds increased by 50,000 GBP, totalling 3,000,000 GBP, or US 4,124,261. In March 2022, the project was granted a no-cost extension until the final termination date of 31 May 2022. This agreement was followed by a final no-cost extension signed in May, defining the project’s end date as 30 June 2022.

The project's overall objective was to strengthen East African countries' capacities to govern labour migration by using evidence-based policies, enhancing migrant workers’ qualifications and skills, and actively engaging social partners for improved development outcomes at the national and regional levels.

The Project **outcomes and outputs** are the following:

**Outcome 1:** *Improved labour migration statistics for evidence-based policy making in selected/targeted countries.*

*Country of focus:* Ethiopia, Djibouti, Uganda, Rwanda and Tanzania

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<sup>6</sup> [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/meetingdocument/wcms\\_648922.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/meetingdocument/wcms_648922.pdf).



**Output 1.1** – The foundations for an effective labour market and migration information system (LMMIS) are established or scaled-up.

**Output 1.2** – Strengthened capacity among producers and users of labour migration statistics for evidence-based policymaking

**Outcome 2:** *Returnees and potential migrants, especially women and youth, have access to integrated/inclusive services, facilitating the transition to formal employment while ensuring adequate skills and qualification recognition, matching and development.*

*Country of focus:* Ethiopia, Kenya, South-Africa, Rwanda, the AUC at continental level

**Output 2.1** Comprehensive support for labour market integration, including returnees and potential migrants, with a focus on women and youth;

**Output 2.2** Support to institutional strengthening and capacity building for facilitating skills and qualifications portability

**Output 2.3** A multi-country platform prototype and virtual community of practice on skills and labour migration is established

**Outcome 3:** *The social partners are actively engaged in labour migration policy development and implementation*

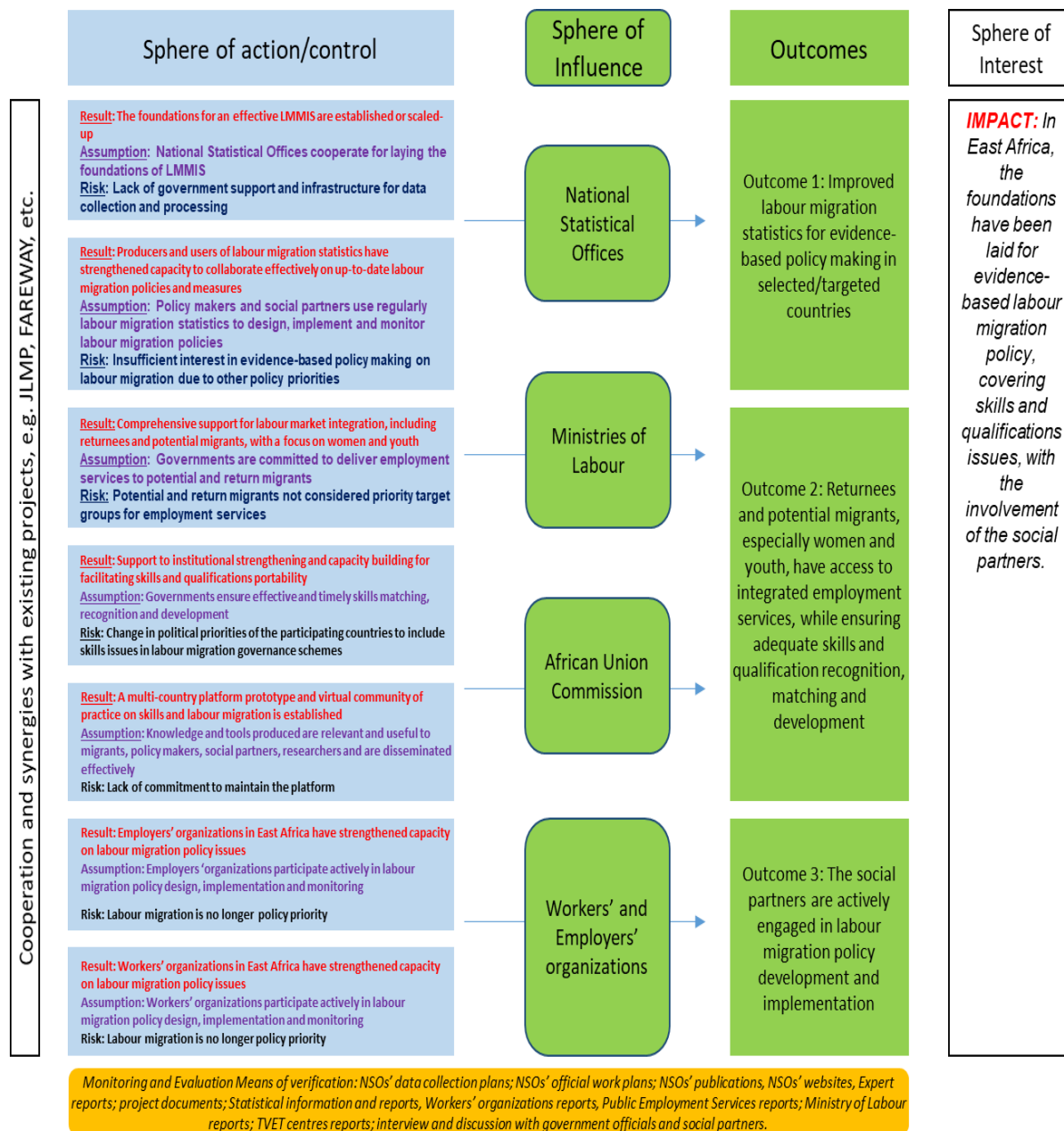
*Country of focus:* Ethiopia, Kenya, Uganda, Tanzania, Somalia, South Sudan

**Output 3.1** Employers' organizations in East Africa have strengthened their capacity on labour migration policy issues

**Output 3.2** Workers' organizations in East Africa have strengthened their capacity on labour migration policy issues

### **C. PROJECT THEORY OF CHANGE**

The evaluation verified the project's intervention logic and, the validity of assumptions, how the anticipated sequence of linkages from inputs and activities led to outputs. In addition, the evaluation assessed whether the project was doing the right thing and if the results led to the desired outcome-level changes.



#### D. OBJECTIVE OF THE EVALUATION

This evaluation aimed to appraise/ assess the overall implementation and achievement of the project against its planned objectives. Additionally, the **assessment** aimed to provide an evidence-based analysis (1) to determine the extent to which the Project has met its proposed objective and its outcomes, (2) to review the Programme Theory of Change (ToC), and to assess the validity of pathways and assumptions, (3) provides information on the relevance, coherence, effectiveness, efficiency, orientation to impact and sustainability of the Project.

The **specific objectives** of the evaluation were the following:

- k. Review and substantiate emerging evidence related to the achievement of the BRMM project overall impact by the end of the Project.
- l. Establish the relevance of the project design and implementation strategy concerning the ILO, UN and national development frameworks (i.e. SDGs and UNDAF) of countries covered and final beneficiaries' needs;
- m. Assess the extent to which the Project has achieved its stated objectives and expected results while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership and arrangements
- n. Identify unexpected positive and negative results of the Project
- o. Assess the level of implementation efficiency of the Project.
- p. Review the institutional setup, capacity for project implementation, and coordination mechanisms.
- q. Assess the extent to which the project outcomes will be sustainable.
- r. Analyze the Project's potential impact at the institutional level as well at the level of the final men and women beneficiaries
- s. Identify specific lessons learned and potential good practices for the key stakeholders.
- t. Provide strategic recommendations for the key stakeholders to promote sustainability and support further development of the project outcomes and future similar ILO interventions in multi-country programs in general.

#### **E. SCOPE OF THE EVALUATION**

The evaluation covered the entire Programme implementation from 15 September 2021 to 30 June 2022. It was conducted with a strong gender lens and considering non-discrimination (i.e. gender equality), social dialogue, tripartite relations, international labour standards, and just transition to environmental sustainability.

The *evaluation's primary audience* will be the key governmental ministries and agencies (Ministries of Labour and Education), the African Union Commission (AUC), national and regional social partners (employers and workers` organisations (such as ITUC-Africa, ATUMNET), National Statistical Offices, the donor, and ILO programme teams in COs, DWTs, ROAF and HQ.

#### **F. EVALUATION QUESTIONS**

**Table 1: Evaluation Questions**

<b>RELEVANCE, COHERENCE AND STRATEGIC FIT</b>
<ul style="list-style-type: none"> <li>• Is the project coherent with the Governments objectives, National Development Frameworks, potential migrants and returnees and their communities' needs, and does it support the outcomes outlined in the UNDAFs/UNSDCFs, DWCPs, ILO Planning, as well as the SDGs and indicators?</li> <li>• How could relevance be improved in future?</li> <li>• How does the project complement and fit with other on-going ILO and other UN agencies and relevant institutions programmes and projects in the targeted countries?</li> </ul>
<b>VALIDITY OF INTERVENTION DESIGN</b>
<ul style="list-style-type: none"> <li>• Is the project realistic (regarding expected outputs, outcome and potential impact) given the timeframe and resources available, including performance and its M&amp;E system, knowledge sharing and communication strategy?</li> </ul>

- To what extent has the project integrated ILO cross-cutting themes in the design?
- Have the governments and social partners participated in the design and implementation of the project?
- Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used to enable reporting on progress under specific SDG targets and indicators?
- Is the project Theory of change comprehensive, integrates external factors and is based on systemic analysis?
- To what extent did the problem analysis identify its differential impact on men and women and other vulnerable groups (such as people with disabilities and others as relevant)?

#### **EFFECTIVENESS**

- To what extent have the overall project objectives/outcomes been achieved, considering the short duration of the project?
- Which internal and external process factors have influenced the overall achievements so far (positive or negative)?
- Did the project achieve unexpected positive or negative results?
- Assess the quality of main outputs according to project direct and indirect beneficiaries.
- Assess how contextual and institutional risks and external factors (positive and negative) have been managed by the project management?
- How has the project addressed the COVID-19 Pandemic? Do the intervention models used in the project suggest an intervention model for a similar crisis response?

#### **EFFICIENCY**

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes?
- Have the partners and project staff facilitated project results?

#### **ORIENTATION TO IMPACT AND SUSTAINABILITY**

- To what extent were relevant partnerships/capacities developed to ensure sustainability?
- Which project-supported tools have been, or have the potential to be, institutionalized and/or replicated by partners or external organizations? What additional external efforts may be needed?
- To which extent are the results of the interventions likely to have a long-term, sustainable positive contribution to the country's national development, SDG achievement and relevant targets? (explicitly or implicitly)
- How has the sustainability approach of the project reflected the COVID-19 situation in the context of the national responses
- How have the project and stakeholders responded in moving forward with the project results appropriation?

#### **GENDER EQUALITY AND NON-DISCRIMINATION**

- Have the project-specific gender equality achievements?
- To what extent has the M&E data supporting project decision-making related to gender equality?
- Has the project addressed other vulnerable groups, including people living with disabilities?

An evaluation matrix detailing the evaluation questions, criteria for data collection, and data collection methods is included in Annex 2.

## II. EVALUATION METHODOLOGY

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The evaluation had a strong qualitative focus. 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)*. Data triangulation was used to strengthen the reliability and validity of the data collected, using both quantitative and qualitative information.

The OECD DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, orientation to impact and sustainability were used in the assessment.

The Consultant team was guided in their work by a) the OECD/DAC Evaluation Quality Standards; b) the UNEG Code of Conduct for Evaluation in the UN System; c) the ILO policy guidelines for results-based evaluation; d) the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; e) Checklist 4 "Validating methodologies"; f) Checklist 5 "Preparing the evaluation report"; g) Checklist "6 Rating the quality of evaluation report".

The International Consultant worked closely with the ILO Evaluation Manager and the Project Team in Ethiopia to finalize the methodology, sample size, data collection tools and work plan. A preliminary team meeting with project staff members was scheduled for May 26, 2022. This discussion helped inform the inception work and supported the International Consultant clarify logistical issues of the field-based data collection. An additional meeting with CO Addis-Ababa was organized during the week of 30 May-3 June to facilitate a better understanding of the successes and limitations of the Project. The evaluation team also conducted a thorough review of the existing relevant documents, including Project documents, project progress and final reports, work plans per country, partner reports, training and awareness creation materials produced by the Project, M&E tools and monitoring data collected, financial data and other relevant sources. The desk review also focused on coming to a better understanding of the ToC, including how perceptions of the ToC may have evolved throughout the Project.

A detailed logistical plan was developed in the inception phase, which includes country-specific data-collection planning (Ethiopia, Kenya, Tanzania, Djibouti, Uganda, Somalia, and South Sudan) and the relevant contact details of stakeholders at different levels. The preparation phase also assessed the availability and capacities of country-level staff and partners to support additional data collection and logistical arrangements in the three countries.

Based on this information, the evaluation team developed an evaluation matrix and the interview and Focus Group Discussion questions. The finalised data collection logistical plan was provided to the evaluation team at the beginning of the country visits, commencing 6 June.

At the end of the inception phase, an inception report was produced outlining in detail the evaluation strategy, methodologies, implementation and work plan for the evaluation, as agreed with the Evaluation Manager.

The International Consultant travelled to Ethiopia, Kenya and Tanzania for a face-to-face data collection period of 15 days between 12-18 June 2022. The National Consultant carried out field-based data collection in Ethiopia jointly with the team leader, composed of seven days between 30 May-17 June 2022. The project team prepared an indicative list of persons to be interviewed/consulted and provided it to the Consultant team.

Important stakeholders involved in the BRMM project field-based data collection were:

**a) Ethiopia:** ILO CO Director and project staff, Ministry of Labour and Skills, Ethiopia Private Overseas Employment Agencies Federation (EPrEAFs), Women in Self Employment (WISE), LIVE Addis, the Free Movement of Persons and Transhumance in the IGAD region (FMPT) project, Amhara Credit and Saving Institution(ACSI), Confederation of Ethiopian Trade Unions (CETU), Ethiopian Employers` Federation (EEF), Ethiopian Statistics Services (ESS),WASASA Micro-Finance Institution (MFI), Sinqee Bank, training beneficiaries and trainers, African Union Commission (AUC), potential and returned migrants.

**b) Kenya:** Ministry of Labor, National Employment Authority (NEA), the Central Organization for Trade Union (COTU), the Federation of Kenya Employers (FKE).

**c) Tanzania:** Prime Minister`s Office Labor, project staff, National Statistics Office, Trade Union Congress of Tanzania (TUCTA), Ministry of Labor, Tanzania Employment Services Agency (TaESA), Association of Tanzania Employers (ATE), East and Central Africa Social Security Association (ECASSA).

The main data collection methods used by the Consultant team were as follows:

- **Key Informant Interviews (KII)** with donor representatives; ILO CO teams and Addis-Ababa project staff; relevant ILO officers and specialists covering the Project in Uganda, Cairo, Pretoria, Abidjan ROAF and HQ; tripartite constituents, and other stakeholders and partners. Those important stakeholders, who could not be interviewed in-person, participated in online Zoom meetings in the evaluation process.
- **Focus Group Discussions** with potential and returned migrant workers in Ethiopia

**Table 2: Number of interviewed stakeholders and beneficiaries**

	Ethiopia	Kenya	Tanzania	TOTAL	Male	Female
Government	2	1	2	5	4	1
Workers organizations	2	2	1	5	1	4
Employers organizations	4	2		6	5	1
NSOs and National Employment Authorities	5	1	3	9	7	2
NGOs	4		1	5	2	3
Donor	2			2		2
ILO staff and ILO experts	18	2	1	21	10	11
<b>TOTAL KII participants</b>	<b>37</b>	<b>8</b>	<b>8</b>	<b>53</b>	<b>29</b>	<b>24</b>
<b>TOTAL FGD participants</b>	<b>20</b>			<b>20</b>	<b>5</b>	<b>15</b>
<b>TOTAL number of interlocutors</b>	<b>57</b>	<b>8</b>	<b>8</b>	<b>73</b>	<b>34</b>	<b>39</b>

The 20 FGD participants (15 female, five male) were:

- 4 trainers (2 female +2 male trainers)
- 16 migrant workers ( 13 female + 3 male migrants) = 12 returnees and 4 potential migrants

A face-to-face stakeholders' workshop was organized at the end of the data collection phase, on 17 June in Addis-Ababa, to discuss initial findings and complete data gaps with key stakeholders from all the countries covered by the Project. The workshop was logistically supported by the Project and programmatically managed by the Consultant team. The half-day workshop was conducted in English with interpretation in Amharic.

The draft evaluation report was reviewed, and written feedback was provided to the Consultant team with an aim to incorporate the comments and prepare the Final Evaluation Report.

### III. MAIN FINDINGS

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#### RELEVANCE, COHERENCE AND STRATEGIC FIT

The project strategies were based on initial consultations in all countries with relevant governmental partners, such as the Ministry of Labour and Social Affairs (MOLSA), the Urban Job Creation and Food Security (UJCFS) and the Job Creation Commission (JCC) in Ethiopia<sup>7</sup>, the Ministry of Labour in Djibouti, Kenya and South-Sudan and the Ministry of Labour and National Statistics Offices in Tanzania and Uganda. All these stakeholders stressed the validity of the needs assessment conducted by ILO and its relevance to the social and economic reintegration of migrant workers.<sup>8</sup>

Specifically, the project was able to demonstrate continued relevance to the Government of Ethiopia's priorities showcased by the Ethiopian Overseas Proclamation 923/2016 and its amended form 1246/2021, the ILO Private Employment Agencies Convention 1997 (Nr.181) and the ILO General Principles and operational guidelines of fair recruitment. The JCC's "National Plan for Job Creation"<sup>9</sup> is closely linked to the project, especially with pillars three and four related to "developing human capital to meet the changing needs of the labour market" and the "Strengthening labour market intermediation and linkages".

The Government of Kenya took a proactive approach in reaching out to ILO for support, in line with the GoK priority<sup>10</sup>. The "Letter to ILO on request to Technical and Financial Support on MWF", was submitted by the Ministry of Labour and Social Protection to ILO with the request to provide support for the establishment of a Migrant Workers Welfare Fund, in order to provide assistance and welfare services to migrant workers and their families, with technical and financial support from ILO, showing a strong alignment and strategic fit of the project with the GoK's strategic directions.

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<sup>7</sup> Currently the three institutions have merged and is currently called the Ministry of Labour and Skills

<sup>8</sup> PRODOC.

<sup>9</sup> Plan of Action for Job Creation (2020-2025), Job Creation Commission Ethiopia.

<sup>10</sup> GoK (2022): Final Third Labour and Employment Sector Plan (2018-2022): "Accurate statistics on the number of Kenyans working abroad are unavailable but it is estimated that about 200,000 work in the Middle East alone. Most of these workers are, however, engaged in low-skilled occupations. They also face numerous challenges, especially in respect to the terms and conditions of employment and protection of fundamental principles and rights at work. A lack of bilateral agreements with countries in the region means that there are no formal structures for addressing these challenges. The absence of a Distress Fund particularly in the Middle East and Offices of Labour Attachés in destination countries compounds this challenge further."

The evaluation found strong coherence of the project's objectives with Countries' National Development Plans, such as Kenya<sup>11</sup>, Ethiopia<sup>12</sup>, Uganda<sup>13</sup>, South-Sudan<sup>14</sup>, and Tanzania<sup>15</sup>. Strategies related to LMISs, labour migration management, skills qualification and portability, the support provided to Academia and research institutions, women and youth economic empowerment, employment creation, and social services are all concepts that form part of the development framework of the mentioned countries. Bibliographical evidence corroborated with Interviewed governmental institutions' representatives' opinions suggests strong coherence and alignment of the project with their countries' overall direction in the field of labour migration. However, a better alignment and synchronization of future ILO projects with the Government's planning, factoring in time and available resources, were indicated as a must to enhance better results.

Employers' and workers' organizations interviewed for the evaluation indicated the project's relevance to addressing their needs regarding the project's structure, policy orientation and the strategy of building capacities. The need to work towards ratifying ILO Conventions and support needed for addressing internal and international migration issues is a common interest of all social partners. Similar to opinions expressed by governmental representatives, social partners also stressed the importance of aligning capacities with existing resources and Annual Plans. For example, it was mentioned in the evaluation that conducting capacity building without matching the available resources and existing capacities with project goals might alter the desired results solely because certain internal factors haven't been considered at the planning stage.

As migrant workers' needs are complex and cross-cutting different areas related to migration, mobility, protection and human rights, the evaluation concluded the project addressed the certain type of needs, such as the need to be aware of existing legislation, service provision, upgrading life-skills and getting immersed to financial literacy, overall business management and the need to be financially supported to start a small business. Needs assessments with returned migrant workers assessed the need for practical and short-term training to help create a business in specific areas and in both technical and core skills, coupled with financial support to sustain the investments.

The project also clearly aligns with the Global Compact on Migration<sup>16</sup>, which addressed commitments to livelihoods and decent work, reintegration strategies, and labour migration governance. In its efforts to strengthen the three pillars serving as project objectives, the project was inspired by the African Union (AU) Revised Migration Policy Framework for Africa and Plan of Action (2018-2030), and IGADs Regional Migration Policy Framework, which already discussed the importance of LMISs, skills development and the strengthening of coordination among tripartite constituents, labour market institutions and other relevant partners.

ILO's global standards and decent work agenda and the 2030 Sustainable Development Agenda form an integral part of the project, inspired by the "Protocol on Free Movement of Persons in the IGAD Region", the "East-Africa Community Common Market Protocol" and ECOWAS Protocol on the Free Movement of People and Goods.<sup>17</sup> Besides the mentioned strategic documents, the project also aligns with other ILO

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<sup>11</sup> Sector Plan for Labour and Development. Ministry of Labour and Social Protection, Kenya.

<sup>12</sup> Ten Years Development Plan 2020/21-2030/31; Ethiopia

<sup>13</sup> Third National Development Plan (NDPIII), 2020/21-2024/25; Uganda

<sup>14</sup> Revised National Development Strategy; Consolidate Peace and Stabilize the Economy, 2021-2024; South-Sudan

<sup>15</sup> National Five Year Development Plan, 2021/22-2025/26. Tanzania

<sup>16</sup> Global Compact on Safe, Orderly and Regular Migration

<sup>17</sup> PRODOC



priorities<sup>18</sup>, such as protection, governance, integration, skills, and refugees/ climate change. The ratifications of two important ILO Convention referring to the status of migrant workers - ILO C97 and C143 - by Somalia, the “AU Declaration on the Protection and Promotion of the Rights of Migrant Workers”; the AU’s BLA Guidelines (2021), IGAD’s BLA Guidelines (2021), the Djibouti Declaration on Labour, Employment and Labour Migration and Plan of Action (2021) are all supporting the project’s intervention.

An analysis of ILO’s strategic documents reveals the project is aligned with ILO Programme and Budget (P&B) for 2020-2021 and 2022-2023<sup>19</sup>. The BRMM project contributes under Outcome 7 of the P&B plans, related to “Adequate and effective protection at work for all.”<sup>20</sup>

However, the BRMM project’s results are not adequately reflected yet in ILO’s Decent Work Country Programme (DWCP)<sup>21</sup> design and reporting in different Country Programme Outcomes (CPOs), except for Ethiopia. The project is designed to contribute to DWCP under outcome 7, and it is for the next project phase to look into how each target country can align their reporting requirements with their DWCPs main pillars.

The statistical pillar of the project showed strong tendencies to align existing systems and regulations to internationally used frameworks. In this regard, the International Conference of Labour Statisticians (ICLS), organized in 2018, adopted four important guidelines on work relationships, child labour and the methodology of SDG indicators on labour rights and youth employment. The project transposed these guidelines in its training activities organized virtually by ITC-ILO, and in other strategies, such as the alignment of the Ethiopian migrant data management system with the updated Ethiopian overseas employment amendment proclamation 1246/2021 and its integration with the National Recruitment Platform managed by the Job Creation Commission and the BLA and MOU electronic monitoring system. In this aspect, within the framework of SDG Indicator 10.7.1, the Global Knowledge Partnership on Migration and Development (KNOMAD) of the World Bank and the ILO has been collecting data on recruitment costs and simultaneously developing methodologies and survey instruments that countries can employ to gather data on recruitment costs. This approach has been mainstreamed into the PRODOC, and the evaluation found the project effectively followed up on these principles in its reporting.

The project's coherence with the 2030 Agenda for Sustainable Development can be seen in its reporting on SDG 1.3.1. “*The proportion of the population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable*”, and SDG.10.7.1. “*Recruitment cost borne by employee as a proportion of monthly income earned in country of destination.*” Although not followed up yet, the project intends to report on SDG.10.7.2 at the Impact level “*Number of countries with policies to facilitate orderly, safe, regular and responsible migration and mobility of people.*” At the same time, standards have been set to protect particular categories of vulnerable workers, including migrant workers, thus helping to prepare the ground for technical cooperation projects targeting these vulnerable migrant workers.

## **COMPLEMENTARITIES WITH OTHER PROGRAMMES AND PROJECTS**

The project's goals are compatible with other projects at the regional and national levels.

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<sup>18</sup> TEAM BUILDING RETREAT WORKSHOP FOR BETTER REGIONAL MIGRATION MANAGEMENT PROJECT, Mombasa Kenya; March 2022

<sup>19</sup> ILO Programme and Budget for the Biennium 2020-2021; ILO Programme and Budget for the Biennium 2022-2023

<sup>20</sup> Kenya Retreat workshop report

<sup>21</sup> Team retreat report. Kenya 2022.

As such, at the regional level, the evaluation found strong synergies with the *“Free Movement of Persons and Transhumance in the IGAD region: Improving Opportunities for Regular Labour Mobility Project”* (FMPT), funded by the European Union (EU). The project, which has been running since 2017, involves many countries within the BRMM focus area and contributed to BRMM’s planning with its focus on reintegration issues. In this regard, the importance of supporting Kenya in developing its BLAs, the necessity to ratify ILO Conventions, migrant support policies and the development of LMISs, were areas where BRMM could adopt findings and lessons learned. A relevant example in this regard is that in Ethiopia, in the Amhara region, the Amhara Credit and Saving Institution (ACSI) established a loanable matching fund amounting to USD 400,000 (ETB 18,200,000) to increase access to finance for potential and returned migrants.

The FMPT project also organized three consecutive training sessions in Juba, South Sudan, on international labour standards, the protection of migrant workers’ rights and the ratification process of ILO’s conventions.

The Swiss Agency for Development and Cooperation (SDC) funded the JLMP Programme and brought together the African Union Commission (AUC), the International Trade Union Confederation (ITUC) and the International Organization of Employers (IOE) to launch the ILO Fair Recruitment Initiative (Phase II, 2021-2025) in Africa, in March 2022. In addition, tripartite partners of the BRMM project countries, namely Ethiopia, Kenya and Uganda, attended the in-person event.

Within the same JLMP programme, the African Trade Union Manual on Labour Migration entitled *“Trade Unions Manual to Promote Migrant Workers’ Rights and Foster Fair Labour Migration Governance in Africa”* was developed within the *“AU-ILO-IOM-ECA ECA Joint Labour Migration Priority”* project (JLMP) funded by SIDA in coordination with the Bureau for Workers’ Activities (ACTRAV) and the ILO Regional Office for Africa. The manual was presented to labour migration professionals, workers’ organizations and labour educators in a training event organized by BRMM.

One of the important flagship initiatives of BRMM is the decision taken by the Kenyan Ministry of Labour to establish the Kenya Migrant Workers Welfare Fund. Considerable support is given to this initiative by the Fairway project, funded by the Swiss Agency for Development and Cooperation (SDC). Besides providing technical and financial support, the Fairway project’s results were incorporated into BRMM by the socio-political-economic analysis related to providing financial services and products.

At the Ethiopia Country Office level, one source of inspiration and basis for the continuation of BRMM was the previous United Kingdom’s Department for International Development (DFID) funded project of *“Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia”*. The partnership between the two projects led to the development of a self-assessment tool used with private employment agencies entitled *“Capacity and practices of overseas private employment agencies assessment”*.

Returnees, and especially women returnees in Ethiopia, benefitted from the opportunities provided by the partnership between ILO and Women in Self-Employment (WISE) to join the *“Yetchalal”* Saving and Credit Cooperative Organization (SACCO). This initiative was previously developed by the EU-funded project entitled *“Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers to the GCC States, Lebanon and Sudan”*. As a result of this previous initiative, 243 returnees (210 female) have joined the SACCO under BRMM.

BRMM successfully engaged and supported the African Trade Union Migration Network (ATUMNET), an umbrella platform for coordinating the engagements of African trade unions on migration and labour

migration in implementing the GCM objectives. After an initial meeting organized in Dakar, Senegal, in December 2021 that brought together 45 members of the network, BRMM, ILO regional Office for Africa (ROAF), Bureau for Workers Activities (ACTRAV) and the Fairway project facilitated another strategic session between trade unions and civil society organizations on topics related to labour migration governance, in Nigeria, in May 2022.

And lastly, the evaluation found relevant synergies and complementarities with ILO's SKILL UP programme, from where the Service Tracker Beneficiary Template was adopted to collect information about migrant workers' status.

### **ADDRESSING CHALLENGES TO RELEVANCE**

Despite the high level of relevance, coherence and strategic fit, interviewed stakeholders and migrant workers indicated areas of improvement for the next phase of the project:

#### **Better aligned and synchronized project timeframe with government/organizations' planning.**

Many stakeholders from all target groups suggested allocating enough time for proper planning, where project objectives would be matched with existing capabilities, resources, clearly defined responsibilities, monitoring and evaluation strategies and communication plans. In this aspect, developing Joint Workplans was indicated as a valuable and necessary tool for the future phase of the project.

#### **Expansion of the pool of involved partners- different types and categories of stakeholders involved in planning, such as government departments and agencies, NGOs, community service organizations**

In this aspect, feedback was received not only about the involvement of the Ministries of Labour and other Departments- such as the Policy and Legal Department, Home Affairs, and External Affairs in Planning. Workers' and employers' organizations mentioned the project should be more specific in each country, including associations of women migrant workers, disability networks of migrant workers, youth migrant workers' associations etc., in migration-related projects.

#### **Practice-oriented approach**

A combination of studies, assessments and capacity-building activities with practical application of the acquired knowledge and skills into systemic structures of the labour migration landscape would improve the overall service provision and protection provided to migrant workers in countries of origin and destination.

## **VALIDITY OF INTERVENTION DESIGN**

### **DESIGN PROCESS**

Initial consultations about BRMM started in 2020, when FCDO, ILO, IOM, and ILO backstopping units commenced the first discussions. The project was the first initiative on migration for FCDO, namely working on migration, and closely linked to the GCM' principles and priorities. It represented a successful continuation and complementarity with the previous United Kingdom's Department for International Development (DFID) funded project of "*Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia*". Due to the short implementation period – six months –ILO, IOM and FCDO experienced delayed negotiations on agreeing on terms of cooperation and budgetary requirements, focusing more on project implementation issues. Finally, ILO and IOM decided

to sign a last-minute MoU and budget that affected the entire planning process and influenced the pace of implementation of the project.

Initially, the project intended to set up a Project Steering Committee chaired by the Government of Ethiopia. But, again, due to the short timeframe of the project and political challenges, the Steering Committee could not be set up. It was instead replaced by by-weekly online meetings, chaired by the Ministry of Labour in Ethiopia, where many stakeholders were represented, including ILO HQ with the backstopping units.

The evaluation found that the achievement of the project's results in such a short timeframe and with the available resources was considered too ambitious by the majority of stakeholders. For example, according to interviews, socio-political and economic analysis of risk factors and financial arrangements, all these aspects were considered during the design stage. However, it appears this knowledge and information was put together quickly and missing more consultations and analytical work. The phrase "We didn't have time..." came across in many interviews when discussing the planning and design process. Some respondents mentioned the lack of time for proper analysis and meetings with constituents. For example, engaging with AUC on the multi-country digital platform prototype was considered limited and insufficient. Others indicated that consultations were done "quickly and with a lot of time pressure." "We didn't really collaborate. Instead, we had to act very fast",-mentioned another respondent. Some respondents also noted that finding implementing partners was stressful in such a short time. Usually, this process is done by adequately mapping existing organizations in the country, but in the case of BRMM, the process of developing trust and buy-in of organizations and professionals who came on board the project and with ILO for the first time was very short.

The short timeframe allocated for planning purposes and its effects was also visible from the negotiations between ECASSA and ILO, related to conducting a mapping study about the implementation of ILO's international labour standards and how they fit together with the portability of social security benefits in the EAC region. Unfortunately, due to time limits and funding considerations, this study wasn't conducted.

#### **PROJECT THEORY OF CHANGE AND M&E SYSTEM**

The Project has been implemented in the context of high political and security risks, as identified in the Project reporting and based on evaluators' assessment, mainly affecting the implementation of activities in Ethiopia and Sudan. Despite these challenges, the project successfully adapted to the changing context requirements in Ethiopia but faced considerable challenges in Sudan. Therefore, no activities could be implemented in Sudan.

The evaluation applied the TOC to analyze the three outcome areas and the various activities with the objective to providing credible evidence justifying why the project priorities were the most appropriate or, on the contrary, not entirely valid and most likely to contribute/or not to improve labour migration policy in East Africa.

The evaluation assessed that the project was successful in investing a considerable amount of effort in either conducting needs assessments before implementing activities or carrying out scoping studies, feasibility assessments, and validation seminars to support interventions and validate findings. For example, national scoping studies were conducted in selected countries to support the future application of the ILO Labour Force Surveys (LFS) modules in statistical training. This exercise was complemented with preliminary feasibility assessments on labour migration statistics, done in all countries of focus and intended to design potential strategies for survey data collection for selected countries. In addition, assessment studies on administrative data were introduced as an innovative approach in the project's statistical component.

The “corridor” approach that intends to support skills portability was chosen for two migration paths, Ethiopia-South-Africa and Ethiopia-Kenya, based on preliminary analysis already done in previous projects. Few respondents mentioned new corridors might enter into focus in the future due to quick changes in the migration context.

The strong influence of external factors on project design and implementation could also be seen in how the COVID-19 pandemic restrictions altered some project activities. Construction, domestic work and agriculture were three sectors directly targeted by the project, but as the tourism and hospitality sector was strongly hit by the travel restrictions, the project faced increased number of returned female migrant workers who needed support.

The project could easily tailor strategies for already identified needs of returned migrants, in the form of training needs assessment, which revealed the necessity to introduce short-duration training sessions with a flexible approach that would better serve migrant workers` needs. Additionally, new and emerging ideas appeared during project implementation, mainly in the area of financial service provisions. For example, in Ethiopia and Kenya, the project team and the backstopping units concluded that the financial sector is not so well developed, therefore there is space and opportunities to test different technical skill-related training and financial products, such as the introduction of mobile money. Few respondents indicated they would like to see more extended partnership agreements between ILO projects and Banks, financial institutions and NGOs. As an example, in Ethiopia, finance institutions assessed the need to develop interest-free products for regions where the majority population has Muslim religion.

As a result of these activities, **output-level** results have been achieved, such as the foundations of LMMIS were established and capacities of labour migration statisticians strengthened; capacity of institutions has been strengthened to provide support in facilitating skills and portability and returned and potential migrants have received considerable support and were able to establish a business or get employed and lead a sustainable livelihood supporting themselves and their family members; employers` and workers` organizations capacities in labour migration policy issues have been strengthened

However, the analysis of the assumptions and risks between how the outputs were expected to reach the expected results at the **outcome level** presents some weaknesses, mainly under outcome 1 and outcome 2. The evaluation assessed the assumption that *“Policy makers and social partners regularly use labour migration statistics to design, implement and monitor labour migration policies”* under outcome 1 as the weakest component of the project design. Most interviewed stakeholders agreed there are issues of existing labour migration statistical systems, existing capacities, resources and motivational factors when it comes to developing statistical systems and data collection and analysis methodologies aligned to international standards. This finding is evidenced by the validity of the risk factor *“insufficient interest in evidence-based policy making on labour migration due to other policy priorities”*, under Outcome 1, in the case of Tanzania and Uganda, mentioned in the narrative reports<sup>22</sup> and by many interviewed stakeholders. The evaluation concluded that expected changes under Outcome 2, in terms of underlying assumptions, could not entirely hold. Two out of three underlying assumptions are still in process, and the expected results will be seen in the future. For example, the assumption of *“Governments ensure effective and timely skills matching, recognition and development”*, and the assumption of *“Knowledge and tools produced are relevant and useful to migrants, policymakers, social partners, researchers and are disseminated effectively”* (and which refers to the multi-country platform prototype), are not yet in place, due to the short lifespan of the project. As such, the evaluation verified through interviews, and the project reports that there is a strong political will *“to include skills issues in labour migration governance*

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<sup>22</sup> BRMM Final Report

schemes” and a “strong commitment to maintaining the platform” by ILO, AUC and the involved stakeholders.

Results at the impact level were not followed-up by the project and by the evaluation, considering the project was meant to lay the seeds for a follow-up project phase.

The project’s M&E system was based on results-based principles, with a well-designed MEAL system combining project planning and performance tracking tools. The project also measured improved knowledge and capacities by applying pre-and post-test evaluation and success stories/case studies.

All interviewed stakeholders and implementing partners mentioned their challenges of keeping up with the pace of the project and complying with achieving the targets. Some respondents highlighted the difficulties they experienced in complying with the delivery of expected results, which implied a considerable effort in terms of available time and human resources allocation. The general agreement was that the project’s impact would be seen in a few months when it would be more visible how the results of the capacity development training and the financial and non-financial support were institutionalized by labour migration professionals and internalized by migrant workers.

### **INTEGRATION OF CROSS-CUTTING THEMES IN THE DESIGN**

The evaluation assessed that gender equality and non-discrimination principles are part of the project’s design to a limited extent, but disability inclusion and environmental sustainability were not considered. Mainstreamed gender equality and non-discrimination principles can be found under output 2.1 and at the activities` level, where the project required equal participation of women and men. However, the disaggregation by sex and age is not included and is not followed up in the M&E plan. Only disaggregation by sex is mentioned in the narrative reports. This finding is in line with the information retrieved from the project reports, noting that the BRMM project reports under outcome seven within ILO’s P&B outcomes, which relates to “Adequate and effective protection at work for all”. However, reporting on outcome six on “Gender Equality and equal opportunities and treatment for all” is still a task the project needs to follow up in the next project phase.<sup>23</sup>

The importance of environmental sustainability is indirectly linked to the project through the work of different stakeholders and project partners. For example, the business plan competition organized under Outcome 2 involved the development of a business idea, which afterwards was assessed using the criteria of feasibility and sustainability of the business; the environmental friendliness, replicability and the potential and ability for the business to create job opportunities for others.

Finance institutions in Ethiopia also followed the “corporate social responsibility” principles, ensuring better compliance with mainstreaming cross-cutting issues in their activities. The checklist they used for their internal assessment contains the principles of gender equality, environmental-friendly criteria and social sensitivity. However, tracking disability inclusion is also missing.

Mainstreaming environmental sustainability, climate change, and focusing on clean environments could also be considered essential for some workers` organisations and financial institutions. COTU, for example, openly stressed during a two-day seminar organized jointly with ILO in Kenya<sup>24</sup> *“the need to integrate the issue of climate change and just transition into all trade union functions including advocacy and collective bargaining for there is a strong linkage between climate-related shocks and labour*

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<sup>23</sup> Kenya Team retreat report.

<sup>24</sup> The seminar organized in Nairobi in November 2021 aimed to enhance the capacity of trade union leaders to advocate for ratification and application of international standards concerning labour migration

migration<sup>25</sup>. The same organization called its members to get involved in climate change-related actions, particularly when it comes to adaptation and mitigation measures of environmental damages; to influence the government to manage natural resources for economic growth in a sustainable way and to create jobs by preserving the environment

## **PARTICIPATION OF GOVERNMENTS AND SOCIAL PARTNERS IN THE DESIGN PROCESS**

As already mentioned in this report, initial consultations were conducted in the majority of countries with relevant governmental partners, such as the Ministry of Labour and Social Affairs (MOLSA, now Ministry of Labour and Skills) and the Job Creation Commission (JCC) in Ethiopia, the Ministry of Labour in Djibouti, Kenya and South-Sudan and the Ministry of Labour and National Statistics Offices in Tanzania and Uganda. More specifically, the involvement of government representatives and social partners in the design process and in the actual preparation of the project seemed to be targeted in the sense that not all stakeholders from all countries were included, and it was delegated mainly to ILO HQ, the backstopping units, and relevant stakeholders from Ethiopia.

Based on interviewed stakeholders' responses, ILO conducted regular consultations with tripartite constituents,<sup>26</sup> which took the form of 1) one on one consultations, 2) joint consultations facilitated by ILO. The results of these discussions were fed into the project design, and after the project took its final shape, tripartite constituents could provide their feedback to the Project team.

The missing Project Steering Committee, which could not be established due to the short timeframe and political considerations, was replaced by regular bi-weekly meetings that brought together the Project team and backstopping units. This coordination mechanism ensured proper collaboration and engagement at the highest level.

IGAD also took important coordination and consultative role with BRMM through monthly virtual calls with other ongoing projects at the regional level. The "Coordination Meeting of Eastern and Southern Africa Regional Organizations" provided the platform for IGAD and BRMM to share information and coordinate mainly on the ratification of ILO Conventions, the need to focus on reintegration of migrant workers and labour migration data harmonization topics. For example, in 2020, IGAD successfully developed an Action Plan for South-Sudan, to ratify ILO Conventions in the country. In March 2020, a regional Workshop on labour migration data harmonization was also organized. These engagements facilitated the outreach with Parliamentarians and a stronger collaboration with MSs.

Regarding social partners participating in the project implementation, the project reports and interview discussions reveal that Kenya has some systemic impediments that formally exclude workers' and employers' organizations from engaging with government agencies. For example, the National Coordination Mechanisms of Migration (NCM) in Kenya facilitates the participation of different government agencies in discussions relevant to labour migration issues, but workers and employers' organizations are allowed to participate only in the NCM technical Working Group on Labour Migration and Diaspora Affairs and in the Labour Migrant Advisory Committee (LMAC).<sup>27</sup> ILO already acknowledges this situation in Kenya, and further discussions with the Kenyan government are expected to change this practice towards creating a more inclusive and open discussion forum. Still, this situation affected the quality of the Model Employment Contracts (MECs) and the BLAs. It indirectly impacted the project's work, as evidenced by the *"Report on Sub-Regional Awareness-raising Seminar on ILS and other Instruments on the Protection of Migrant Workers"* from February 2022, which raised the issue of

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<sup>25</sup> COTU report with trade unions

<sup>26</sup> The organizations' list can be found under the "Revaluation Methodology" section of this report

<sup>27</sup> Federation of Kenya Employers Report

governments not including social partners in their work related to international labour standards and the ratification process, that results in the poor application, monitoring and evaluation of many of the BLAs, and MECs.

A positive development recently is that the Government of Kenya (GoK) set up a tripartite committee on BLAs, to counterbalance this situation. Still, according to the information received by the evaluation, this committee is not yet functional.

The interviews with stakeholders and project partners revealed particular challenges regarding collaboration and cooperation.

**Government representatives`** involvement in the design process was assessed as limited, indicating the need to improve this aspect in the future. This target group raised the difficulties of forming Technical Working Groups across countries because of the different labour migration systems and provisions and the existing technical expertise in certain areas. Another issue raised with the evaluation was the necessity to adjust government and partner organizations` Strategic Plans/work plans with project objectives and, indirectly, the resources needed to achieve targets. This approach would ease the planning and implementation process and adjust existing resources. The newly formed Ministry of Labour and Skills in Ethiopia, which “inherited” the project from the previous MoLSA, mentioned the previous institution informed them about BRMM, therefore they followed-up with ILO about the project`s goals and objectives.

From the **social partners`** perspective, they haven`t participated in the design process per se but indirectly, either through consultations with ILO or the donor. Despite mentioning full ownership over the implementation process, workers` representatives raised the issue of limited coverage for workers` voices to be heard. Accordingly, decisions initially agreed on in the design stage were later modified, including Tanzania and South Sudan in the project. The support provided to Kenya was also highlighted as outside of the initial agreements.

Changes effected during project implementation and without consultations of social partners were also raised by other organizations, who indicated their dissatisfaction with these steps, for example, in the different funding schemes introduced for potential migrants and returned migrants.

Employers` representatives mentioned they have a close work relationship with ILO. Their engagement at the design stage resumed in consultations, as it happened with other implementing partners, who signed implementation agreements with ILO.

#### **KNOWLEDGE-SHARING AND COMMUNICATION STRATEGY**

The evaluation found the project has a well-defined Communication strategy, with defined goals and objectives, key audiences, messaging, and communication tools. Still, stakeholders` perceptions are that there is a general lack of awareness about the labour migration system and the provisions the government and different service providers could offer migrant workers. This lack of information mainly affects migrant workers and employers` organizations, namely private employment agencies. Therefore, most respondents highlighted the need and the importance of raising the visibility of labour migration by different means of communication.

In this regard, two important events took place in Ethiopia recently. First, the project conducted the “*There is Another Way*” media campaign, which involved 14 media stations and the Ministry of Women and Social Affairs, the National Partnership Coalition and Women in Self Employment (WISE).



The campaign used social media cards, messages on the ILO's Facebook page and Twitter accounts, and radio and TV broadcasts., reaching more than 100,000 people.<sup>28</sup> The social media cards were developed in six languages, and the radio show broadcasted in Ethiopia using the Amharic language. These activities were complemented by creating a documentary in Amharic, English and Somali languages about the different migration experiences of returned migrants. Story competitions targeted participants from Ethiopia, Somalia and Kenya, who could post their short films on a unique platform. The project organized a regional media briefing with journalists at the end of May, successfully concluding this particular communication and visibility event series.

A highly successful and impactful second activity was the organization, by CETU and ILO, of a media campaign on the ratification of four ILO Conventions in Ethiopia: the Migration for Employment Convention (C97), the Migrant Workers (Supplementary Provisions) Convention (C143), the Domestic Workers Convention (C189) and the Violence and Harassment Convention (C190). The event raised awareness and brought to the broader public the importance of labour migration.

## EFFECTIVENESS

### ACHIEVEMENT OF PROJECT OBJECTIVES AND RESULTS

The project has been largely effective in achieving its desired results. The project reached planned targets for most of its outcome-level indicators. The evaluation found the Project has made significant progress toward most of its expected results under its seven outputs. As already analysed within the “validity of design” section of the evaluation, a few assumptions of the ToC- which sustains the overall desired change at the outcome level - are in process. This fact arose from the project being designed as a foundational intervention that will lead to long-lasting changes in the future.

### OUTCOME LEVEL

The ILO project component had three outcomes that, if achieved, will “*strengthen the capacities of countries in East Africa to govern labour migration by using evidence-based policies, enhancing migrant workers’ qualifications and skills, and actively engaging the social partners for improved development outcomes.*”<sup>29</sup>

**Outcome 1: Improved labour migration statistics for evidence-based policy making in selected/targeted countries.**

**Outcome 2: Returnees and potential migrants, especially women and youth, have access to integrated/inclusive services, facilitating the transition to formal employment while ensuring adequate skills and qualification recognition, matching and development.**

**Outcome 3: The social partners are actively engaged in labour migration policy development and implementation**

The evaluation found that results under **Outcome 1** represent the weak link in the project. The assumption that “*Policy makers and social partners regularly use labour migration statistics to design, implement and monitor labour migration policies*” could not hold, and it is in process. Several findings pointed toward this

<sup>28</sup> BRMM Final Report

<sup>29</sup> FCDO PRODOC.

conclusion. For example, ILO successfully identified Tanzania, *Uganda, Ethiopia and Djibouti* as countries that have the motivation and the ability not only to develop and use a strategy and methods for utilization of the LMMIS but also, to integrate these tools and methodologies in their evidence-based decision-making practice. In this aspect, both outcome indicators measure the “*number of institutions with better tools/methods of utilization of migration statistics for decision-making*”, and the “*number of institutions that have integrated tools and methodologies that reflect the use of evidence-based decision-making*” have been met. However, tools and methodologies haven’t been institutionalized yet, and there is a need for further capacity development, harmonization and system alignment in labour migration statistics and social security data management. An initial assessment conducted in Tanzania and Uganda revealed that although NSOs conduct and regularly apply population censuses and sample household surveys, the practice is not fully adopting international labour migration statistics, and this approach hasn’t been fully prioritized. Findings after an assessment in Ethiopia and Djibouti indicated the existence of parallel data sources with some inadequacies that need to be addressed for the proper functioning of the LMMISs. The initial gap analysis and consultations related to EMDMS showed the need for a better alignment with the Ethiopian Overseas Employment Amendment Proclamation 1246/2021 and better integration of the three systems in their technical and operational capacities.

The need to better tailor social migration statistics-related training curriculum and the need for future upgrade of knowledge in this area was measured by the pre- and post-test evaluations of the training course organized by ILO-ITC in Turin, where out of 23 surveyed individuals from NSOs, MoL, MoFA, social partners and IOM staff from Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South-Sudan, Tanzania, and Uganda, only 3 participants scored more than 75 %.

All these results and findings proved to be effective in the sense that they showed that further discussions and activities are needed to provide better clarification on how to move forward with this project component.

**Under outcome 2**, the project proved to be highly operational, mainly focusing on migrant workers’ protection through an improved institutional mechanism of key stakeholders in delivering services to migrant workers and through training and corridor studies. The evaluation found ample evidence that capacity-building activities were successful, based on the project team’s pre-and post-test training and workshop surveys and the feedback received from many interviewed stakeholders. In this aspect, behaviour change has been highlighted as one of the essential impacts the project achieved with the life-skill and financial education training sessions. In addition, financial support and cash transfers highly impacted returned migrants’ path to starting their own businesses.

The outcome indicator “*Number of returnees and potential migrants who have obtained employment and/or have started their own business*” was overachieved. Instead of 1000 returnees and potential migrants -set as target -, the project managed to support 1349 migrants with employment or starting a new business. The support provided to the GoK in establishing the Kenyan Migrant Workers Welfare Fund helped policy change. The multi-country platform prototype and community of practice, developed jointly with AUC, will be strengthened and materialized in the next project phase.

**Under Outcome 3**, the project proved to strengthen social dialogue at various levels, evidenced by the bilateral and interregional dialogues on labour migration issues and social dialogues in countries of origin and destination, such as the ILO support provided to the government of Ethiopia (GoE) in sending a delegation to Kuwait. ILO support also enabled workers’ and employers’ organizations to promote the ratification and implementation of important ILO labour standards, such as C88, C181, C97, C143, C189, and C190. An outstanding initiative was the advocacy campaign conducted by CETU in Ethiopia, which raised awareness and brought to the broader public the importance of labour migration. The ILO support provided to ACTEMP, EAEO, FETSU, NOTU, COTU-K, ACTRAV, TUCTA in the form of providing space and

opportunities to interact with each other and with governments demonstrates the existence of an ongoing dialogue on labour migration.

Under outcome indicator 3.1, the initial planned target to have *“one training package developed by employers’ organization”* was successfully met, through the study conducted in Uganda, Tanzania and Kenya entitled *“Employers’ Perspectives on Labour Migration in the three countries”*. This assessment brought new perspectives into the discussion on prioritising employers’ training needs in challenging environments while looking at labour migration trends in politically volatile contexts.

Outcome indicator 3.2 foresaw the *“development of a position paper by workers’ organization”*, which has been achieved by the successful advocacy and lobby campaign of CETU in Ethiopia in ratifying the ILO Conventions of the *Migration for Employment Convention (C97)*, the *Migrant Workers (Supplementary Provisions) Convention (C143)*, the *Domestic Workers Convention (C189)* and the *Violence and Harassment Convention (C190)*. In addition, the employers’ needs mapping, the Ethiopian Private Employment Agencies (PrEAs) self-assessment tool, and four members’ briefing on sustainable migration from the Federation of Ugandan Employers, the Association of Tanzanian Employers, the Federation of Kenyan Employers (FKE), and the East Africa Employers’ organization are also significant results under this component of the project. Interview results show that the process that led to producing these products strengthened constituents’ knowledge based on migration, improved existing policies and legislation and finally strengthened lobby and advocacy efforts of workers and employers’ organisations.

## OUTPUT LEVEL

### **Output 1.1 – The foundations for an effective labour market and migration information system (LMMIS) are established or scaled up.**

The Project has been implemented in the context of high political and security risks, as identified in the Project reporting, mainly affecting the implementation of activities in Ethiopia and Sudan. Despite these challenges, the project successfully adapted to the changing context requirements in Ethiopia, achieving output indicator 1.1.1, but faced considerable challenges in Sudan, resulting in the implementation of outcome 1, output 1.1. in Sudan could not happen. Instead, it was implemented in Djibouti.

Under Output 1.1., the assessments conducted in Tanzania, Uganda, Djibouti and Ethiopia on knowledge of census/surveys, administrative sources of data and alternative sampling strategies pointed out the need to strengthen LMMISs in terms of their quality, adherence and compliance with international statistical standards and data priorities. As such, the assessment in Tanzania and Uganda revealed that although NSOs conduct and regularly apply population censuses and sample household surveys, the practice is not fully adopting international labour migration statistics, which hasn’t been fully prioritized.<sup>30</sup> The expectation from the scoping studies included in the PRODOC was that these scoping studies would consist of mapping any data sources that could provide insights into recruitment costs to inform follow-up data collection on the topic. However, interview findings also revealed that countries have different capacities and expertise in absorbing the technical knowledge in international labour migration statistics that need to be considered when considering the results.

The comprehensive assessment conducted in Djibouti and Ethiopia also showed some weaknesses of the LMMIS systems to be institutionalized. According to the project narrative report, findings after the review indicated the existence of parallel data sources with some inadequacies that need to be addressed for the proper functioning of the LMMISs. Despite these challenges, LMMIS systems and accompanied roadmaps were developed and are in the process of further improvement by BRMM II, with ILO support.

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<sup>30</sup> BRMM Final Evaluation Report

Important steps were taken in Ethiopia to integrate and align three separate systems that will form the upgraded, updated and aligned Ethiopian Migrant Data Management System (EMDMS) to the revised Ethiopian Overseas Employment Amendment Proclamation 1246/2021. The National Recruitment Platform (NRP), the electronic monitoring system that follows up on the BLAs and MoUs, is part of this innovation of MoLS in Ethiopia. However, as in the case of the LMMIS system, the initial gap analysis and consultations revealed that EMDMS need a better alignment with the proclamation and better integration of the three systems in their technical and operational capacities.

Capacity building on social protection of migrant workers represented an additional and significant output of the project. The work carried out in Kenya, Rwanda and Tanzania was meant to enhance the capacities of stakeholders in social protection and to report on SDG1.3.1, the *“Proportion of population covered by social insurance programs”*. Furthermore, the Social Security Inquiry (SSI) online tool applied in the three countries raised awareness about how to extract social security data. It showed governments and NSOs the instruments on which future scenarios on costing and how to use the actuarial tools can be built upon. This activity was complemented by the grant support provided to ECASSA, which introduced a master’s degree called *“Master of Public Policy in Social Protection Governance (MPP-SPG) program”*. This project component showed the need and potentiality of the growth of social protection interventions, mainly in Kenya, whose system and existing laws and regulations are more suitable for a rapid scale-up of social protection schemes. Additionally, a training course in social protection was offered for professionals from Kenya, Uganda, Tanzania, Sudan, Malawi, Zambia and Zimbabwe. The 35 participants, statisticians, completed the course and received certification of completion.

### **Output 1.2 – Strengthened capacity among producers and users of labour migration statistics for evidence-based policymaking**

The project partnered with ITC-ILO in Turin to organize a virtual training called *“Strengthening labour migration statistics for better regional migration management in East Africa”*. Part of the training curriculum was also measuring SDG 10.7.1 on migrant recruitment costs through surveys, regularly followed up by the project. A significant achievement of this training course was developing and piloting a practical Guide on collection of Labour Migration and Mobility Statistics, which met the first target under this output. The guide was of utmost importance, as it provided statistical experts with a better overview and application of the 20th ICLS guidelines and main concepts used at the international level in labour migration statistics.

However, output indicator 1.2.2, measuring the “number of migration statistics producers and users who scored 75 % or more on the post-training evaluation and follow-up surveys “wasn’t achieved. Training results show a need for either better tailoring the training content to the knowledge and skills level of participants, or reviewing the training format, because out of 23 surveyed individuals from NSOs, MoL, MoFA, social partners and IOM staff from Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South-Sudan, Tanzania, and Uganda, all participants scored less than 75 % on the pre-evaluation questionnaire. After the training, out of the 35 participants evaluated, only 5 scored more than 75 %, representing a success rate of 14 %.

During another training course provided to the Ethiopian Statistics Service (ESS), it was concluded that ESS currently lacks the adequate skills to analyse and disseminate labour migration statistics. Therefore, the ESS’s national labour force and migration survey in 2021 was recommended to be aligned with ICLS and adjust its other components to internationally used and applicable standards.

## **Output 2.1 Comprehensive support for labour market integration, including returnees and potential migrants, with a focus on women and youth;**

Under Output 2.1., the project surpassed the indicator referring to the “*number of potential and returned migrants, including women and youth, provided with financial and non-financial services*”. The 3746 individuals (1500 planned) who received support from ILO represent a notable figure, demonstrating the massive demand for labour market integration in Ethiopia and the project’s success in addressing this demand to a certain extent.

The results of this output directly link up with the outcome indicator, demonstrating that out of the 3746 individuals who received support from the project, 1349 could convert this support into practice by either finding a job or starting their own business. Furthermore, interview respondents mentioned several factors that contributed to the “success stories” of returned migrants, such as (1) the determination and the perseverance of the individual to overcome initial challenges and difficulties with starting something new, by adopting a proactive approach to lead their life independently, (2) the type of business the individual decided to start-production, selling, services etc., (3) the geographical location of the business, (4) the social and cultural background of the returned migrant-in this case family support, religion, and the civil status considerably influenced success rate, (4) single parent/mother status, which represent an additional burden for individuals who have to take care of their children only by themselves.

The second output indicator was also met, referring to “*financial and non-financial training tools for potential migrants and returnees adapted/developed and published*”, demonstrated by the fact that the ILO Financial Education training materials-developed by ILO’s Global Programme on Financial Education-have been adapted to the national context. A Training of Trainers (ToT) course was provided to 20 selected trainers, out of which nine trainers rolled out the course to 571 potential and returned migrants (513 female).<sup>31</sup> The high post-test results obtained by the potential and returned migrants at the end of the training courses evidenced the quality of the tool and the methodology applied.

Another important component of the financial and non-financial service provision was represented by ILO’s global flagship entrepreneurship training program – “*Start and Improve Your Business (SIYB)*”, comprised of three adapted and already existing training modules, such as the “*Generate Your Business Idea (GYB)*”, “*Start Your Business (SYB)*” and “*Improve Your Business (IYB)*”.

Nine training manuals were revised and adapted to the Ethiopian context and future entrepreneurs’ needs. With this approach, the project successfully connected industry-specific considerations related to the food industry with marketing, finance and business topics, which are very relevant and helpful for a newly established entrepreneur.

As in the case of the financial education training component, the post-test surveys applied to measure the knowledge and skills of the trainees showed over 75 % of trainees assimilated the required concepts and skills.

The project undertook many activities to achieve these outstanding results with different partners and stakeholders. For example, the project successfully provided small grants to two NGOs, Women in Self Employment (WISE) and LIVE Addis, to provide core skills training, conditional cash transfers, strengthen the financial literacy of 1252 migrant workers (926 female), using the ILO SIYB tool and the financial education training, providing coaching and mentoring. One hundred trainees were supported to access wage employment. Awareness on health issues, including family planning, personal hygiene and environmental sanitation and nutrition, was raised for 150 migrant workers, the majority of them women and youth.

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<sup>31</sup> BRMM Final Project Report

Forty-six participants (28 female) received psycho-social support from WISE based on existing specific and special needs. Forty-nine returnees (48 female) received vocational training in fast food preparation, basic computer literacy and housekeeping and tailoring. The evaluation sheets indicate a high level of interiorization and learning among participants, as 70 % of these beneficiaries used the learned skills to establish their businesses.

The Ethiopian Employers Federation (EEF) also partnered with ILO to provide training and job placement services for 1.100 potential migrants and returnees in Addis Ababa, mainly in construction, cleaning and related areas of work, out of which 800 of them already engaged in wage employment. These types of activities were carried out also in other countries, like Kenya, for example, where a job fair was organized in Mombassa County.

LIVE Addis's work also considerably enhanced migrant workers' abilities and possibilities to start a new business. The equipment provided and the knowledge they gained on saving and covering renting costs resulted in 44 % of the supported migrants having a viable business.

Under this output, the project carried out important skill development activities in the form of assessment studies, and different training and workshop provided to social partners, Government officials, the private sector and the industrial sector. These activities responded to the current labour market needs by improving the capacities of the Technical and Vocational Training (TVT) centres, mainly in Ethiopia. The *"Assessment of the Capacity of Technical and Vocational Training (TVT) Providers in Ethiopia"* highlighted many shortcomings in the sector that need to be addressed. The two training sessions and one consultative workshop aimed to improve participants' understanding of the main provisions, scope and objectives of the new national TVT policy and strategy, among others. As a result, the project equipped four colleges in the migrant-prone area, namely, Jimma Polytechnic, Asela Technic College, Welikete Polytechnic and Ataye Technic College, to provide adequate and tailored training for migrants in the Hotel and Tourism sector in Ethiopia, using the SIYB tools. Unfortunately, as communicated by an interview respondent, one College that was based in a migrant-prone area was destroyed due to the conflict.

In this regard, it was identified that knowledge of English is necessary for today's labour migration field. Therefore, the ILO supported the MoLS in reviewing and revise the current Basic English Language Communication Skills Module for workplace communication.

The Approach to Inclusive Market Systems (AIMS) was commissioned by ILO in the Southern Nations Nationalities and Peoples (SNNP), Oromia Region, and Addis-Ababa to develop durable solutions for sustainable livelihoods for migrant workers and returnees. Based on the socio-economic analysis, hospitality (food and beverage) and construction (brick and block making), poultry, animal fattening and tomato production and false banana, avocado and pepper cultivation were identified as the best options for starting small enterprises. To facilitate migrant workers' participation in the market, the project successfully partnered with TVET's, financial institutions and private companies to uplift the target groups' knowledge and skills in the identified relevant areas.

As such, Banks and micro-finance institutions contributed to supporting returned migrants on their path to establishing their own small businesses. ILO's partnership with the Amhara Credit and Savings Institution (ACSI), Siinqee Bank and Wasasa Microfinance's support improved returnees' access to finance, through matching funds and revolving funds, in Addis-Ababa and the Amhara and Oromia region of Ethiopia. In total, 581 potential migrants (308 female) benefitted from loans, and 1500 returnees (1,303 female) received cash transfers.

EEF provided on-the-job training and employment opportunities to 1.100 potential and returned migrants. In addition, the Birhanu Construction Company provided on-the-job training for another 50 females, potential and returned migrants, out of which 30 female migrants could find a job. These

activities were also carried out in other countries, like Kenya, where a job fair was organized in Mombassa County.

A consultation workshop between the Ethiopian Overseas Employment Agencies and representatives of different Ministries, federal and regional labour skills bureaus 'was organized to discuss the directives of the Ethiopian Overseas Employment Proclamation 923/2016, with the intent to include Maritime workers in the updated directive of 1246/2021. This is considered a considerable success for the maritime workers, as the new policy is ready for final signature by the Ethiopian Government.

ILO also validated the *“Capacity and practices of overseas private employment agencies assessment”* and provided training to more than 40 PrEAs on the newly developed self-assessment tool, which was developed with the previous DFID- funded project of *“Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia”*. This assessment will operationalize the Ethiopian Overseas Employment Proclamation 1246/2021.

An emblematic result of the project is the decision to establish the Kenyan Migrant Workers Welfare Fund by the Kenya Ministry of Labour. This decision of the GoK is a considerable achievement, as to date, the legislation in Kenya doesn't provide social protection to migrant workers abroad. Jointly with the Fairway project, BRMM conducted a study about how welfare funds are administered in other countries, such as Nepal, the Philippines, Vietnam and Sri Lanka, to better support the Gok in its effort to help migrant workers and their families.

Work on social protection was also introduced under this project component by involving ECASSA in conducting a situational analysis about the provision of the social protection system, existing knowledge and skill gaps in this area. In addition, ECASSA's working paper on the *“Update of Social Security Systems in the East African Region”* and four capacity-building sessions strengthened the project's stakeholders' and target groups' knowledge and skills.

In Tanzania, ILO embarked on a flagship initiative with the government of Tanzania, organizing three workshops with relevant stakeholders to revise the National Employment Policy, adapted to the country's current socio-economic and geo-political realities.

### **Output 2.2 Support to institutional strengthening and capacity building for facilitating skills and qualifications portability**

The Output indicator *“Number of feasibility studies conducted in relevant migration corridors”* reached its target, as the study commissioned by the project in Ethiopia, Kenya and South Africa proved appropriate for comparison and harmonization. However, the feasibility study findings and the occupational analysis on domestic work and welding in Ethiopia, Kenya and South Africa are still in their improvement phase. Based on interview responses, the two migration corridor research might be complemented with other studies based on existing migration trends.

**Output 2.3-A multi-country platform prototype and virtual community of practice on skills and labour migration** was achieved following a long collaboration and consultation process with AUC. The digital knowledge-exchange platform, designed by AUC in partnership with ILO, will host a “virtual community of practice”, focusing on the skills dimension of labour migration in East Africa and other geographical regions.

Under this output, two government officials from the National Institute of Statistics of Rwanda participated in a four-week training course in which they learned how to measure and analyze skills mismatch from the demand and supply side.

The project also successfully applied the Communication and media strategy under the theme “There is another way” in Ethiopia by raising awareness of labour migration issues.

### **Output 3.1. Employers’ organizations in East Africa have strengthened their capacity on labour migration policy issues**

The evaluation found that the output indicator 3.1.1. “*Number of key staff of Employers’ organization that has been trained on labour migration*” hasn’t been met, as initially it was planned to train 20 staff members. Finally, with the support of ACTEMP and the East Africa Employers Organization (EAEO), the project trained 15 representatives of employers’ organisations and government officials in Arusha, Tanzania. with Representatives from Burundi, Egypt, South Sudan, Kenya, Tanzania, Uganda and Rwanda participated in the training. All 15 trained staff members of the employers’ organization scored 75% or higher at the post-test evaluation, showing a high achievement in their knowledge, measured by output indicator 3.1.2.

As in the case of previous outputs, the project went beyond the initial plans in many areas in conducting additional work that is not recorded in the logframe.

As such, a mapping and needs assessment was carried out in Kenya, Uganda and Tanzania with employers’ organizations, entitled “*Employers’ Perspectives on Labour Migration in the three countries*”, helped identify entry points for Employer and Business Membership Organizations (EBMOs) in East Africa for policy action at both regional and national level and future labour migration programmes.

ILO supported the government of Ethiopia (GoE) in sending a delegation to Kuwait. The visit had many important outcomes, such as 1) to follow up on the status of the MoU under negotiation, the 2) Ethiopian Private Overseas Employers' Federation signed an agreement with its Kuwait counterpart, the Kuwait Federation of Domestic Labour Recruitment Offices, and 3) the Confederation of Ethiopian Trade Unions signed an agreement with its Kuwaiti counterpart, the Kuwait Trade Union Federation.

Advocacy and lobby were strengthened under this component in Juba, South Sudan, as the project in partnership with the FMPT project, organized three training sessions on international labour standards and worked on the process of ratification of international conventions and the protection of migrant workers’ rights.

Under this project component, the project focused its attention also to cross-cutting themes, such as how to apply fair recruitment, through developed and adapted training materials with a specific focus on gender and the care economy and highlighting relevant cases on good practices, with examples from Ethiopia, the UK, Kenya and Uganda.

### **Output 3.2. Workers’ organizations in East Africa have strengthened their capacity on labour migration policy issues**

*Output indicator 3.2.1 was surpassed in numbers, as initially the project planned to train 25 essential staff members of workers organization and finally trained 431. Initially, the project expected 20 staff members out of 25 to score 75% or higher at the pre-and post-test evaluation, representing an 80 % success rate, planned by output indicator 3.2.2. However, with the new target achieved, the knowledge level at the post-test evaluation couldn’t rise above 13 %.*<sup>32</sup>

The project contributed to the improvement of social dialogue and political participation of social partners and the enhancement of awareness and knowledge of core principles of fair recruitment and fair labour

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<sup>32</sup> Percentage calculated based on the indicator figures included in the logframe, which shows 56 individuals out of 431 scoring higher than 75% on the post-test evaluation.



migration in the context of ILO International Conventions, such as C88, C181, C97, C143, C189, and C190 and the ILO supervisory systems.

An outstanding achievement of BRMM was the support provided to the Confederation of Ethiopian Trade Union (CETU), to implement a successful advocacy campaign for the ratification and effective implementation of the Migration for Employment Convention (C97), the Migrant Workers (Supplementary Provisions) Convention (C143), the Domestic Workers Convention (C189) and the Violence and Harassment Convention (C190). Besides the strong messaging conveyed to governments and social partners about the importance of protecting and promoting female migrant workers and the importance of adopting and tailoring labour migration policies by applying gender lenses, the campaign developed and disseminated different promotional materials and also produced articles and distributed them through various media platforms, including radio and print media.

The Federation of Somalia Trade Unions (FETSU), CETU, the National Organisation of Trade Unions – Uganda (NOTU) and COTU-K were involved in training activities on using the African Manual for Trade Unions of Labour migration and Bilateral labour migration agreement and on other relevant instruments for the protection of migrant workers, including BLAs, MECs and temporary labour migration regulations. The cooperation among ILO, ATUMNET, ITUC-Africa and the JLMP Programme proved effective in upscaling the collaboration among trade unions on labour migration, by advancing the GCM objectives and sharpen ATUMNET’s strategy through a meeting on GCM objectives organized in Senegal in December 2021.

The project in partnership with ACTRAV also organized a union-to-union inter-regional forum between East Africa and the Arab States (Bahrain, Lebanon, Morocco, Qatar and ATUC) to better protect migrant workers' well-being in East-Africa.

The tripartite partners in Kenya received support from ILO to enhance their capacities when developing, negotiating, and finalising Bilateral Labour Agreements (BLAs). However, the Committee established to advance this work at the time of the evaluation was not yet functional.

The ILO in partnership with the Trade Union Congress of Tanzania (TUCTA) organized three workshops, during which TUCTA developed a comprehensive one-year action plan to strengthen Tanzania Trade Union’s conceptual understanding and knowledge on regional and international conventions and treaty that govern labour migration management. In line with the developed action plan the project supported TUCTA in organizing a round table on ILS.

The ILO partnered with FETSU in strengthening the capacity of Somali trade union leaders on the UN migration network guidance on bilateral labour migration agreements (BLMAs). Moreover, the project in partnership with FETSU enhanced the ability of journalists how to apply investigative, ethical and professional journalism in Somalia.

As a priority area in the training resolution, the ILO supported COTU-K in establishing a migrant resource centre (MRC). The establishment of the MRC will increase the access of potential migrants and returnees and their families to get accurate and adequate information.

## **ENABLING AND CONSTRAINING FACTORS WHICH INFLUENCED PROJECT RESULTS**

### **ENABLING FACTORS**

- The project successfully used the experience and expertise of constituents previously involved with ILO in different projects. Interviewed stakeholders expressed their satisfaction with working with ILO and contributing to advancing their countries' labour migration governance agenda. The motivational factor was also vital when considering the participation of certain countries in the project, as it was in the case of South Sudan – motivated to contribute to the statistical component

of the project-and IGAD, who expressed interest in participating in the social protection data analysis training.

ILO's experience and knowledge in guiding consultants in the development of labour migration statistics questionnaires and in other technical areas of the project were highly valued. Along the same line, ILO tools, such as the *Global Program on Skills and Lifelong Learning*, the TVET Policy and Strategy Revision Process, and the *Global Framework on Core Skills for Life and Work in the 21<sup>st</sup> Century*, contributed to producing the desired outputs.

- Regarding the quality of outputs, the SIYB training and ToT were highlighted as outstanding because it follows adult learning principles, and methodologically they are aligned with financial and entrepreneurship business skills development. Workers' unions highlighted the importance of the seminars in raising awareness of the core principles of fair recruitment in the context of C97, C143, C189, and C190 ratification and application of international labour migration ILO Conventions; the improvement of their advocacy skills in ratification campaigns, the increasing of capacities to analyses and compare national laws, against provisions of international labour rights Conventions and how to apply them in practice. Inter-regional dialogue and cross-border cooperation support were assessed as essential and necessary to discuss labour migration issues with delegations from different regions.
- Additionally, many stakeholders mentioned the important discussions and debates of addressing the needs of female domestic workers and the needs of informal economy workers in the context of the COVID-19 pandemic as an essential part of the engagement processes within the project.
- The ECASSA course set the scene and was viewed as an important precedent for a long-term investment. The social protection master course curriculum is ready and is expected to be validated by a Regulatory Body in Tanzania. This means the course will be taught to public officials who will return and apply the acquired knowledge in their institutions.
- The ILO project team dynamic was flexible enough to respond to changed circumstances and stakeholders' needs.

### CONSTRAINING FACTORS

- The short timeframe of the project involved extensive time and financial resources from the project team, backstopping units and project partners. As a result, organisations perceived the short project implementation timeframe as very demanding. Overall, it was perceived the project was difficult to follow in its pace of implementation.
- The slow disbursement of funds towards project partners created situations where organizational and personal resources were used to implement activities. Additionally, new government regulations in Ethiopia don't allow the withdrawal of more than a certain amount of money in a specific period. However, based on feedback from stakeholders, money withdrawal limits sufficed for purchasing only seven pieces of equipment, while the organisation needed 15 parts for their activities. Therefore, project personnel used their funds to overcome this situation as a mitigation measure.
- The project team acknowledged less in-person engagement and communication with colleagues, resulting in a slow understanding of the ILO system in general and project implementation in particular; time versus intense project intervention and having different project components in other countries.<sup>33</sup>
- The COVID-19 pandemic and political factors had their toll on BRMM project results. Examples in this regard are the cancellation of project activities in Sudan, the limited engagement with South Sudan, and the halting of the BLAs process between Kenya and Kuwait, among others. In addition,

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<sup>33</sup> Kenya team retreat report

COTU signalled that although the EAC has a developed trade union movement with strong ties, its counterparts in Middle East countries are relatively weak, which hinders effective collaboration on the issue of protecting and promoting the rights of migrant workers<sup>34</sup>.

- Siinqee Bank 2<sup>nd</sup> Progress Report mentioned some migrants experience delays in account opening and transfer of funds because of delay in fund transfer from ILO as per the agreement. As a solution, Siinqee Bank agreed with ILO to simultaneously deliver cash transfers and micro-loans by signing an addendum. In addition, some returnees dropped out of the project because they moved cities or decided to go abroad again. This phenomenon caused financial institutions difficulties following up on the returned migrant situation and organising them into Micro and Small Enterprises (MSEs).
- The unexpected decision taken by the project to distinguish returned migrant workers from potential migrant workers in terms of the provided financial benefits caused conflict and frustration among beneficiaries and indirectly created unpleasant situations for project partners in handling these situations.

### UNEXPECTED RESULTS

- The systemic gaps and resource and capacity differences in different countries resulted in limitations in absorbing the new technical knowledge required for establishing and developing LMMISs, which affects efforts to harmonise and synchronise these systems.
- A changed discourse in labour migration at the political level shows a solid political will to address challenges in the field. For example, discussions between COTU-K and the Federation of Employees in Lebanon (FENASOL) to promote the protection of Kenyan migrant workers in Lebanon seem promising in the sense there is a political will to engage in union-to-union collaborations with African trade unions to protect migrant workers.
- Promoting face-to-face events and participating stakeholders and social partners in these events represented added value for increased partnerships and collaboration. In addition, creating new professional relationships among the project participants can be considered unexpected positive outcomes. For example, the project launch workshop in Addis-Ababa, and the face-to-face training, workshop and validation events increased collaboration. At the same time, organizations got to know other stakeholders` mandates and areas of work and found common areas for future engagement and cooperation. Overall, the evaluation mentioned these events as “push “factors that enhanced ownership.
- Financial institutions struggled with coping with external factors, such as the conflict and inflation in Ethiopia. The conflict directly diverted their geographical coverage of implementation, and the high inflation rate caused the planned financial support turned to be small. Therefore, they supported fewer migrant workers as initially targeted.

## EFFICIENCY

The project's delivery rate was slowed during the first few months of operations due several factors, such as (1) the project team recruitment process during the first few months and identifying key implementing partners, (2) the COVID-19 pandemic and the (3) ongoing Ethiopian political crisis. According to the Project`s reports and team retreat report from March 2022, as of 10<sup>th</sup> March 2022, 75 % of the planned activities were in the process of implementation, 16 % were implemented, and 10 % were still pending.

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<sup>34</sup> COTU Report

This was reflected in 22 % of budget spending, while 53 % represented incumbrances and 25 % balances.<sup>35</sup> Compared with the delivery efficiency of the project recorded in March, the Project saw 97% of funds spent and utilized at the end of June 2022.

The project management and coordination structure was decentralized and led by ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan and South Sudan, and for the Special Representative to the AU and the UN Economic Commission for Africa (UNECA, CO-Addis Ababa), in collaboration with:

- ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda (CO-Dar es Salaam);
- ILO Decent Work Team in Cairo and Pretoria;
- ILO Regional Office for Africa.
- ILO HQ Geneva.

The Chief Technical Advisor (CTA) based in Addis Ababa had the overall responsibility for the Project's management and implementation, supported by a Technical Officer. The Senior Statistician based in Uganda advised and supported the statistics component. National Officers and an M&E officer completed the Project team. The team was administratively and financially supported by a Procurement Officer and two Finance and Admin. Assistants.

Technical backstopping duties were split among the ILO-HQ in Geneva, and ILO SKILLS, MIGRANT, STAT, SOCPRO, SME, SFP, ACTEMP, ACTRAV, ILO ROAF, CO Dar es Salam, and Decent Work Teams in Cairo and Pretoria.

Initially, the project intended to set up a Project Steering Committee in every country, chaired by the Ministry of Labour. However, due to the short timeframe of the project, the Steering Committee was not in place, except for Kenya.<sup>36</sup>

Despite missing the Project Steering Committee, the project successfully managed the hiatus in coordination through regular bi-weekly meetings that brought together the Project team and backstopping units, including some representatives of the tripartite constituents, successfully ensuring collaboration and engagement. The UN network on Migration also helped support this engagement process because tripartite members are also members of this network. One

Yet, the Evaluation's interviews with backstopping units, stakeholders and partners revealed some challenges in dealing with existing financial and human resources and ILO's bureaucratic procedures. As already highlighted in the report, the short timeframe of the project affected the workload of stakeholders, partner organizations and the ILO staff, including in the backstopping units. It was highlighted in the evaluation that the project structure didn't allow enough resources to provide technical support for a project dispersed in many different countries and, at the same time, to enable staff to perform their regular duties. The intense collaboration and cooperation required by the project in a short timeframe – which also had its positive effects in terms of developing partnerships – highly increased the workload of many staff members, which caused frustration. Overall, backstopping was perceived as performing full-time work alongside multiple coordination tasks. To best address this situation, many interviewers would like to see a separate budget allocated for performing the backstopping work, allowing more regular staff members to be hired.

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<sup>35</sup> BRMM Staff Retreat Report Mombassa, 14-16 March 2022.

<sup>36</sup> The LMAC in Kenya was structured to function as a PSC for the BRMM, FAIRWAY and FMPT project in Kenya.

The same fast-paced process affected partner organizations to a certain extent. For example, the slow disbursement of funds from ILO to partner NGOs caused internal financial difficulties for organizations to comply with achieving the project's targets. However, this was more of an issue for organizations that have project-based operations and maintain their organizational and staff costs through the income received from different projects, which in practice means using other projects' funds or even personal financial resources to implement certain activities.

The project team also needed time to adapt to the project's environment, which took time and affected internal and external engagement processes. The fact the project team was recruited specifically for this project partly explains why there was not enough time to become familiar with the ILO system, the project, and each other. As already highlighted, this weakness resulted in a "slow understanding of the ILO system in general and project implementation in particular"<sup>37</sup>.

The project experienced challenges in regularly following up with stakeholders, partners and project staff dispersed in different countries. Although the project team was assessed as flexible and supportive when requested, many stakeholders considered that being more proactive and providing regular supervision and monitoring would have better served the needs of different stakeholders in different phases of the project implementation.

Collaboration and cooperation with IOM -the other project implementing partners-is assessed as weak. Despite the project approaching IOM at the management and technical level at the initial consultation phase to discuss the implementation of the project, the absence of regular forums to share information and discuss strengths and weaknesses of possible collaboration doesn't exist. The delayed negotiations about contractual conditions and project implementation between the two organizations resulted in limited collaboration. Without knowledge sharing regarding the results achieved under Outcome 4, the project component falls under IOM's responsibility.

The evaluation assessed that the communication and visibility materials don't have the necessary outreach and broad utilization, impacting the efficient utilization of communication channels for migrant workers. As a result, lack of awareness about labour migration services and available migrant support services seems to be a constant problem in many countries, raised by most interviewed stakeholders.

## **FACILITATION OF PROJECT RESULTS**

The project had many moving parts and showed flexibility in addressing some of the issues and challenges during the implementation period. For example, the evaluation considers the project management showing a high level of agility when following the PRODOC's recommendations and following only those achievement indicators that may be feasible to accomplish within a six-month period. This practice allowed for the project to be more realistic and focused, even with a small number of targets and indicators, the implementation timeline was considered very intense by many stakeholders and partners. Although a little bit late in the project timeline, the BRMM team retreat organized in Mombassa, Kenya, in March 2022 improved relationships and communication and developed the team's internal capacity for technical and administrative aspects of the project and externally with the project stakeholders.

The evaluation assessed as very efficient the way in Ethiopia, the Min. of Labour and Skills, workers' and employment organisations put together concerted efforts to achieve the reintegration of migrants. For example, these institutions chose specific areas prone to migration, where TVETs and financial institutions

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<sup>37</sup> Team retreat report Kenya.

(Banks) that have been active in providing quality service, including skills training, for potential migrants and returnees have been identified. In line with this action is the Ethiopian Employers` Federation assessment, which assessed the need to diversify their intervention sectors and focus not only on the construction sector. By expanding their geographical focus outside Addis-Ababa, they have already accommodated more project beneficiaries with their training, and this approach will be followed-up in the next phase of the project.

Financial institutions raised a few concerns with the ILO team that were considered. For example, the short project timeline resulted in the need to fast-track the implementation of the signed agreement between Sinqee Bank and ILO<sup>38</sup>. The two organizations agreed to deliver cash transfers and micro-loans simultaneously. Furthermore, facing the situation of high drop-out rates of returnees from the micro-loan scheme, the recommendation to be followed in the next BRMM phase is to train returnees before starting their engagement with Banks and financial service providers to positively influence their attitude and behaviour toward the importance of setting up their own business, and to assume responsibility for participating in this specific project component.

Another financial institution, ACSI, managed to change the geographical focus of their area of implementation in Ethiopia due to the timely agreement with ILO, based on which the institution intervened in other locations. As a result of this change, they benefitted more than 400 individuals with their assistance.<sup>39</sup>

The evaluation assessed that the statistical component of the project faced more challenges in aligning the existing resources, capacities and skills to the requirements of the international labour statistics measurement methodology. However, despite this situation, project stakeholders, backstopping units, and project staff assessed realities and circumstances and changed the nature of activities and course of implementation accordingly. A relevant example in this regard was the recommendation after the validation workshop organized in Arusha, Tanzania<sup>40</sup>, to commission two additional studies in Uganda and Tanzania to develop alternative sampling strategies and to offer sampling alternatives for NSOs to collect key labour migration statistics.

The COVID-19 pandemic affected the project as a whole. One example was how the provision of vocational skills training and certificate of competence for potential migrant workers in Ethiopia had been stopped. Through this project, the ILO intervened and supported MoLS to restart this service, together with TVT centres.

## ORIENTATION TO IMPACT AND SUSTAINABILITY

The project managed to change attitudes and understanding of key stakeholders and migrant workers about the importance of labour migration management, summarized below:

### GOVERNMENT REPRESENTATIVES

- The development of a common understanding of the importance of legal migration benefits and integration of returnees into the host countries
- Working towards signing BLAs, as a foundation for better collaboration with host countries

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<sup>38</sup> Sinqee Bank 2<sup>nd</sup> Progress Report

<sup>39</sup> ACSI ILO Final Progress Report

<sup>40</sup> BRMM Final Evaluation report

- Supporting campaigns on ratification of ILO conventions will contribute to ensuring workers` rights
- The necessity of continuously developing capacities within Ministries and government agencies in international labour standards and other technical fields regarding labour migration
- The importance of gender-disaggregation in labour migration statistics

### **SOCIAL PARTNERS**

- The project contributed to changing mindsets about the possibility of engaging and working with the government. As a result, there is a constantly evolving conducive environment for establishing effective migrant policy and legislative frameworks because many governments acknowledge that migration is a natural and normal phenomenon in today`s societies and has positive outcomes.
- Gaining better knowledge, understanding and skills on labour migration topics, international labour standards, and their application in policy work is essential for future lobby and advocacy.
- The ILO established important alliances among ministries working on labour and labour migration, national statistics offices, workers and employers` organizations, private employment agencies, NGOs and financial service providers. These networks and alliances represent a solid human capital future projects can rely upon.
- The importance of mainstreaming gender-sensitive approaches into all areas of labour migration

### **PROJECT BENEFICIARIES**

- Enhanced knowledge and awareness of national policies of labour mobility, access to loans and micro-finance schemes, life skills, financial skills, awareness about health-related service providers
- Changed mindset about possibilities and opportunities available in-country
- Development of critical thinking in comparing advantages and disadvantages of going abroad for work
- Improved financial independence and improved self-confidence
- Enhanced human dignity and the belief in own potential, capacities and leadership
- Financial independence
- Trained resource personnel who can support replicating and cascading down further training and capacity development activities

## **GENDER EQUALITY AND NON-DISCRIMINATION**

Gender equality principles are part of the project`s design to a limited extent, visible at indicator levels, and followed-up in reporting. Interviewees mentioned the training curricula and capacity-building activities always contain references to gender issues, and the same applies to the BLA`, labour migration policies and the Kenya Workers Migration Welfare Fund. However, respondents mentioned there is still a long way to go until gender considerations and the application of cross-sectionalism -by looking at different needs of migrants - are fully integrated and reflected into labour migration policy documents, labour migration statistics, and in real-life application of this type of knowledge and documents. The project could have better-supported gender disaggregation and the assessment of how migration-related issues differently affect men and women. All stakeholders agreed on the importance of better mainstreaming gender into project design and implementation. Government representatives, for example, mentioned that besides the gender -disaggregation of labour migration data, it would be

essential to include gender aspects into BLAs, in the form of clauses on how governments assume responsibility for different types of workers. The need to better collect statistical data using gender disaggregation was also mentioned. Workers' organizations expressed concern about focusing more on women domestic workers' needs and women leaders. Human rights violations happening in industrial parks and affecting domestic workers were seen as of primary concern, where the ratification of ILO Conventions might help. Migrant workers during FGDs also mentioned the importance of differentiating and supporting people with different needs in the project, such as single parents or migrant workers with families and those who live in remote areas and need to travel to participate in project activities.

The evaluation found there is preoccupation and intent from the project to track how people with disability benefit from the support. In this regard, during the team retreat workshop organized in March 2022, the project team discussed developing a joint agreement on what kind of disability to measure since there are different approaches to define a commonly agreed criterion.

Stakeholders and project partners agreed that disability inclusion is missing from the project and is not followed up and monitored separately. However, an interesting perspective stakeholders raised in this aspect relates to the labour market and employers' needs and motivation to hire people with disabilities. Some workers' organizations also raised the question of the protection of disabled migrant workers. As they require special attention, are countries and labour migration systems prepared to avoid disabled migrant workers being subject to abuse, exploitation and human trafficking when working abroad?

Overall, interview respondents indicated that the preoccupation with cross-cutting issues should be reflected in the project budget, properly assessing intersectionality aspects of the migrant workforce and measures to address specific needs.

## **IV. CONCLUSIONS**

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The BRMM project successfully laid the ground for the next phase of the intervention by developing a shared understanding of labour migration policies, complemented by change in mindsets, personal and professional development, and economic empowerment of migrant workers, the majority of whom are women. The results of a strengthened project team with knowledge, competencies and operational capacities were reflected in the successful usage and application of the results of the many scoping studies, assessments, and capacity-building activities. The lessons learned and the assessment of gaps, challenges and weaknesses provided ways and methodologies for the project for adaptations. The unexpected project results could be a basis for the next project to plan its intervention strategies.

The project demonstrates a high level of relevance, coherence and strategic fit with Government objectives, ILO Planning, potential migrants and returnees and their communities' needs. Different regional and national-level projects served as a strong foundation for BRMM to get inspiration and support to continue the already existing good practices and to mainstream the lessons learned into the project strategies, ensuring a strong foundation for refining the project's intervention in each target country.

To a certain extent, the project theory of change successfully captured the project's underlying risks and assumptions, but the short timeframe resulted in challenges in keeping up with the pace of the project and complying with achieving the targets. Furthermore, as many stakeholders highlighted, completing the set targets in the limited timeframe was challenging to follow and required considerable effort regarding available time, available human resources and dealing with ILO bureaucratic procedures.

The project staff and partners facilitated project results in many aspects, such as 1) following the PRODOC's recommendations to use and following only those achievement indicators which may be feasible to accomplish within six months; 2) organizing a team retreat for team building and overall



familiarity with ILO working arrangements and project implementation requirements;3) adapting project activities to changed circumstances;4)applying concerted efforts for more efficient delivery of results. Despite the project team being assessed as flexible and supportive when requested, many stakeholders considered that being more proactive and providing regular supervision and monitoring would have better served the needs of different stakeholders in different phases of the project implementation. All stakeholders agreed on the importance of better mainstreaming gender into project design and implementation, the fact that the project could have better-supported gender disaggregation, and the assessment of how migration-related issues affect men and women differently. In addition, the preoccupation with cross-cutting issues should be reflected in the project budget, properly assessing intersectionality aspects of the migrant workforce and measures to address specific needs.

## V. LESSONS LEARNED

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1. The distinction between national and international migrants might lead to the perception of exclusive labour migration policies and the practical application of discriminatory measures. Governments must deal with both categories of migrants, and workers `and employers` organizations must protect both.
2. The discrepancy between the scale of returnees and the service provision is worrying, especially in Ethiopia, as stated by available data<sup>41</sup> and many respondents. For example, in Ethiopia and Kenya, the financial sector is not so well developed, and there are opportunities to test different technical skill-related training and financial products. More extended partnership agreements between ILO projects and Banks, financial institutions and NGOs and the need to develop interest-free products to align these services to existing religious beliefs in Ethiopia were considered factors in the project's future design and planning stage.
3. Cooperation with employers` organizations and private employment agencies is not systematic, and significant gaps need to be addressed to improve the compliance of labour migration policies with labour rights and the content and quality of BLAs.

## VI. EMERGING GOOD PRACTICES

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1. The priority to address illegal migration and promote job opportunities at the national level helps to undress unemployment challenges. Hence, grant agreements signed with implementing partners, such as downstream NGOs and financial service providers, to support the efforts towards creating job opportunities, with a particular focus on women and youths, contribute to increased ownership and independence of partner organizations and the effectiveness and efficiency of project results.
2. Consistent bi-weekly meetings within ILO departments proved to be an effective mechanism for M&E and cross-learning

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<sup>41</sup> IOM, 2022: *Regional Migrant Response Plan for the Horn of Africa and Yemen*. "As a result of the relaxation of movements restrictions linked with COVID-19, 79,498 migrants were involuntarily returned from the Kingdom of Saudi Arabia in 2021." IOM 2021: Recorded information indicates that over 58,000 migrants returned to Ethiopia from April 2020 to mid-2021. In Kenya, more than 4000 migrant workers were forcibly returned home in 2020; many migrant workers died in foreign countries because they were not allowed to return home, due to travel restrictions-as stated by ILO Project team. An interviewed stakeholder affirmed that more than 108.000 returnees arrived to Ethiopia between 2018 to 2021. The same interlocutor stated that more than 35.000 returnees returned to Ethiopia in 2022.

- The financial literacy training materials adapted to different countries, based on context and cultural patterns, were very well received by training participants and proved their quality in terms of content and methodology.

## VII. RECOMMENDATIONS

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**Recommendation 1.** Strengthen consultation processes with Governments, tripartite constituents and other partners at the design and planning stage of the project and inform key stakeholders about essential decisions related to changes in the project's geographical focus and stakeholders involved in implementation.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor; government; workers` and employers` organizations; NGOs	High	Six months	Medium financial and human resources implications.

**Recommendation 2.** Enhance the interest of stakeholders in labour migration policies by organizing workshops and capacity development activities that present approaches and the benefits of integrating labour migration topics into other public policy fields, such as social protection of migrant workers and their families, the importance of LMMIS systems, remittances` contribution to the countries` GDP, the linkage between migration, education and TVET, technological innovations related to migration, protection and human rights aspects of legal migration, among others.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	High	Three years	High financial and human resources implications.

**Recommendation 3.** Allocate a separate budget line for performing the ILO backstopping work, which would allow hiring more regular staff members at ILO HO` and in project countries. In addition, allocate at least three months for the project planning phase, allowing project staff and partners sufficient time to develop joint work plans and assign available human resources within their organizations.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor	High	Three years	High financial and human resources implications.

**Recommendation 4.** Expand the project's geographical scope by moving out from the capital cities, and involve regions prone to migration in selected countries; map existing institutional setup and organisations in the areas that could be partners in project implementation.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor; government; workers` and employers` organizations; NGOs; TVT centers and other educational centers; financial institutions and Banks	Medium	Three years	High financial and human resources implications.

**Recommendation 5.** Conduct gender studies and assess the impact of project intervention on men, women and other categories of migrants. Introduce a separate budget line in the project based on gender-based budgeting principles-which would allow paying for childcare during training sessions, covering transport and support for people with disabilities and other special needs project participants might require.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; donor	High	Three years	Medium financial and human resources implications.

**Recommendation 6.** Strengthen the communication and visibility of the project about the labour migration system in targeted countries; make this information easily available and accessible for migrant workers and labour migration service providers.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational centers; financial institutions and Banks	Medium	Three years	High financial and human resources implications.

**Recommendation 7.** Support workers` and employers` organizations in their effort to lobby for the ratification of ILO Conventions, the domestication of labour migration policies, and their participation in the BLA processes.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	High	Three years	Medium financial and human resources implications.

**Recommendation 8.** In labour migration statistics, assess individual motivation and institutional capacities and tailor interventions accordingly; design differentiated training curricula for data collection and analysis according to knowledge and competency levels.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; statistical service providers	Medium	Three years	Medium financial and human resources implications.

**Recommendation 9.** Support union-to-union cooperation between countries of origin in East Africa and destination countries within the Gulf Cooperation Council.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations;	Medium	Three years	High financial and human resources implications.

**Recommendation 10.** Facilitate partnerships between the government, the financial service providers, TVTs, and the local government in returned migrant-prone regions. Request project partners to regularly conduct returned migrants` needs assessment (every six months), which would closely monitor the socio-economic situation of the returned migrant workers, their changing needs and the possibilities of addressing those needs.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational centers; financial institutions and Banks	High	Three years	Medium financial and human resources implications.

**Recommendation 11.** Before signing a collaboration contract with implementing partners, clearly discuss and present ILO's administrative and financial procedures to allow partners to understand systemic differences and develop contingency plans in case of slow disbursement of project funds.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units; government; workers` and employers` organizations; NGOs; TVT centers and other educational centers; financial institutions and Banks	High	Three years	Low financial and human resources implications.

**Recommendation 12.** Improve communication and collaboration with IOM, enhancing knowledge sharing and strengthening labour migration and mobility interventions.

Addressed to	Priority	Timeframe	Resources
ILO project team and backstopping units;IOM	High	Three years	Low financial and human resources implications.

## ANNEX 1



### Terms of Reference

#### Independent Final Evaluation of the Better Regional Migration Management (*BRMM*) *Project*

Version 25 May 2022

<b>Project title and code:</b>	Better Regional Migration Management Project (BRMM) RAF/21/10/GBR
<b>Countries:</b>	Ethiopia, Djibouti, Kenya, Somalia, South Sudan, Sudan, Uganda, Tanzania & Rwanda.
<b>Administrative Unit</b>	Country Office Addis
<b>Technical Backstopping Unit:</b>	MIGRANT
<b>Collaborating ILO Units:</b>	SKILLS, STAT, SOCPRO, SOCIAL FINANCE, SME, ACTEMP, ACTRAV, CO Dar es Salam, Decent Work Teams Cairo and Pretoria.
<b>Donor</b>	Foreign Commonwealth and Development Office (FCDO) of the United Kingdom.
<b>Project timeframe:</b>	15 September 2021 to 30 June, 2022.
<b>Project budget</b>	GBP 3,000,000 / US\$ 4,124,261
<b>Type of evaluation</b>	Final Independent evaluation
<b>Date of evaluation</b>	May-June 2022
<b>Evaluation Manager</b>	Ricardo Furman, Senior Monitoring and Evaluation Specialist ILO Regional Office for Africa

## 1. Introduction and Project Background.

Labour migration has always been part of the socio-economic landscape of East and Horn of Africa. The sub-region is vast and complex, and it broadly covers Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mozambique, Rwanda, Seychelles, Somalia, Sudan, South Sudan, the United Republic of Tanzania and Uganda.

Each country has its own labour migration profile, yet it shares the overall labour migration trend in Africa, which is largely represented by intra-regional flows and mainly characterized by the migration of low-skilled workers. Of great importance in the sub-region are South-South migration corridors to neighboring labour markets in the search of better employment opportunities.

Labour migration can be a vehicle for responding timely and effectively to labour supply and demand needs, for stimulating innovation and development, as well as for transferring and up-dating skills. Designing and implementing sound labour market information systems, including accurate labour market needs assessment and skills anticipation, and putting in place processes for skills recognition are important to prevent brain waste and deskilling, poor labour market integration and deterioration of working conditions for all workers. Access to skills recognition processes, especially for low- and medium-skilled migrant workers, is often limited. Migrants frequently encounter difficulties in articulating their experiences from the destination countries into better human resources development opportunities on their return.

In this context, the ILO has developed a number of successful models for data collection, skills development and recognition, with which it is leading work in Africa, Asia and Latin America. The ILO has also been working closely with the social partners to ensure that its intervention methodologies and policy results on labour migration are contributing to the promotion a rights-based approach. Similarly, the Better Regional Migration Management Project (BRMM) had a focus on 3 mutually reinforcing and complementary pillars targeting i) enhanced labour market and migration information systems (LMMIS); ii) better skills matching, recognition and development along specific migration corridors; and iii) strengthened capacities of the social partners. It is designed to contribute to building the capacity of countries in the region at a significantly higher level of scale and durability, creating opportunities for expanding migrant workers' protection, their access to regular pathways for employment, and their ability to reap larger socio-economic benefits from their mobility. This project complements other labour migration projects in the regions and globally.

The three pillars of the project and the country of focus:

**Outcome 1: Improved labour migration statistics for evidence-based policy making in selected/targeted countries.**

**Country of focus:** Ethiopia, Djibouti, Uganda and Tanzania.

**Outcome 2: Returnees and potential migrants, especially women and youth, have access to integrated/inclusive services, facilitating the transition to formal employment, while ensuring adequate skills and qualification recognition, matching and development.**

**Country of focus:** Ethiopia, Kenya.

### **Outcome 3: The social partners are actively engaged in labour migration policy development and implementation.**

**Country of focus:** Ethiopia, Kenya, Uganda, Tanzania, Somali, South Sudan.

#### **Project management structure**

The project implementation approach is decentralized and led by the ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan and South Sudan, and for the Special Representative to the AU and the UN Economic Commission for Africa (UNECA, CO-Addis Ababa), in collaboration with:

- ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda (CO-Dar es Salaam);
- ILO Decent Work Team in Cairo and Pretoria;
- ILO Regional Office for Africa.
- ILO HQ Geneva.

The above modalities guaranteed effective and timely implementation by working directly with the targeted beneficiaries at country and regional levels. The Project staffing structure consists of a dedicated Chief Technical Advisor (CTA) in Addis Ababa, who is responsible for the overall management and coordination, supported by a Technical Officer. There are also Senior Statistician, based in Uganda, to follow the implementation of the statistics component. Then, a number of National Professional Officers (NO-B) in some of the project countries to ensure smooth project implementation and follow-up, as appropriate. A Procurement Officer is also part of the team to guarantee smooth and efficient implementation of the project within the limited time . The project also has an M & E officer to ensure systematic monitoring framework are in place in order to improve the qualitative and quantitative evidence gathered by the Project.

Technical supervision and backstopping were provided by the ILO HQ in Geneva, in particular the Labour Migration Branch, in collaboration with the ILO Statistics Department, the ILO Skills and Employability Branch and ILO Social Protection Department on the specific thematic activities, as appropriate as well as ACTRAV and ACTEMP colleagues in the Region & HQ. For some of the capacity building activities, the work was done together with the ILO International Training Centre (ITCILO) in Turin, Italy.

The project's multi-stakeholder comprehensive approach requires strong partnerships with a range of actors – both directly delivering the programme as well as others that complement this work. CO-Addis Ababa is playing a coordination role for the various regional and national partnerships and other technical departments. The office also coordinates closely with the relevant ILO Offices in Africa, and East Africa in particular, to oversee procurement operations and management of local partners.

## **2. Evaluation background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Projects with a budget from over 1 million dollars and less than 18 months of duration should be under an independent final evaluation to be managed by an ILO certified evaluation manager not linked with the project.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToRs and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

### **3. Objectives of the Evaluation**

The aim of this evaluation is to appraise/ assess the overall implementation and achievement of the project against its planned objectives. Accordingly, it provides information on what worked and what did not work well and why and whether the underlying theories and assumptions used in the program development were valid. This evaluation mainly intends to provide information on the relevance of the projects, coherence, effectiveness, efficiency, impact and sustainability of the project. The specific objectives of the evaluation are the following:

#### **Specific objectives:**

- u. Review and substantiate emerging evidence related to the achievement of BRMM project overall impact by the end of the project.
- v. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAF) of countries covered and final beneficiaries needs;
- w. Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership and arrangements
- x. Identify unexpected positive and negative results of the project
- y. Assess the level of implementation efficiency of the project.
- z. Review the institutional set-up, capacity for project implementation, coordination mechanisms.
- aa. Assess the extent to which the project outcomes will be sustainable.
- bb. Analyze the project potential impact at institutional level as well at the level of the final men and women beneficiaries
- cc. Identify specific lessons learned and potential good practices for the key stakeholders.
- dd. Provide strategic recommendations for the different key stakeholders to promote sustainability and support further development of the project outcomes, and for future similar interventions of the ILO in multi-country programs in general.

### **4. Scope of the evaluation**



The scope of the evaluation is the BRMM project covering the entire duration of project implementation (September 2021- June 2022) and all targeted countries. The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to national policies and programmes.

The evaluation will discuss how the project is addressing the ILO cross-cutting themes including gender equality and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts.

## **5. Clients of the evaluation**

The primary clients of the evaluation are the ILO constituents at national and regional level. These include at regional level East Africa Employers Organization, ITUC- Africa (ATUMNET). African Union and at national level Ministry of labour, national Statistics officer, Workers and Employers organizations, and different project implementing partners in the respective countries. Other relevant clients are the donor (Foreign Commonwealth and Development Office -FCDO- of the United Kingdom.), and ILO Country Office Addis and Dar es Salam, Decent Work Teams Cairo and Pretoria, ROAF, and HQ branches MIGRANT, SKILLS, STAT, SOCPRO, SOCIAL FINANCE, SME; and ACTEMP and ACTRAV.

## **5. Evaluation Criteria and Key Questions**

The evaluation follows the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) evaluation criteria of relevance, coherence, effectiveness, efficiency, orientation to impact and sustainability.

Based on the criteria, the following **evaluation questions** are to be answered:

The evaluation should address the overall ILO evaluation concerns such as relevance and coherence, effectiveness, efficiency, sustainability, and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017 following OECD-DAC evaluation criteria:

The evaluation will address, in this context, the following ILO evaluation concerns.

- Relevance, coherence and strategic fit of the project.
- Validity of the project design.
- Project effectiveness.
- Efficiency of resources use.
- Sustainability of project outcomes and Impact orientation.
- Gender equality and non-discrimination

The evaluation questions are framed under the ILO evaluation policy guidelines available at ([https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/--eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf))

The ILO crosscutting themes (tripartism, social dialogue, international labor standards, just transition to environment and gender and non-discrimination) should be integrated in the evaluation question and reflected in the Inception report.

### **Relevance, coherence, and strategic fit**

- Is the project coherent with the Governments objectives, National Development Frameworks, potential migrants and returnees and their communities' needs, and does it support the outcomes outlined in the UNDAFs/UNSDCFs, DWCPs, ILO Planning, as well as the SDGs and indicators?
- How could relevance be improved in future?
- How does the project complement and fit with other on-going ILO and other UN agencies and relevant institutions programmes and projects in the targeted countries?

### **Validity of intervention design**

- Is the project realistic (in terms of expected outputs, outcome and potential impact) given the timeframe and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- To what extent has the project integrated ILO cross cutting themes in the design?
- Have the governments and social partners participated in the design and implementation of the project?
- Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?
- Is the project Theory of change comprehensive, integrate external factors and is based on systemic analysis?
- To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities and others as relevant)?

### **Effectiveness:**

- To what extent have the overall project objectives/outcomes been achieved considering the short duration of the project?
- Which internal and external process factors have influenced the overall achievements so far (positive or negative)?
- Did the project achieve unexpected positive or negative results?
- Assess the quality of main outputs according to project direct and indirect beneficiaries as applies.
- Assess how contextual and institutional risks and external factors (positive and negative) have been managed by the project management?
- How has the project addressed the COVID-19 Pandemic? Do the intervention models used in the project suggest an intervention model for similar crisis response?

### **Efficiency:**

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
- Have the partners and project staff facilitated project results?

**Orientation to impact and sustainability:**

- To what extent were relevant partnerships/capacity developed to ensure sustainability?
- Which project-supported tools have been, or have the potential to be, institutionalized and/or replicated by partners or external organizations? What additional external efforts may be needed?
- To which extent are the results of the interventions likely to have a long term, sustainable positive contribution to the country's national development, SDG achievement and relevant targets? (explicitly or implicitly)
- How has the sustainability approach of the project been reflected the COVID-19 situation in context of the national responses
- How has the project and stakeholders responded in moving forward the project results appropriation?

**Gender equality and non-discrimination**

- Have the project specific gender equality achievements?
- To what extent has the M&E data supporting project decision making related to gender equality?
- Has the project addressed other vulnerable groups, including people living with disabilities?

**6. Evaluation Methodology**

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Development Group (UNDG) 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 by the consultant in consultation with the Evaluation Manager.

The information needs and evaluation questions call for an in-depth understanding of the situation to provide a holistic assessment and interpretation of the project's achievements. The methodology should include examination of the intervention's Theory of Change (ToC). The theory of change should give light of the logical connect between levels of results and their alignment with the national policy frameworks, the ILO's strategic objectives and outcomes at global and national levels, as well as with the relevant SDGs and targets.

The methodology should be participatory and include a mix-methods approach, with analysis of both quantitative and qualitative data. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes.

The evaluation will be carried out through a desk review and field visit to the project stakeholders in the countries, with appropriate gender disaggregation. In addition, to the extent possible, the

data collection, analysis and presentation should be responsive to and include issues relating to gender equity and non-discrimination, including disability issues.

Recommendations, emerging from the evaluation, should be specific and actionable, strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be 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 evaluation will be conducted by an international experienced consultant with support of a national consultant for Ethiopia.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”.

The evaluation will consider the gender dimension throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the data collection, and evaluation analysis.

The project team will develop and avail to the evaluation team a database with contact details of ILO constituencies and stakeholders and will work closely with the evaluator to make the meetings available covering institutional and final beneficiaries.

The evaluators will ensure that opinions and perceptions of women and other vulnerable groups are equally reflected in the interviews and that gender-specific questions are included.

A mix face-to-face/virtual stakeholders’ workshop will be organized to discuss initial findings and complete data gaps with key stakeholders from all the countries covered by the project (ILO staff, representatives of the development partners, stakeholders, and the donor). The workshop will be logistically supported by the project and programmatically managed by the evaluator. The details of it should be stated clearly in the Inception Report for further preparation during the data collection phase.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

The methodological process includes the following techniques (the evaluator at the inception phase can propose other techniques):

**Desk review** of project design and strategy documents, activity documents, communications and research and publications,

Key documents include, among others, the Project Document work plans per country, partners reports, training and awareness creation materials produced by the project, periodic project progress and project final report, etc.

**Key informant interviews** with ILO Country Offices (CO) Addis project staff, relevant ILO officers and specialists in project targeted countries, Cairo, Pretoria and Abidjan COs, tripartite constituents, and other stakeholders and partners.

The criteria for selection of the key informants should be based on criteria to be defined by the evaluator team leader.

**Presentation of the preliminary findings to the key stakeholders in a workshop:** a virtual workshop in English (with interpretation if required) with key stakeholders will be conducted at the end of the data collection phase to present preliminary findings and recommendations to identify any misinterpretation or data gaps to be addressed in the draft report.

**Development of a draft and final versions of the report** (see in the next section)

## **6. Deliverables.**

- a) An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management (EVAL Guidelines –Checklist 3). 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 sampling.
  - Selection criteria for stakeholders to interview and locations to be visited.
  - 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 and focus group guides.

The Inception report should be approved by the Evaluation manger before proceeding with the field work.

- b) Preliminary Findings to be shared with the key stakeholders (at the end of field work phase). The ILO will organize a half day virtual meeting to discuss the preliminary findings of the evaluation after data collection is completed. The evaluator will set the agenda for the half-day to one day meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluation team with the logistic support of the project.

- c) First draft of Evaluation Report (Checklist 5 to be provided to the Consultant) -to be improved by the methodological review by the Evaluation manager. The Evaluation Manger holds the responsibility of approving this draft. The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (2 weeks).
- d) Final version of evaluation report incorporating comments received of ILO and other key stakeholders. The report should be no longer than 30 pages excluding annexes with executive summary (as per ILO standard format for evaluation summary). The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 to be provided to consultant). Any identified lessons learnt, and good practices will also need to have standard annex templates (1 lessons learnt and one Good Practices per page to be annexed in the report) as per EVAL guidelines. The report should also include a section on output and outcome level results against indicators and targets of each project and comments on each one.

The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager and the Regional evaluation officer)

- e) Executive summary in ILO EVAL template

**The daft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure (EVAL Check list 5):**

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
2. Table of contents
3. Acronyms
4. Executive Summary
  5. Background of the project and its intervention logic
  6. Purpose, scope and clients of evaluation
  7. Methodology and limitations
  8. Presentation of findings (by criteria)
  9. Conclusions and Recommendations (including to whom they are addressed, resources required, priority and timing)
  10. Lessons Learnt and potential good practices
  11. Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

**7. Management arrangements and work plan**

**Evaluation Manager:** the evaluation will be managed by Mr. Ricardo Furman, who has not prior involvement in the project.

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

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Select the independent evaluator in coordination with EVAL.
- Approve the inception report.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the field mission.
- Circulate the first draft of the evaluation report for comments by key stakeholders.
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.
- Approve the draft version before circulation and first approval of the final version and submission to EVAL for final approval

### **Team leader**

- The evaluation team will consist of one international consultant to cover the whole project and one national consultant to support data collection in Ethiopia.
- The team leader will have responsibility for the evaluation report.
- The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.
- The team leader will report to the evaluation manger.

### **Qualifications**

#### **Team Leader**

- University Degree in social development or economic or related subject at master level or equivalent
- Seven years of experience in project /program evaluation including theory of change-based approach and labour migration in Sub-Saharan Africa
- Experience in in applying, qualitative and quantitative research methodologies including participatory community-based
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing skills in English.

#### **Team member**

- University Degree in social development or economic or related subject or equivalent.
- 3-5 years of experience in project /program evaluation including theory of change-based approach in Ethiopia.

- Experience in labour migration, human rights-based approach programming and Results based management will be an advantage.
- Experience in applying, qualitative and quantitative research methodologies including participatory community based.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing skills in English and Amharic.

### Evaluation Timetable and Schedule

The evaluation will be conducted between May – June 2022.

List of Tasks	Responsible	Timeline	No of days Team leader	No of days national cons in Addis
Circulation of draft TORs among stakeholders	Evaluation manager (EM)	26 May-1 <sup>st</sup> June		
Selection of the consultant and contract signing	EM with project support	19-25 May		
Briefing with the evaluation manager Briefing with the project	EM and Project	26 May	1	
Desk review of project background documents and development of the Inception report.	Evaluators	26 May-3 June	4	1
Finalization of the inception report after review by EM	Evaluators	3 June	1	
Field visit and interviews Stakeholders workshop for preliminary results	Evaluators	6-17 June	11	5
Analysis of information/data collected and preparation of the draft report	Evaluators	20-24 June	4	1
Review of the Draft evaluation report	EM-Evaluator	30 June	1	



Circulate draft report among key stakeholders including donor and receive feedback	EM	30 June-14 July	0	
Consolidate feedback and share with the Consultant.	EM	4-18 July	0	
Finalize the final report addressing comments	Evaluator	19-22 July	2	
Approval of Final Report by EVAL	EM-EVAL	25-29 July	0	
Total consultants' days			24	7

**Resources**

- Honorarium for team leader 24 working days and for team member 7 days
- DSA and travel as per ILO policy
- Logistic support in field visits (as possible by the project)
- Stakeholders' workshop (including interpretation)

EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
<b>RELEVANCE, COHERENCE AND STRATEGIC FIT</b>			
<p>1. Is the project coherent with the Governments objectives, National Development Frameworks, potential migrants and returnees and their communities' needs, and does it support the outcomes outlined in the UNDAFs/UNSDCFs, DWCPs, ILO Planning, as well as the SDGs and indicators?</p>	<p>Existent literature confirms the relevance of the project related to migration-related needs in the East-Africa region.</p> <p>The number of strategic priorities covered by the project, related to UNDAFs/UNSDCFs, DWCPs, SDGs and ILO planning.</p> <p>Match between the strategic priorities chosen by the project from the main international and national strategic frameworks and ILO and partners' perceptions about key labour mobility and migration challenges.</p>	<p>Project Documents Needs assessment/Context Analysis Open source research and publications Government officials Migrant workers and returnees Workers and employers' organisations Policy documents ILO Staff</p>	<p>Desk review KII FGD</p>
<p>2. How could relevance be improved in future?</p>	<p>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.</p> <p>The extent to which government institutions, employers' and workers' organisations, migrant workers perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility.</p>	<p>Project Documents Government officials Migrant workers and returnees Workers and employers' organisations ILO Staff</p>	<p>Desk Review KII FGD</p>

<p>3. How does the project complement and fit with other on-going ILO and other UN agencies and relevant institutions programmes and projects in the targeted countries?</p>	<p>Alignment with national and regional plans on migration, including country government priorities, as well as with ILO and UN agencies` policies and strategies.</p> <p>Examples of different capacity building guides/ products and how they influence the wider audience of the project in East-Africa.</p> <p>Evidence that produced guides and training materials are used by many stakeholders and beneficiaries of the project.</p> <p>Examples of work with other projects Evidence of coordination Examples of joint events</p>	<p>ILO documents ILO staff Project documents UN agency and civil society staff</p>	<p>Desk review KII</p>
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### VALIDITY OF INTERVENTION DESIGN

<p>4. Is the project realistic (in terms of expected outputs, outcome and potential impact) given the timeframe and resources available, including performance and its M&amp;E system, knowledge sharing and communication strategy?</p>	<p>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.</p> <p>The extent to which monitoring and evaluation systems are up-to date and indicators regularly monitored.</p> <p>Changes made in activities, outputs, outcomes.</p>	<p>Project documents PRODOC M&amp;E plans and Result Framework ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk Review KII FGD</p>
<p>5. Is the project Theory of change comprehensive, integrate external factors and is based on systemic analysis?</p>	<p>Number of outputs and possible outcomes achieved/in process. 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.</p>	<p>Desk Review Project design Logframe and ToC M&amp;E reports Project Reports Risk and Mitigation Measures ILO staff</p>	<p>Desk review KII</p>

<p>6. To what extent has the project integrated the ILO cross-cutting themes in the design?</p>	<p>Stakeholders find that cross-cutting issues are an inseparable part of the program activities.</p> <p>Stakeholders have the skills to integrate cross-cutting issues, such as gender-sensitivity, disability inclusion and fair transition to environment.</p>	<p>Document review of political, social, economic context. Country Context and analysis Regional Context and Analysis Needs analysis ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk Review KII FGD</p>
<p>7. Have the governments and social partners participated in the design and implementation of the project?</p>	<p>The extent of participation of project stakeholders in project conceptualization, design, and inception phase.</p> <p>Evidence of needs assessment at the national level, conducted with government institutions and social partners.</p> <p>Perceptions of stakeholders and social partners.</p>	<p>Desk Review Needs assessment Interview transcripts Government officials Workers and employers` organisations</p>	<p>Desk Review KII</p>
<p>8. Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?</p>	<p>Changes made in activities, outputs, outcomes.</p> <p>References of SDGs in narrative reporting.</p> <p>The extent to which the project's existing monitoring and evaluation system captures both quantitative and qualitative data.</p> <p>Evidence that the monitoring and evaluation system captures the desired changes and the adaptations to project implementation.</p> <p>Evidence the monitoring and evaluation system captures the desired changes and adaptations in facilitating social dialogue with tripartite constituents.</p>	<p>Project M&amp;E Framework Progress reports Monitoring data ILO staff</p>	<p>Desk Review KII</p>
<p>9. To what extent did the problem analysis identify its differential impact on men and women and on other vulnerable groups (like people with disabilities and others as relevant)?</p>	<p>Content analysis of project documents</p> <p>Number of women, youth, persons with disability participating in project activities.</p> <p>Number of examples provided by Key Informants.</p>	<p>Desk Review Policy documents Interview transcripts Workers and employers` organisations Migrant workers</p>	<p>Desk review KII FGD</p>

<b>EFFECTIVENESS</b>			
10. To what extent have the overall project objectives/outcomes been achieved considering the short duration of the project?	<p>The degree to which reached milestones, achieved outputs and already visible changes the project managed to attain.</p> <p>Evidence that social dialogue among tripartite constituents has been enhanced and strengthened.</p>	<p>Project M&amp;E Framework Progress reports Monitoring data ILO staff</p>	<p>Desk Review KII</p>
11. Which internal and external process factors have influenced the overall achievements so far (positive or negative)?	<p>Evidence that the project has recognised challenges in implementation, including the impact of COVID-19, and initiated steps for adaptation and mitigation measures.</p> <p>Perceptions of stakeholders about the project's capacity to adapt to changing circumstances, provided by relevant examples or personal experiences.</p>	<p>Project M&amp;E Framework Progress reports Monitoring data ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk Review KII FGD</p>
12. Did the project achieve unexpected positive or negative results?	<p>Perceptions of stakeholders and partners about unintended results of the project.</p>	<p>Progress reports Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk review KII FGD</p>
13. Assess the quality of main outputs according to project direct and indirect beneficiaries as applies.	<p>Evidence that government and non-government partners produced or/and used the newly acquired knowledge, skills and capacities, and products either personally or at their institution.</p> <p>Perception of government and non-government partners about access to outputs, considering gender, disability inclusion.</p>	<p>Progress reports Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk review KII FGD</p>

14. Assess how contextual and institutional risks and external factors (positive and negative) have been managed by the project management?	The extent to which the coordination and governances' structures of the project shared mitigation strategies and followed up on their implementation.  Evidence of project responses to contextual changes	Project documents ILO staff Government officials Workers and employers` organisations	Desk review KII
15. How has the project addressed the COVID-19 Pandemic? Do the intervention models used in the project suggest an intervention model for similar crisis response?	The extent to which the adopted COVID-19 mitigation strategies are considered useful and applicable in similar or other crisis responses.  Evidence the project participants consider COVID-19 mitigation measures introduced by the project in line with their health and protection needs.	Project documents Progress reports Government officials Workers and employers` organisations Migrant workers	Desk review KII FGD
<b>EFFICIENCY</b>			
16. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?	Evidence that the project's financial, human and technical support has been strategically used, considering cross-cutting issues and providing qualitative services to stakeholders.	Financial statements and budgetary plans ILO staff	Desk review KIIs
17. Have the partners and project staff facilitated project results?	Evidence that coordination and collaboration entities, structure and working groups are put in place.  Clear roles and responsibilities outlined in project documentation  Evidence of partners being clear on their role	Project documents Progress reports Government officials Workers and employers` organisations	Desk review KII FGD

## ORIENTATION TO IMPACT AND SUSTAINABILITY

<p>18.To what extent were relevant partnerships/capacity developed to ensure sustainability?</p>	<p>Evidence of input from different stakeholders</p> <p>The stakeholders' and beneficiaries (migrant workers) perceptions about the usefulness of capacity development activities and fruitful cooperation aspect of the project.'</p> <p>The extent to which the capacity development activities contributed to enhance partnerships among tripartite constituents.</p>	<p>Project documents ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk review KII FGD</p>
<p>19.Which project-supported tools have been, or have the potential to be, institutionalized and/or replicated by partners or external organizations? What additional external efforts may be needed?</p>	<p>The extent to which the lessons learned and good practices have been highlighted in project reports.</p> <p>Number of examples provided by key stakeholders and migrant workers, including project staff.</p>	<p>Project documents ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk review KII FGD</p>
<p>20. To which extent are the results of the interventions likely to have a long term, sustainable positive contribution to the country's national development, SDG achievement and relevant targets? (explicitly or implicitly)</p>	<p>Utility and usage of LMMIS.</p> <p>Number of examples provided by stakeholders and migrant workers.</p> <p>Number of follow-up projects and interventions that are already in conceptualisation/design phase.</p> <p>Explanation of how the skills matching, recognition and skills development are likely to be used.</p> <p>Social partners` views about their strengthened capacities in labour migration policy development and implementation</p>	<p>Project documentation. Narrative Reports Updated and new policies/strategies. Labour migration frameworks designed with gender-lens and environmental-friendly principles and concepts. ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk Review. KII FGD</p>
<p>21. How has the sustainability approach of the project been reflected the COVID-19 situation in context of the national responses</p>	<p>The extent to which the project was able to mitigate the effects - negative- of the COVID-19 pandemic and take advantage of any development due to COVID 19 sutation.</p>	<p>Project documents ILO staff Government officials Workers and employers` organisations Migrant workers</p>	<p>Desk Review KII FGD</p>

22. How has the project and stakeholders responded in moving forward the project results appropriation?	Personal examples and change stories of stakeholders and migrant workers.	Government officials Workers and employers` organisations Migrant workers	Desk Review KII FGD
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**GENDER EQUALITY AND NON-DISCRIMINATION**

23. Have the project specific gender equality achievements? To what extent has the M&E data supporting project decision making related to gender equality? Has the project addressed other vulnerable groups, including people living with disabilities?	<p>The extent to which the project influenced, and results were achieved, regarding social dialogue processes among tripartite constituents include and represents the voices of the vulnerable population, including women, people with disability, youths.</p> <p>Evidence that new decent employment opportunities are accessible and reachable to the most vulnerable segment of migrants, including women, youth and people with disability.</p> <p>Evidence of lessons and good practices that existing policies, pieces of new legislation are incorporating or in process of ILO 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.</p>	Project documents. Narrative reporting. Government officials Workers and employers` organisations Migrant workers	Desk Review KII FGD
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## **ANNEX 3**

### **DOCUMENTS CONSULTED**

ACSI Bank 1<sup>st</sup> and 2<sup>nd</sup> progress report  
Administrative data sources Uganda  
Administrative data sources Tanzania  
Advocacy campaign 1<sup>st</sup> and 2<sup>nd</sup> report-Ethiopia  
ATUMNET Annual Meeting Report  
Awareness Raising Campaign-CETU  
BLA Training to Kenyan Tripartite Partners-meeting report  
BRMM 1<sup>st</sup> and Final Report  
Case Study 1: Ethiopia recruitment  
Case Study 4: recruitment of Health Workers in Kenya and UK  
CETU Narrative Report-Ethiopia  
COTU report-Kenya  
Donor Reports  
Draft report on Feasibility Study validation workshop  
Enhancing Capacity of Trade Unions in Tanzania  
EAEO Migration Policy Framework Draft  
East African Employers Organization report  
ECASSA Final report  
Ethiopian Employers Federation (EEF) progress reporting  
Ethiopia BDS mapping Brief  
Feasibility Study on Skills Recognition  
FETSU Narrative Report-Somalia  
Final Report-Market Systems Assessment  
ILO Financial Education  
ILO Overseas Self-assessment tool  
Kenyan Migrant Welfare Fund-Letter to ILO request  
Live Addis 1<sup>st</sup> and 2<sup>nd</sup> Progress report  
LMMIS in Ethiopia  
LMMIS in Djibouti  
Meeting Report-Inter-regional forum between East Africa and Arab States  
Meeting Report-Prea Training  
Ministry of Labour and Skills Capacity Building Meeting Report  
NOTU Training Report-Uganda  
NOTU-Inter-regional forum in Uganda  
Note on Fair recruitment  
PrEA capacity Building  
Project documents, including M&E, MOU, Amendment Letter, PRODOC, Budget  
Sinquee Bank-Sinquee Ilo 1<sup>st</sup> and 2<sup>nd</sup> progress report  
SSI Inquiry-Tanzania, Rwanda, Kenya, ITC-ILO  
Start and Improve Your Business Tool-Ethiopia  
TEAM BUILDING RETREAT WORKSHOP FOR BETTER REGIONAL MIGRATION MANAGEMENT PROJECT, Mombasa Kenya; March 2022  
ToT Final Report  
Upgrade of MMDMS and integration with NRP and BLA monitoring tool-Ethiopia  
Validation Workshop Financial Education  
WISE 1<sup>st</sup> and 2<sup>nd</sup> progress report  
WISE Final report  
Wasasa MFI-Wasasa 1<sup>st</sup> and 2<sup>nd</sup> Progress report final

**ANNEX 4**  
**List of Stakeholders Interviewed**

<b>Nairobi, Kenya</b>			
<b>No.</b>	<b>Institution</b>	<b>Contact Person</b>	<b>Title</b>
1	ILO	Eliud Mwenda Marangu	BRMM- National Project Coordinator, Kenya
2	Central Organization for Trade Union (COTU)	Teresa Wabuko	Focal Person for Labour Migration COTU-K
3		Bruno Otiato	Personal Assistant to Secretary General
4	National Employment Authority (NEA)	Joseph Njue	Ag. Director Labour Migration
5	Ministry of Labour	Lucy Kibiru	Principal Economist
6	Federation of Kenya Employers	Grace Kaome	Manager, Human Resource and Administration
7		Steven Obiro	Head of Advocacy, Consulting and Partnerships
8	ILO, HQ - STATISTICS	Elisa Benes	Senior Labour Migration Statistician
<b>Dar es Salam &amp; Dodoma, Tanzania</b>			
9	ILO	Diana Rutechura	BRMM- National Project Coordinator, Tanzania
10	Prime Minister's Office Labour, Youth, Employment and Persons with Disability	Mr. Dismas Mushi	Economist & BRMM focal person at the Ministry of Labour
11	Tanzania Employment Services Agency (TaESA)	Ms.Jane Sorogo	Principal Labour Officer
12		Mr.Amani Simba Kasale	Senior Labour Officer
13	Trade Union Congress of Tanzania (TUCTA)	Ms Siham Ahmed	Director of Women, Gender & Youth
14	East and Centra Africa Social Security Association	Mr Emmanuel Lawrence	Principal of ECASSA Institute of Social Protection
15	Ministry of Labour	Mr Fred Nyaupumbwe	Labour Officer
16	National Bureau of Statistics (NBS)	Mr Hashim Njowele	Senior Statistician & BRMM focal person at NBS
<b>Addis Ababa, Ethiopia</b>			
17	ILO Addis Ababa	Mr Alexio Musindo	Director
18	ILO-BRMM Team in Addis	Ms Aida Awel	Chief Technical Adviser
19		Ms Kidest Getahun	Technical Project Officer
20		Ms Martha Abebe	National M&E Officer

21		Ms Tigist Sahlesilassie	National Procurement Officer
22		Ms Selamawit Seifu	Finance and Admin Assistant
23		Mr Kassahun Cherenet	Finance and Admin Assistant
24	Confederation of Ethiopian Trade Union	Ms Rahel Ayele+	Women Affairs Deputy Head
25		Ms.Tigist Birhane	Foreign and Public Relations Senior Expert
26	Sinqe Bank	Mr. Tilahun Abebe	Director
27		Ms. Tefera Lenchisa	Project Coordinator
28	Ministry of Labour and Skills	H.E. Nigussu Tilahun	State Minister of Employment
29		Mr Dawit Dame	Advisor to the State Minister for Employment
30	Ethiopian Statistics Services (ESS)	Mr. Million Taye	Ethiopian Statistics Service Team Leader
31	Ethiopian Overseas Employment Agencies Federation	Mr. Nebil Ahmed	President
32		Mr. Mezgebu Assefa	Vice President
33	Ethiopian Employers' Confederation	Mr. Dawit Moges	President
34		Mr. Saud Mohammed	Acting Director
35	Women in Self Employment	Ms. Tsige Haile	Executive Director
36		Ms. Eyerusalem G/Selam	Training Head
37	Wasasa MFI	Mr. Amsalu Alemayehu	Chief Executive Officer
38		Mr. Wakuma Bayeta	Project Coordinator
39	Live-Addis	Mr. Alemayehu Teshome	Founder and Executive Director
40		Ms. Tensae Deneke	Program Officer
41	ILO	Ephrem Getnet	CTA, FMPT Project
42	SKILLS	Julien Varlin	Junior Project Technical Officers
43		Solomon Abebe	National Program Officer
44		Albert Okal	Reg Forced Displacement Skills & Employability Spec
<b>ILO Backstopping Units</b>			
45	SFU	Ines Bentchikou	Project Junior Officer
46	ACTRAV	Mban Kabu	Specialists in Workers Education
47	ACTEM	Gary Rynhart	Specialists of Employers Activities
48	MIGRANT	Isabelle Kronisch	Labour Migration & Mobility Specialist – DWT Cairo
49		Heike Lautenschlager	Technical Officer, International Migration
50	FCDO	Jen Gordon	Productive Migration Lead
51		Laura Mattioli	
52	SOCPRO	Helmut Schwarzer,	Head PFACTS U+A1:Unit
53		Valeria Nesterenko	

FOCUS GROUP DISCUSSION PARTICIPANTS		
Training beneficiaries- Financial education	Mr. Sertse Berhane Mr. Ahmed Jafer	<b>TOTAL</b> 20 FGD participants <ul style="list-style-type: none"> <li>• 4 trainers(2 female +2 male trainers)</li> <li>• 16 migrant workers ( 13 female + 3 male migrants); 12 returnees and 4 potential migrants</li> </ul>
Training beneficiaires-SIYB	Ms. Eyerusalem Bekele Ms. Mahlet Tadele	
Returned and potential migrant workers	WISE-9 (8 female, one male)3 females were potential migrants LIVE Addis-7 (5 female, 2 males) 1 male potential migrant.	

<b>OUTPUT 1.1</b>	<b>Output Indicator 1.1.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2 (Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>
LMMIS strategies and roadmaps developed for two countries	Number of countries with LMMIS strategies and/or roadmaps	<b>Planned</b>	Very limited LMMIS	0	2		2	National statistical offices, relevant ministries and other government entities is willing to expand data collection/compilation
		<b>Achieved</b>		0		1	1	
		<b>Source</b>						
		NSOs' data collection plans; NSOs' or line ministries official work plans; NSOs' publications, NSOs' websites						
<b>OUTPUT 1.2</b>	<b>Output Indicator 1.2.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>
Capacity of labour migration statistics producers and users on up to date labour migration policies and measures enhanced	Training materials on up to date labour migration policies and measures developed.	<b>Planned</b>	0	0	1		1	Policy makers and social partners make use of LMMIS to design and monitor labour policies.
		<b>Achieved</b>		0	1		1	
		<b>Source</b>						
	Agenda and workshop curricula (training material), attendance sheet,							
	<b>Output Indicator 1.2.2</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	
	Number of migration statistics producers and users who scored 75% and more on the post training evaluation and follow up surveys.	<b>Planned</b>	0	0	15		15	
		<b>Achieved</b>		0	14		14	
		<b>Source</b>						
		Workshop participant lists, agenda and workshop curricula, training proceedings, attendance sheet, and pre & post test .						

INPUTS (£)	FCDO (£)		Govt (£)	Other (£)	Total (£)	Total (£)	FCDO SHARE (%)	
INPUTS (HR)	FCDO (FTEs)							
OUTCOME 2	Outcome Indicator 2		Baseline	Milestone 1(Sept-Nov)	Milestone 2(Dec. 2021-March,2022)	Milestone 3 (April-June,2022)	Target (Sept,2021-June,2022)	Assumptions
Returnees and potential migrants, especially women and youth, benefited from integrated services (access to micro loan, cash transfer, skills, and/or BDS) to facilitate access to employment or enterprise development	Number of returnees and potential migrants who have obtained employment and/or have started their own business	Planned	0	0		1000	1000	Governments remain committed to deliver employment services to potential and return migrants
		Achieved			929	420	1349	
		Source	Public Employment Services reports, Ministry of Labour reports, TVET centres reports; interview and discussion with government officials					
INPUTS (£)	FCDO (£)		Govt (£)	Other (£)	Total (£)	Total (£)	FCDO SHARE (%)	
INPUTS (HR)	FCDO (FTEs)							
OUTPUT 2.1	Output Indicator 2.1.1		Baseline	Milestone 1(Sept-Nov)	Milestone 2(Dec. 2021-March,2022)	Milestone 3 (April-June,2022)	Target (Sept,2021-June,2022)	Assumptions
		Planned	0			1500	1,500	

Returnees and potential migrants have been provided with financial and non financial services (skills, cash assistance, access to finance , BDS, job placement etc.)	Number of potential and returned migrants, including women and youth, provided with financial and/or non financial services.	<b>Achieved</b>		200 (all female)	2,176 (1,652 female)	1,370 (520 female)	3,746 (2,372 female)	A diverse range of stakeholders are committed and willing to work together and provide integrated service for returnees	
		9							
		Public Employment Services reports, Ministry of Labour reports, TVET centres and project partners(WISE,ASCI and Live Addis ) reports; interview and discussion with government officials and project beneficiaries.							
	<b>Output Indicator 2.1.2</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>		
	Financial and non financial training tools for potential migrants and returnees adapted/developed and published.	<b>Planned</b>	0	2	0	0	2		
		<b>Achieved</b>		2			2		
		The financial and non financial training tools adapted/developed, published by BRMM project and used to train the project beneficiaries.							
<b>INPUTS (£)</b>	<b>FCDO (£)</b>		<b>Govt (£)</b>	<b>Other (£)</b>	<b>Total (£)</b>	<b>Total (£)</b>	<b>FCDO SHARE (%)</b>		
<b>INPUTS (HR)</b>	<b>FCDO (FTEs)</b>								
<b>OUTPUT 2.2</b>	<b>Output Indicator 2.2.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>	
Put in place foundations for skill recognition mechanisms in several	Number of feasibility study conducted in relevant migration corridors	<b>Planned</b>	0		2		2	Governments recognise the importance of skills portability, including skills acquired through non-formal and informal	
		<b>Achieved</b>			2		2		
		<b>Source</b>	Expert reports; project documents; Ministries of Labour and Education websites, sections with recent analytical work; interview and discussion with government officials and social partners, the feasibility study report/document.						

migration corridors.								learning, and non-recognized formal qualifications	
<b>INPUTS (£)</b>	<b>FCDO (£)</b>		<b>Govt (£)</b>	<b>Other (£)</b>	<b>Total (£)</b>	<b>Total (£)</b>	<b>FCDO SHARE (%)</b>		
<b>INPUTS (HR)</b>	<b>FCDO (FTEs)</b>								
<b>OUTPUT 2.3</b>	<b>Output Indicator 2.3.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>	
A digital multi-country platform prototype and virtual community of practice on skills and labour migration is developed	Multi-country digital platform prototype designed	Planned	No multi-country platform and virtual community on labour migration and skills issues exist in East Africa	0	1		1	Knowledge and tools produced are considered relevant and useful by main stakeholders, and disseminated effectively	
		<b>Achieved</b>		0	0	1	1		
		<b>Source</b>							
		Expert reports, project documents, minute of the platform formation, list of members of the platform.evaluation report.							
<b>INPUTS (£)</b>	<b>FCDO (£)</b>		<b>Govt (£)</b>	<b>Other (£)</b>	<b>Total (£)</b>	<b>Total (£)</b>	<b>FCDO SHARE (%)</b>		
<b>INPUTS (HR)</b>	<b>FCDO (FTEs)</b>								
<b>OUTCOME 3</b>	<b>Outcome Indicator 3.1.</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>	



					2021- March,2022)				
Social partners are actively interacting with Governements on labour migration issues and strenghtening the capacity of their members	Training package on labour migration developed by Employers organization.	<b>Planned</b>	0	0	1		1	Social partners participate actively in labour migration policy design, implementation and monitoring.	
		<b>Achieved</b>		0	1		1		
		<b>Source</b>							
	Expert reports, project evaluation reports,the training package developed.								
	<b>Outcome Indicator 3.2</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>		
	Position paper developed by Workers organization	Planned	0	0		6	6		
<b>Achieved</b>			1	2	3	6			
<b>Source</b>									
Expert reports; project documents; Employers' and worker organizations reports,the position papers developed.									
<b>INPUTS (£)</b>	<b>FCDO (£)</b>		<b>Govt (£)</b>	<b>Other (£)</b>	<b>Total (£)</b>	<b>Total (£)</b>	<b>FCDO SHARE (%)</b>		
<b>INPUTS (HR)</b>	<b>FCDO (FTEs)</b>								
	1.5								
<b>OUTPUT 3.1</b>	<b>Output Indicator 3.1.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>	
Employers' organisations or Employers organizations officers in East Africa trained on labour	Number of key staff of Employers' organization that have been trained on labour migration	<b>Planned</b>	0	0	20		20	Employers' organizations in East Africa are willing to engage with labour migration policy issues.	
		<b>Achieved</b>		0		15 (7 female)	15 (7 female)		
		<b>Source</b>							
		Project documents, training report, training participants regisitation /attendance sheet, training report, project evaluation report.							

migration policy issues								
	<b>Output Indicator 3.1.2</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	
	Number of trainees that get 75% mark from the pre and post test evaluation.	<b>Planned</b>	0	0	20		20	
		<b>Achieved</b>				15	15	
		<b>Source</b>						
		Training report, training participants registration /attendance sheet, training pre and post test, project evaluation report.						
<b>INPUTS (£)</b>	<b>FCDO (£)</b>		<b>Govt (£)</b>	<b>Other (£)</b>	<b>Total (£)</b>	<b>Total (£)</b>	<b>FCDO SHARE (%)</b>	
<b>INPUTS (HR)</b>	<b>FCDO (FTEs)</b>							
<b>OUTPUT 3.2</b>	<b>Output Indicator 3.2.1</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	<b>Assumptions</b>
Workers' organisations or Workers organizations officers in East Africa trained on labour migration policy issues	Number of key staff of workers' organizations that have been trained on labour migration policy issues.	<b>Planned</b>	0	0	25		25	Workers' organizations in East Africa are willing to engage with labour migration policy issues.
		<b>Achieved</b>		0	375	56	431	
	<b>Source</b>							
	Project documents; workers' organizations reports, training proceeding, didactical materials.							
	<b>Output Indicator 3.2.2</b>		<b>Baseline</b>	<b>Milestone 1(Sept-Nov)</b>	<b>Milestone 2(Dec. 2021-March,2022)</b>	<b>Milestone 3 (April-June,2022)</b>	<b>Target (Sept,2021-June,2022)</b>	

Number of trainees that get 75% mark from the pre and post test evaluation.	<b>Planned</b>	0	0	20		20
	Achieved		0	36 (data collected from 1 training session)	20	56
	<b>Source</b>					
	Training report, training participants registration /attendance sheet, training pre and post test, project evaluation report.					
	<b>Source</b>					

**ANNEX 6**  
**Evaluation Schedule**

<b>List of Tasks</b>	<b>Responsible</b>	<b>Timeline</b>	<b>No of days Team leader</b>	<b>No of days National Consultant in Addis-Ababa</b>
Circulation of draft TORs among stakeholders	Evaluation manager (EM)	26 May-1 <sup>st</sup> June		
Selection of the consultant and contract signing	EM with project support	19-25 May		
Briefing with the evaluation manager Briefing with the project	EM and Project	26 May	1	
Desk review of project background documents and development of the Inception report.	Evaluators	26 May-3 June	4	1
Finalization of the inception report after review by EM	Evaluators	3 June	1	
Field visit and interviews Stakeholders workshop for preliminary results	Evaluators	6-17 June	11	5
Analysis of information/data collected and preparation of the draft report	Evaluators	20 June -7 July	4	1
Review of the Draft evaluation report	EM-Evaluator	7-10 July	1	
Circulate draft report among key stakeholders including donor and receive feedback	EM	10 -29 July	0	
Consolidate feedback and share with the Consultant.	EM	16 September	0	
Finalize the final report addressing comments	Evaluator	30 September	2	
Approval of Final Report by EVAL	EM-EVAL	October	0	
Total consultants' days			24	7



**Project title: Better Regional Migration Management (BRMM)**

**Project DC/SYMBOL: RAF/21/10/GBR**

**Name of Evaluator: Cecilia Deme & Meaza Nega**

**Date: June 2022**

*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.*

LESSON LEARNED ELEMENT	TEXT
<b>Brief description of lessons learned</b> (link to specific action or task)	The discrepancy between the scale of returnees and the service provision is worrying, as evidenced by available data and many interview respondents. For example, in Ethiopia and Kenya, the financial sector is not so well developed, and there are opportunities to test different technical skill-related training and financial products. Longer partnership agreements between ILO projects and Banks, financial institutions and NGOs and the need to develop interest-free products to align these services to religious beliefs in Ethiopia were considered factors considered in the project's future design and planning stage.
<b>Context and any related preconditions</b>	<p>The role of key stakeholders should be clearly identified and agreed to bring long-lasting changes. On overall, the governments should assume responsibility for the ratification of ILO Conventions, their domestication into national law, coordination with employment agencies, national employment regulatory authorities and trade unions.</p> <p>The responsibility of the Ministry of Labour and Skills in Ethiopia, for example, should include follow-up and facilitation of different services that are mandatory to sustain the businesses of returnees and potential migrants.</p>
<b>Targeted users /Beneficiaries</b>	Returnees and potential migrants.
<b>Challenges /negative lessons - Causal factors</b>	Each country has its own political, economic, social and cultural context. There is a need to adjust the existing tools and practices, according to capacities and existing legislation in each country. For example, mobile money was not included among the financial tools used by the project, but there is a possibility to use it. Certain loan provisions should be adapted according to cultural and religious practices.
<b>Success / Positive Issues - Causal factors</b>	Within the six months of implementation the project has achieved considerable results and many potential migrants and returnees were supported in their needs to improve their skills for a better employability or to start their own business.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	N/A



## Lessons Learned No.2

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**Date:** June 2022

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

LESSON LEARNED ELEMENT	TEXT
<b>Brief description of lessons learned</b> (link to specific action or task)	The distinction between national and international migrants might lead to the perception of exclusive labour migration policies and the practical application of discriminatory measures. Governments must deal with both categories of migrants, and workers `and employers` organizations must protect both.
<b>Context and any related preconditions</b>	The distinction made by the project in terms of financial benefits provided differentially to potential migrants and returnees created frustration and confusion among project beneficiaries. As the need for financial support is a dire need for the majority of potential migrant and returnees, this differentiation can be easily perceived as discriminatory and negatively affects the motivation of individuals to participate in the project.
<b>Targeted users /Beneficiaries</b>	Potential migrant and returned migrants.
<b>Challenges /negative lessons - Causal factors</b>	Potential migrants and returned migrants experienced frustration and anxiety when learning about this practice.
<b>Success / Positive Issues - Causal factors</b>	The mediation and conflict resolution efforts of partner organisations helped diffuse the tensions among beneficiaries.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	The next project phase should carefully revise this policy.



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LESSON LEARNED ELEMENT	TEXT
<p><b>Brief description of lessons learned</b> (link to specific action or task)</p>	<p>Cooperation with employers` organizations and private employment agencies is not systematic, therefore their opinions and views are not clearly reflected in the BLAs and other labour rights documents. Significant gaps need to be addressed to improve the compliance of labour migration policies with labour rights and the content and the quality of BLAs.</p>
<p><b>Context and any related preconditions</b></p>	<p>“There is inadequate social protection for Kenyan migrant workers within the country and in major destination countries and thus there is a need to strengthen their protection. In the absence of protection through labour law, BLA seems to be the only form of protection available for migrant workers in destination countries.”</p> <p>(Training Report on Bilateral Labour Agreements for the Protection of Kenyan Migrant workers in Mombasa Kenya)</p> <p>“The Governments to put in place mechanisms for active and continuous engagement with employers so that they can proactively voice their recommendations and proposals with their governments to have real impact. Strengthen cooperation with host countries, more bilateral agreement to foster fair recruitment and portability of social security to enhance protection and security of workers.” (Association of Tanzania Employers).</p>
<p><b>Targeted users /Beneficiaries</b></p>	<p>Employers organizations and private employment agencies.</p>
<p><b>Challenges /negative lessons - Causal factors</b></p>	<p>In terms of financial and human resources, employers` organization work with limited number of professionals and they are operating on members` contribution, therefore there is a shortage of financial and human resources, who could take care and be responsible only for labour migration issues.</p> <p>In terms of content of the BLA trainings, the concept of fair recruitment raises the issue of how to apply these principles? Each country has different laws in place, and this will influence how an employer will hire its workforce. Very important in this aspect are also the gender and disability considerations, and the environmental aspects. For example, are employers willing to hire disabled persons? If yes, what type of disability can be accepted?</p>

<p><b>Success / Positive Issues - Causal factors</b></p>	<p>The project provided capacity development for employers' organizations related to the content and quality of BLAs and the principles of fair recruitment, which were assessed by employer's organizations as very good.</p> <p>Through the capacity development programmes, the awareness of training participants has improved , therefore there is improvement in the service they provide to future employees.</p> <p>The Bilateral MOU's and BLAs which were signed with the participation of employers' organizations has created an awareness on the advantage of having this kinds of agreements.</p>
<p><b>ILO Administrative Issues</b> (staff, resources, design, implementation)</p>	<p>N/A</p>





**Project title:** *Better Regional Migration Management (BRMM)*

**Project DC/SYMBOL:**RAF/21/10/GBR

**Name of Evaluator:**Deme Cecilia & Meaza Nega

**Date:**June 2022

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

GOOD PRACTICE ELEMENT	TEXT
<p><b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The priority to address illegal migration and promote job opportunities at the national level helps to address unemployment challenges. Hence, grant agreements signed with implementing partners, such as downstream NGOs and financial service providers, to support the efforts towards creating job opportunities, with a particular focus on women and youths, contribute to increased ownership and independence of partner organizations and the effectiveness and efficiency of project results.</p>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<p>Financial institutions -like Sinqee Bank – have long-lasting experience in supporting youths to establish small and medium sized enterprises, and in 2017/18, the Bank already financed returnees in partnership with ILO. Even though partners are operating independently, their role in contributing to achieving the overall project impact needs to be followed-up to ensure sustainability.</p>
<p><b>Establish a clear cause- effect relationship</b></p>	<p>Strong partnerships and a common understanding of the objectives of the project have contributed to the successful achievement of targets. Although the short time frame of the project didn't allow to measure impact, the achieved results and the established partnership can be the base for the achievement of sustainable results. Training programs improved improved skills on entrepreneurial, financial and life skills through the provision of SIYB, financial education and life skills training as well as employability skills training. Trained individuals started to be aware and understand better their abilities and capacities, and managing individually their lives.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>2,400 potential migrants and returnees, skills improved on entrepreneurial, financial and life skills through the provision of SIYB, financial education and life skills training as well as employability skills training.</p> <p>A revolving loanable fund established for potential and returned migrants in Ethiopia for improved access to finance, and 550 potential and returned migrants benefitted from it.</p> <p>Integrated more than 1,000 potential and returned migrants in Ethiopia into the labour market, through wage and self-employment.</p> <p>1,500 returned migrants supported through cash transfer to bridge the immediate needs and assistance to long term livelihood opportunities by supporting the returnees to graduate from cash assistance scheme to sustainable livelihood.</p>



<b>Potential for replication and by whom</b>	The project will continue implementation for the next three years therefore achieved results and existing partnerships are good starting point for replication, by expanding the geographical coverage of the training and financial institutions` operational area and by possible involving other institutions.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	ILO Programme and Budget (P&B) for 2020-2021 and 2022-2023; DWCP under outcome 7, related to "Adequate and effective protection at work for all". Plan of Action for Job Creation (2020-2025), Job Creation Commission(JCC) Ethiopia.
<b>Other documents or relevant comments</b>	



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

<b>GOOD PRACTICE ELEMENT</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	Consistent bi-weekly meetings within ILO departments proved to be an effective mechanism for M&E and cross-learning
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	The project's structure involves seven backstopping ILO units, with staff spread across two continents-Europe and Africa. The project coordination involved national stakeholders and ILO structures, which due to the COVID-19 pandemic, and to the geographical coverage of the project, conducted bi-weekly meetings. All these coordination meetings proved to be useful.
<b>Establish a clear cause- effect relationship</b>	Coordination meetings happened within the same ILO backstopping unit, but it wasn't institutionalized with other units. The regular bi-weekly meetings improved the general understanding of the project and facilitated better peer-learning and sharing of knowledge and experiences.
<b>Indicate measurable impact and targeted beneficiaries</b>	The impact is an improved efficiency of the project management. Beneficiaries are ILO staff.
<b>Potential for replication and by whom</b>	ILO units could institutionalize this practice in the next phase of the project, by mapping the interlinkages among project components -activities-outputs-outcomes- and conducting regular online meetings. However, it is advisable for each ILO department to decide which other unit should be consulted, relevant for the area of work.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	N/A
<b>Other documents or relevant comments</b>	N/A



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

GOOD PRACTICE ELEMENT	TEXT
<p><b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The financial literacy training materials adapted to different countries, based on context and cultural patterns, were very well received by training participants and proved their quality in terms of content and methodology.</p>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<p>ILO in collaboration with its Global Programme on Financial Education adapted and translated the trainee's booklet content as well as the trainers' manual to the needs and features of potential migrants and returnees. The training manual provides potential migrants and returnees in Ethiopia with the relevant skills and competencies to improve their understanding and use of financial products and services, and in turn supports them in making an improved financial choice that benefits themselves and their families. The generic trainer's manual can be applied in each country, and is focusing on returnees and potential migrants. The existent training materials are providing options for trainees to choose their way of learning. There are already multiplication schemes, envisioned in developing trainers at the National level and at the local level.</p>
<p><b>Establish a clear cause- effect relationship</b></p>	<p>The Social Finance Department of ILO was involved in activities related to financial education, and participated in the development of training materials, targeted at developing National Financial Inclusion Strategies. The partnership with financial education providers-mainly in Ethiopia-was related to build these institutions' capacities-like WASASA. However, due to the short timeframe of the project, there was not time to develop a specific capacity development programme with completely new materials. The existent core curriculum was adapted per country and per target group.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>The newly adapted trainers and trainees' manual were validated on 28 January 2022 with the presence of 18 participants (5 female) from government and non-government offices, financial service providers, private and public training centres and social partners. This was followed up with call for trainers, and 20 trainers (1 female) were selected for the training of trainers (ToT), which took place from 11-15 January 2022 in Addis Ababa, Ethiopia, with the aim of replicating the training to beneficiaries.</p>

<b>Potential for replication and by whom</b>	Further to the ToT, trainers are expected to replicate the training and provide training to potential and returned migrants in three rounds to be a certified national ILO Financial Education trainer. Their provision of training is supervised and assessed to ensure that the training delivery is up to the standard of the ILO. Nine trainers have replicated the training and have provided training to 571 potential and returned migrants (513 female).
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	ILO Programme and Budget (P&B) for 2020-2021 and 2022-2023; DWCP under outcome 7, related to "Adequate and effective protection at work for all". Plan of Action for Job Creation (2020-2025), Job Creation Commission(JCC) Ethiopia.
<b>Other documents or relevant comments</b>	N/A

## ANNEX 8

### Additional recommendations-Addendum

1. Train returnees before initiating a formal financial support scheme to influence their attitude and mindset about the importance of setting up their own business and their responsibility towards financial institutions. Allow a “learning time” for the returned migrant to decide whether or not they want to engage with the financial service providers before signing a cooperation (loan) agreement.
2. Maintain cooperation with financial service providers, and explore the possibilities of expanding the microfinance and loan services based on specific criteria, such as: (1) needs assessments; (2) available statistical data provided by the responsible Ministries; (3) the existence of market actors and educational institutions existent in different regions; (4) risk factors
3. The loan size given to returned migrants by microfinance institutions should be based on the borrowers` financial situation and not on a pre-established amount.
4. The possibilities of public-private partnerships (between Government job creation programs and financial institutions) could be explored and developed.
5. Introduce different types of financial assistance to different categories of migrants. For example, the already financed returned migrant/migrant workers (who successfully set up and run their businesses) should receive differentiated assistance in the form of awareness-raising programs, marketing and facilitating networking.
6. Initiate the commencement of financial service provisions also for semi-skilled and skilled workers.
7. Provide support to regional and local governments through “one-stop-shop” service centres in Ethiopia. These centres could serve as gateways where returned migrants could be trained and integrated/re-integrated into the local communities.
8. Introduce skill certification activities in future projects. Focus on developing youths` skills and link these activities with education service providers.
9. The preoccupation with cross-cutting issues should be reflected in the project budget, properly assessing intersectionality aspects of the migrant workforce and measures to address specific needs.