International Labour Organization

Evaluation Office

i-eval Discovery

ILO's Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME)

DC Symbol: GLO/15/41/EUR and GLO/15/69/EUR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Mexico, Guatemala, Madagascar, Sri Lanka, Pakistan, Nepal Malaysia, Kenya, Lebanon

P&B Outcome(s): 1.2

SDG(s): 1, 2, 3, 4, 5, 8, 10 and 11

Date when the evaluation was completed by the evaluator: 31 March 2021

Date when evaluation was approved by EVAL: 23 September 2021

ILO Administrative Office: MIGRANT

ILO Technical Office(s): MIGRANT

Joint evaluation agencies: N/A

Project duration: ends December 2021

Donor and budget: European Commission, EUR 8 million; ILO, EUR 400,000

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Evaluation budget: US$ 63,446.25

Key Words: Migration, Fair Recruitment, Migrant workers, Corridor Approach

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

Acknowledgements

The evaluation team was comprised of Luc Franche (Team Leader), Sophie Pénicaud (Evaluator), Dalia Gesualdi-Fecteau (Labour Migration Expert) and Anne-Marie Dawson (Senior Quality Assurance Advisor). They were supported in-country by Ginna Rakotoarimanana (Madagascar), Isha Wedasinghe Miranda (Sri Lanka) and Raza Shah Khan (Pakistan).

The team would like to thank the entire REFRAME team in Geneva and in-country, in particular Maria Gallotti and Audrey Goetz, and the evaluation manager, Laura de Franchis, whose flexibility, and willingness to make the exercise participatory greatly supported the work of the evaluation team.

Executive Summary

Project Background

Global Context Overview

As of 2019, it was estimated that globally there were 272 million people living in a country other than their country of birth, over three times the estimated number in 1970. The International Organization for Migration (IOM) estimates that nearly two thirds of these people are labour migrants. In many regions, such as South-East Asia, labour migration is a key driver of economic growth and development, but it is also associated with inconsistent human rights practices.

When migrants leave home in search of employment opportunities, they can face many challenges related to fair recruitment (FR). These include weak governance of recruitment practices and uneven enforcement of inadequate regulations. A lack of robust labour governance, legislation, and enforcement can leave migrant workers in precarious situations, making them vulnerable to exploitation, abuse, threats, deception about the nature of the job and its conditions. Migrant workers can experience discrimination, inequality, skills underutilization, and job mismatches. These recruitment malpractices can affect female migrants to a greater extent than males.

Project Objectives

The overall goal of the REFRAME project is to "reduce abusive practices and violation of human and labour rights during the recruitment process and maximize the protection of migrant workers and their contribution to development." The REFRAME project began in January 2017 and will conclude in December 2021 at the end of its third extension. This project is primarily funded by the European Commission for an amount of EUR 8.3 million.

The project uses the General Principles and Operational Guidelines for fair recruitment as a tool and guidance to support governments, partners, and other stakeholders in the establishment of Fair Recruitment initiatives.

REFRAME's objectives are threefold:

1) Key stakeholders take integrated/articulated action towards implementing FR approaches in the two countries of the selected corridors.
2) Social partners, business and the media start implementing actions/initiatives on FR.
3) Global/regional discussion on fair recruitment influenced by ILO generated knowledge on FR and on FR Principles and Guidelines.

At the country level, REFRAME improves labour recruitment governance through assessing recruitment legislation and needs, improving institutional capacities, and assisting tripartite partners in countries of migrant worker origin and destination to eliminate recruitment malpractice via holistic strategies. At the global level, REFRAME supports the development of a business case and a web-based system for evaluating labour recruiters, raising awareness, and disseminating knowledge to businesses, media, and tripartite constituents. REFRAME also provides reliable information and services to migrant workers and influences global and regional discussions related to FR.

REFRAME covers four different migration corridors: Guatemala–Mexico; Sri Lanka–Arab states; Madagascar–Lebanon; Pakistan–Arab states. The project also has limited action in Kenya, Kuwait, Lebanon, and the Malaysia-Nepal corridor.

Evaluation Background

This final independent evaluation has a dual purpose: accountability and organizational learning. The evaluation will guide ILO management on the performance of the project (including areas of success and/or challenges), providing recommendations and identifying lessons learned for a potential second phase of the project as well as for other projects implemented under the umbrella of the Fair Recruitment Initiative.

The objectives of the evaluation are to assess the level of achievement of the project's intended higher-level results; provide an overview of the internal and external factors that explain the level of achievement; establish the validity and the relevance of the project's theory of change and implementation strategy; and provide recommendations on how to design and implement a possible second phase of the project that would result in increased project effectiveness, efficiency, and long-term sustainability.

The principal users of this final evaluation are MIGRANT and FUNDAMENTALS branches; national constituents; project partners; the European Union/Commission; labour recruiters (both private employment agencies and public employment services); other business enterprises; civil society actors, journalists and media outlets (external clients) and the project management team; the responsible ILO field office; field technical specialist(s) and the ILO technical unit at headquarters (HQ), which backstop the project (internal clients).

This evaluation covers the period from January 2017 to March 2021 covering the period of the REFRAME project's second no-cost extension. Regarding the programmatic scope of this final independent evaluation, the study covers all specific objectives and outputs of the project, at both the global and country levels. The evaluation team paid particular attention to human rights and gender issues.

Evaluation Approach and Methodology

The evaluation adopted utilization-focused, participatory, gender equality, and qualitative approaches and was conducted in three phases:

1) **Inception**: The evaluation team drafted an inception report based on a preliminary document review and virtual consultations with project staff in Geneva and in target countries. The inception report was validated by project staff and the evaluation manager.

2) **Data collection**: The evaluation team conducted an in-depth document review and semi-structured interviews. As no international travel was possible in the context of this evaluation, international consultants conducted all interviews virtually, namely with ILO staff, donors, and other international or global partners who were willing and able to participate in virtual consultations. Meanwhile, at country level, the evaluation team was supported by three national consultants based in Antananarivo (Madagascar), Colombo (Sri Lanka) and Islamabad (Pakistan), who conducted in-person interviews.

3) **Data analysis and reporting:** Data validity was ensured through cross-referencing and triangulation from multiple data sources. The evaluation team produced this Final Report based on feedback received from project staff on the first draft of the report.

The evaluation triangulated information obtained through three data collection methods:

Semi-structured interviews: In total, the evaluation team consulted 88 respondents at the global level and in Madagascar, Sri Lanka, Pakistan, Mexico and Guatemala, both virtually and in-person.

Document review: The evaluation team conducted a preliminary document review during the inception phase, as well as an in-

depth review to triangulate and complement data collected during interviews.

Validation workshop: The evaluation team conducted a virtual validation workshop with the project team in March 2021, as well as two additional workshops with project stakeholders in April 2021. Workshops allowed the evaluation team to validate findings and recommendations, and identify potential good practices and lessons learned.

Universalia's proposed approach to conducting the final evaluation of REFRAME in the context of the current global pandemic was based on the following: virtual meetings and mobilization of national consultants; do-no-harm by minimizing the risk of contracting COVID-19 for the Evaluation Team members and for all informants; adaptive management through the application of a structured, iterative approach in collaboration with the ILO Evaluation Manager.

During the evaluation, the team faced a few limitations, but they did not significantly affect the data collection and analysis. Due to the current health situation, most of the data collection was done remotely, and the team was able to collect the perceptions of all key stakeholders, despite the challenges of time difference and internet connection. The team relied on the work of experienced national consultants in each of the three countries in the sampling. The team in Montreal closely supported the in-country consultants to ensure that the evaluation methodology was well applied.

Findings

Relevance and Strategic Fit

Overall, interviewees confirmed the relevance of the objectives of REFRAME with national contexts. The project remains aligned with the needs of target populations considering the importance of labour migration experienced in countries of implementation. The COVID-19 pandemic and its consequences on the economy and the freedom of circulation of people, have only accentuated the need for fair recruitment initiatives such as REFRAME. The project's operations, already largely remote, have allowed the teams to adapt quickly to the situation since March 2020, and apart from a few delays, the pandemic has not significantly affected the progress of activities.

By selecting some countries with a high proportion of female migrant workers and by ensuring the integration of a gender approach in most of the activities and tools developed, REFRAME has been gender responsive, with the project's monitoring mechanisms effectively capturing gender issues. However, the project cannot be defined as "gender transformative", as it was difficult to assess the extent to which REFRAME took concrete actions targeting women.

Coherence

By its design and objectives, REFRAME involved multiple stakeholders within the ILO, constituents, and other partners at both global and national levels. These collaborations yielded various levels of achievement and have been especially satisfactory when structured around clear objectives and supported by good communications.

Outside the ILO, REFRAME has leveraged the efforts of other UN agencies, employers' and workers' organizations, and civil society. Several collaborations have strengthened synergies and a common understanding around fair recruitment, although many opportunities are still unexplored. These collaborations would not have been possible if not for the dynamism and the constant proactivity of the REFRAME team and the willingness and receptiveness of the various stakeholders.

REFRAME positioned the ILO as a desirable strategic partner to promote the fair recruitment agenda at both global and national levels. REFRAME has filled knowledge gaps in the field of fair recruitment, built a consolidated

approach towards fair recruitment with common standards and tools, and brought all constituents around the table through its tripartite structure.

Effectiveness

With a few exceptions, most of the output level results have been achieved or are on track to be achieved by the end of the project implementation period. In addition, the achievement of output-level results resulted in the achievement of almost all outcome-level results.

At the regional and global levels, the project participated in various global and regional fora on labour migration, providing technical inputs that resulted in increased attention given to FR in these fora. The REFRAME team was able to mobilize other ILO projects in the countries of implementation and at the global level, as well as colleagues from multiple departments and units, both at HQ and in the regional offices.

Factors enabling the achievement of results include interactions between the project's global and country components, the project's flexibility in its implementation of the corridor approach, and in some cases the limited presence of other initiatives on labour migration in countries of implementation, and also the project's partnerships. Challenges include limited human resource capacity in some cases, the multiplicity of, and competition between, initiatives on labour migration, and sometimes unfavourable or changing political environment.

Efficiency

The overall dynamism of REFRAME teams ensured efficient management of the project and enabled supportive communication mechanisms. The project is jointly implemented by MIGRANT and FUNDAMENTALS, with the former responsible for the project's overall coordination and the latter providing support to the project, implementing activities with the responsibility of some results. This collaboration is also effective across most departments involved (ACTRAV, ACT/EMP, DCOMMS, STATISTICS, etc.). Country teams were satisfied with support received from HQ and departments in Geneva.

The REFRAME M&E system is considered to be effective, but areas for improvement were noted. The evaluation observed that many REFRAME staff members had responsibilities related to the M&E system. HQ team support on M&E tasks was provided to staff in the field. However, the absence of a full time M&E officer for the project and the burden this adds on the project technical team was documented in the latest progress report and mentioned during consultation with several interviewees. To mitigate the situation, REFRAME implemented three measures: first, the team worked on more regularly updating country work plans that were developed at the beginning of the project implementation period; second, an internal COVID-19 assessment tool was shared with the team to review these work plans and propose measures to mitigate the effect of the pandemic on project delivery; third, the team held more frequent inter-regional meetings, as per the recommendation of the mid-term evaluation.

Impact and Sustainability

With the achievement of most of the project outputs and outcome level results, the project has had an impact in four areas. First, virtually all interviewees, both at the country and global levels, were unequivocal in stating their engagement with REFRAME has increased their awareness of FR issues. Second, the project has had an important impact on the policy and legislative environments in which it operated. Third, there are a few instances in which the project also had more direct impact on improving the working conditions of migrant workers. Fourth and finally, the consulted journalists who had participated in the training on using the media toolkit clearly stated that the training was useful for them in improving the

reporting they do on labour migration issues such as forced labour and FR.

On the one hand, the sustainability of project's results has been partially ensured by the buy-in from many constituents and other stakeholders, the changes in the legislative environment, and the tools produced during the project implementation period. On the other hand, the sustainability of some of the results achieved would greatly benefit from the continuation of activities by constituents and other stakeholders, some of which would benefit from a second phase of REFRAME.

Conclusions

Overall, the REFRAME project brings added value and a refreshing perspective to the field of fair recruitment. The design of the project itself, with the corridor approach and activities designed for both global and national implementation, was praised for its flexibility but also for enabling a broader scope than other initiatives on the same topic. The project has succeeded in filling a gap in knowledge and capacity in the field of fair recruitment in many countries.

The project is highly relevant in terms of its objectives, the needs of migrants, in particular women, and the COVID-19 context.

The flexibility of the teams also allowed them to identify priorities in the early years of the project, focusing on activities with real transformative potential for the targeted populations. REFRAME's legislative and normative work has been particularly significant, especially in Guatemala and Madagascar, with important changes in the national regulatory frameworks and a major impetus in the ratification of some international conventions. Another key achievement of the project is its media component, which responded to a real need for change in the way fair recruitment and the living conditions of migrant workers are treated in the media. The activities have been well received by stakeholders, and the global media competition has brought visibility to the project. Its potential for replicability has already proven successful while some tools produced for this purpose are already being used by other ILO projects, with further opportunities to be explored.

The major added value of the project is its ability to convene a multitude of migration and labour migration actors around the table, which adequately responds to the ILO's mandate and its tripartite structure.

Some factors may also hinder the project's ability to go further in terms of lasting effects and changes. The collaboration with stakeholders and institutional partners is likely to vary and depend on the individuals involved and their level of commitment towards the issue of FR. The funding of projects pertaining to the fair recruitment niche remains a challenge for the ILO, which has to rely on visibility to attract new potential donors. In the case of REFRAME, this avenue still needs to be explored to ensure the viability of the activities, the concretization on the ground and in the lives of migrant workers of the changes initiated at the legislative and normative level, likely through a second phase of the project. The presence of multiple actors in the migration sector and the sometimes-competitive relationship with some key players can slow down negotiations related to fair recruitment.

Lessons Learned

Lesson Learned 1: Based on the ILO's experience of implementing the REFRAME project in multiple countries, the evaluation team observed that project effectiveness can be affected both positively and negatively by the presence of other projects working in similar thematic areas in a given country.

Emerging Good Practices

Good Practice 1: Working with media organizations with the objective to improve

journalists' capacity to investigate and report on a specific issue and inform the general population as a whole can be an effective complementary strategy to a project's system-level results.

Good Practice 2: Combining global and country level actions, with the objective of facilitating exchange of knowledge and experience between regions and between country and global levels initiatives, can facilitate results achievement.

Good Practice 3: A flexible implementation of the corridor approach to implementing actions can lead to the achievement of regional-level results.

Recommendations

Recommendation 1: In considering a second phrase of REFRAME, the project should adopt the same corridor approach used in the first phase of the project, taking into consideration national and regional migration trends that are beyond the scope of a bilateral corridor approach.

Priority: Medium
Relevant stakeholders: MIGRANT and FUNDAMENTALS
Resource implications: Medium

Recommendation 2: The ILO should consider strengthening its leadership role among development and humanitarian partners in the harmonization of interventions in the area of labour migration.

Priority: High
Relevant stakeholders: MIGRANT and FUNDAMENTALS
Resource implications: High (high implication of human resources at high levels)

Recommendation 3: In considering a possible second phase of REFRAME, the project timeline should account for an inception phase in which the selection of countries may take a few months, and MIGRANT should ensure that the countries and corridors selected for implementation of activities take into account the enabling and limiting factors learned from the implementation of the first phase of REFRAME.

Priority: High
Relevant stakeholders: MIGRANT, REFRAME Project Team, donor
Resource implications: High (assumes a second phase of REFRAME)

Recommendation 4: In considering a possible second phase of REFRAME, MIGRANT should ensure that the project is sufficiently and promptly staffed in implementation countries.

Priority: High
Relevant stakeholders: MIGRANT, donors
Resource implications: High

Recommendation 5: The collection and use of monitoring data should be strengthened for a second phase of the project, more precisely in terms of how responsibilities associated with the M&E system are shared, understood, and implemented by project staff.

Priority: Medium
Relevant stakeholders: REFRAME Project Team, MIGRANT
Resource implications: Medium

Acronyms

ACTEMP	International Labour Organization's Bureau for Employers' Activities
ACTRAV	International Labour Organization's Bureau for Workers' Activities
AHIFORES	International Horticultural Alliance for the Promotion of Social Responsibility *-Alianza Hortofrutícola Internacional para el Fomento de la Responsabilidad Social*
ATUMNET	African Trade Unions' Migration Network
BRIDGE	A Bridge to Global Action on Forced Labour Project
CAMAGRO	Chamber of Agriculture of Guatemala
CSO	Civil Society Organization
DCOMM	ILO's Communication and Public Information Department
DFAT	Australian Government Department of Foreign Affairs and Trade
EO	Employers' Organization
EQUIP	Equipping Sri Lanka to Counter Trafficking in Persons Project
EVAL	Evaluation Office of the ILO
FAIR	Integrated Programme on Fair Recruitment Project
FAIRWAY	Regional Fair Migration Project in the Middle East and Africa
FR	Fair recruitment
FRI	Fair Recruitment Initiative
FUNDAMENTALS	ILO's Fundamental Principles and Rights at Work Branch
GAC	Global Affairs Canada
GBNFL	Global Business Network on Forced Labour
Global Compact	Global Compact for Safe, Orderly and Regular Migration
GRES	Gender Results Effectiveness Scale
HQ	Headquarters
IDWF	International Domestic Worker Federation
IFJ	International Federation of Journalists
IHRB	Institute for Human Rights and Business
ILO	International Labour Organization
ILS	International Labour Standards
IOE	International Organization for Employers

IOM	International Organization for Migration
ITC	ILO International Training Centre
ITUC	International Trade Union Confederation
M&E	Monitoring and Evaluation
MFA	Migrant Forum in Asia
MIGRANT	ILO's Labour Migration Branch
MINTRAB	Guatemalan Ministry of Labour and Social Welfare
MoU	Memorandum of Understanding
MRA	Migrant Recruitment Advisor
MTE	Mid-Term Evaluation
NPC	National Project Coordinator
NSO	National Statistics Office
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
OHCHR	The Office of the High Commissioner for Human Rights
ORTT	Objective and Results Tracking Table
PWF	Pakistan Workers' Federation
RO	Regional Office
REFRAME	ILO's Global Action to Improve the Recruitment Framework of Labour Migration
SALM	Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills and Development Impact
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
TOR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group
UNHCR	The Office of the UN High Commissioner for Refugees
UN Women	UN Entity for Gender Equality and the Empowerment of Women
WEC	The World Employment Conference
WiF	Work in Freedom: Preventing Trafficking of Women and Girls in South Asia and the Middle East Project
WO	Workers' Organization

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1. Introduction

The Universalia Management Group Limited (hereafter referred to as "Universalia") is pleased to submit the *Final Independent Project Evaluation of the Global Action to Improve the Recruitment Framework of Labour Migration* (DCI-MIGR/2015/364-227-GLO/15/41/EUR-REFRAME) to the International Labour Organization (ILO).

This final independent evaluation report is organized as follows:

- Section 2 presents the background of the object of the evaluation;
- Section 3 present the purpose, objectives and scope of the evaluation, as well as its intended users and uses;
- Section 4 presents the overall methodological approach;
- Section 5 presents the findings;
- Section 6 presents the conclusions;
- Section 7 presents the lesson learned and emerging good practices;
- Section 8 presents the recommendations of the evaluation.

Appended to this Final Evaluation Report are: I) the evaluation terms of reference (TOR); II) the evaluation matrix; III) detailed description of the overall methodological approach ; IV) data collection tools for interviews V) the protocol for consultation with ultimate beneficiaries; VI) the list of documents consulted; VII) the list of stakeholders consulted; VIII) the lesson learned and good practices.

2. Project Background

2.1 Evaluation Context

2.1.1 Global Context Overview

As of 2019, it was estimated that globally there are 272 million people living in a country other than their country of birth, over three times the estimated number in 1970.[1] This growth in the number of migrants worldwide has come about as a result of broader global economic, social, political, and technological transformations. Of these 272 million people, the International Organization for Migration (IOM) estimates that nearly two thirds are labour migrants.[2] In some instances, labour migration has contributed to significant population changes, notably in the Gulf Cooperation Council States where migrants make up a majority of the population in certain countries.[3] In many regions, such as South-East Asia, labour migration is a key driver of economic growth and development but it is also associated with inconsistent human rights practices.[4]

When migrants leave home in search of employment opportunities, they can face many challenges related to fair recruitment (FR). This includes weak governance of recruitment practices, often involving such things as collusion between recruiters, bureaucracy, and/or inefficient regulation. Importantly, in some countries, existing regulations do not comply with international human and labour rights, leading to recruitment malpractice. Abuse can also occur at the recruitment level when there is an uneven enforcement of inadequate regulations. A lack of labour governance for recruitment can lead to forced labour and other fundamental rights violations. A lack of robust labour governance, legislation, and enforcement can leave migrant workers in precarious situations, making them vulnerable to exploitation, abuse, threats, deception about the nature of the job and its conditions. Migrant workers can experience discrimination, inequality, skills underutilization, and job mismatches.[5] Weak regulations and enforcement of fair recruitment practices can also result in passport retention, obligation to pay recruitment fees, fear of expulsion from host countries, and physical and sexual violence.

These recruitment malpractices can affect female migrants to a greater extent than males. Female migrants tend to work in "feminized occupations," including domestic work, caregiving, textiles manufacturing, and cleaning. Importantly, these labour sectors are often less well regulated or recognized, making them more likely to be impacted by a lack of strong FR practices and regulations. Systematic reviews indicate a range of vulnerabilities for female domestic workers, including poor access to sexual and reproductive health services, poor work and living conditions, and restrictions on mobility and non-payment of wages.[6]

When there is limited, or absent, collaboration between origin and host countries, migrant workers can have difficulty seeking recourse against fraudulent recruiters given that informal labour recruiters can

[1] IOM UN Migration (2020). World Migration Report 2020, accessed 2 March 2021.

[2] Ibid.

[3] Ibid.

[4] Ibid.

[5] European Union. Global Public Goods and Challenges: Migration and Asylum Programme. p. 12.

[6] IOM UN Migration (2020). World Migration Report 2020, accessed 2 March 2021.

easily exploit workers and disregard regulations that may be in place.[7] In addition, private companies may not have incentives to ensure supply chains follow the necessary recruitment regulations.[8]

Given these challenges in the governance of recruitment practice, appropriate policies need to be enforced to protect migrant worker rights and to ensure labour market efficiency. To address recruitment issues, a comprehensive approach is critical, involving the tripartite constituents (i.e., governments, employers' organizations (EOs), and workers' organisations (WOs)). It is also important to include the media as well as public and private employment agencies that have grown in number since the mid-1990s.[9]

2.1.2 Relevant ILO's International Labour Standards and Declarations

Relevant to the REFRAME project are several International Labour Standards and recommendations. For example, the ILO's Migrant Workers Convention (C. 143), the Migration for Employment Convention (C. 97), the Migration for Employment Recommendation (C. 86), the Migrant Workers Recommendation C. 151), the Private Employment Agencies Convention (C. 181), the Private Employment Agencies Recommendation (C. 188), the Convention concerning Forced or Compulsory Labour (C. 29), and the Convention concerning Abolition of Forced Labour (C. 105), in addition to ILO's eight fundamental conventions.

Other relevant instruments include the ILO Declaration on Fundamental Principles and Rights at Work was adopted in June 1998. It is a non-binding mandate that all ILO member States, regardless of ratification ILO conventions, must respect, promote and realize freedom of association and the right to collectively bargaining and elimination of all forms of forced and child labour as well as employment and occupation discrimination.[10] In 2008, the ILO also approved its more recent declaration, the ILO Declaration on Fair Globalization, which promotes the Decent Work Agenda. The Multilateral Framework on Labour Migration is also relevant; it includes non-binding principles and guidelines for a rights-based approach to labour migration and aims to assist governments, social partners and stakeholders in their efforts to regulate labour migration and protect migrant workers.

2.1.3 Other ILO's relevant Instruments and Initiatives

Fair Recruitment Initiative (First phase, 2014 - 2021)

Launched in 2014, the ILO Fair Recruitment Initiative (FRI) was created in response to the ILO's Director General's call for a fair migration agenda. The FRI assumes that productive employment and decent work are essential to sustainable development. The initiative focuses on the prevention of human trafficking and forced labour, the protection of workers' rights, the reduction of labour migration costs, and the improvement of development outcomes for migrant workers.

Fair Recruitment Initiative (Second phase, 2021 - 2025)

A continuation from the first phase, the second phase is grounded in relevant international labour standards, global guidance on fair recruitment, and social dialogue between governance institutions and

[7] ILO (2018). A Guide to Fair Recruitment of Migrant Labour, accessed on 2 March 2021.

[8] European Union. Global Public Goods and Challenges: Migration and Asylum Programme. p. 12.

[9] Ibid, p. 12.

[10] ILO (2010). The Text of the Declaration and its Follow-Up, accessed 2 March 2021.

actors of the labour market. The four-pronged approach of the second phase puts tripartism and social dialogue at the centre, and it is implemented in close collaboration with governments, representative employers' and workers' organizations, the private sector and other key partners. It includes four pillars,[11] each with specific targets to achieve.

General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs (2016, 2018)

In 2016, the ILO adopted the General Principles and Operational Guidelines for fair recruitment.[12] These principles guide the ILO, other organizations, national legislatures, and social partners in issues relating to the national or international recruitment of all workers, be they nationals or migrants. While the General Principles provide guidance for all actors, the Operational Guidelines provide specific recommendations and outline the responsibilities of governments, enterprises, recruiters, and social partners in the recruitment process. They are derived from international labour standards (ILS), best practices, related ILO guidelines, and other sources. In 2018, the definition of recruitment fees and related costs was adopted by the ILO. This document defines the recruitment fees and related costs that should be charged (and not charged) to migrant workers. The definition is guided by ILS and is intended to be read together with the principles and guidelines that were established in 2016.

2.1.4 UN related instruments and initiatives.

Sustainable Development Goals (2015)

The Sustainable Development Goals (SDGs) were set in 2015 by the United Nations (UN) General Assembly and are intended to be achieved by the year 2030. Goal 8 of the SDGs targets decent work and economic development, with the aim of increasing employment opportunities for all workers, including migrants. It also aims to reduce informal employment and work-related inequalities, and to promote better access to financial services and safe and secure working environments, including during the recruitment phase.[13] Four of the targets for SDG 8 are aligned with REFRAME. Target 8.5 focuses on increasing employment and decent work for all while 8.6 targets young people.[14] Target 8.7 aims to eradicate forced labour, modern slavery, and human trafficking, while Target 8.8 supports the protection of workers' rights and the promotion of safe labour environments.[15] Goal 10 of the SDGs is also related to recruitment, centring on the reduction of inequalities in and among countries.[16] To do so, FR practices are essential. Target 10.7 pertains to safe and regulated migration for all and SDG 10.7.1 focuses on reducing recruitment of workers as a part of their annual income when working abroad.[17]

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[11] 1) Enhancing, exchanging and disseminating global knowledge on national and international recruitment processes; 2) Improving laws, policies and enforcement to promote fair recruitment; 3) Promoting fair business practices; and 4) Empowering and protecting workers.

[12] ILO (2018). General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs, accessed 2 March 2021.

[13] United Nations (2018). Sustainable Development Goal 8, accessed on 2 March 2021.

[14] United Nations (2016). Final List of Proposed Sustainable Development Goal Indicators, accessed on 2 March 2021.

[15] Ibid.

[16] United Nations (2018). Sustainable Development Goal 10, accessed on 2 March 2021.

[17] United Nations (2016). Final List of Proposed Sustainable Development Goal Indicators, accessed on 2 March 2021.

New York Declaration for Refugees and Migrants (2016)

Adopted by the UN General Assembly in 2016, the New York Declaration for Refugees and Migrants includes a commitment of UN Member States to protect the human rights of all refugees and migrants, regardless of status.[18] The declaration includes considerations for FR as there is a recognized need to strengthen the positive contributions made by migrants to economic and social development in their host countries. Specifically, the declaration commits to reducing the costs of labour migration and promoting ethical recruitment policies and practices between sending and receiving countries. It also includes commitment to cheaper and safer transfers of migrant remittances in both source and recipient countries through a reduction in transaction costs.

Global Compact for Safe, Orderly and Regular Migration (2018)

In 2018, for the first time ever, UN Member States agreed on an all-encompassing Global Compact to better manage international migration, address its challenges, strengthen migrant rights, and contribute to sustainable development.[19] Within its 10 objectives, the Global Compact includes consideration for FR, aiming to facilitate fair and ethical recruitment and safeguard conditions that ensure decent work. This includes a review of existing recruitment mechanisms to guarantee that they are fair and ethical, and to protect all migrant workers against all forms of exploitation and abuse so as to guarantee decent work and maximize the socioeconomic contributions of migrants in both their countries of origin and destination.

Other international instruments and frameworks apply to labour migration and related issues, such as those related to forced labour, discrimination, and working conditions.[20]

2.2 Object of the Evaluation

The overall goal of the REFRAME project is to "reduce abusive practices and violation of human and labour rights during the recruitment process and maximize the protection of migrant workers and their contribution to development." The REFRAME project began in January 2017 and will conclude in December 2021 at the completion of its third extension.

The project uses the General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs as a tool to guide and support governments, partners, and other stakeholders in the establishment of fair recruitment initiatives and the improvement of recruitment laws and regulations in a human and labour rights perspective.

The three specific objectives of REFRAME are as follows:

4) Key stakeholders take integrated/articulated action towards implementing FR approaches in the two countries of the selected corridors.
5) Social partners, business and the media start implementing actions/initiatives on FR.
6) Global/regional discussion on fair recruitment influenced by ILO generated knowledge on FR and on FR Principles and Guidelines.

[18] United Nations (2021). New York Declaration, accessed on 2 March 2021.

[19] United Nations (2018). Global compact for migration, accessed 2 March 2021.

[20] Other relevant mechanisms are presented on ILO's website.

With these objectives in mind, and with the view to generate and disseminate knowledge and experience across regions and between country and global levels, the action combines direct support to selected countries along migration corridors with global initiatives of knowledge generation and sharing, capacity building and awareness raising.

At the country level, REFRAME aims to support countries of origin and destination of migrant workers in assessing their recruitment legislation and needs, as well as improving their institutional capacities on FR to support tripartite partners in developing holistic strategies to address recruitment malpractices. The objective is to support the development and implementation of better labour recruitment governance.

At the global level, REFRAME aims to mainstream the issue of FR into specific partners' agendas by supporting the development of a business case and a web-based evaluation system of labour recruiters. It also aims to raise awareness and disseminate knowledge on FR to businesses, the media, and tripartite constituents. It is expected that enhancing the capacities, knowledge and awareness of relevant actors will result in the provision of more reliable information and services to women and men migrant workers.

Finally, REFRAME aims to increase **tripartite constituents'** capacities to act on FR, through support to development and dissemination of empirical knowledge and practical policy-oriented tools that inform policies and build capacities of relevant actors at national, regional, and international levels. As such, the project aspires to influence global and regional discussions that will generate knowledge on fair recruitment. The project also aims to support the development and implementation of a methodology for measuring recruitment cost on labour migration (SDG indicator 10.7.1).

This EUR 8,715,000 project is funded by the European Commission for an amount of €8.3 million and covers four different migration corridors. The corridors are:

- Guatemala – Mexico;
- Sri Lanka – Arab states;
- Madagascar – Lebanon;
- Pakistan – Arab States; and
- The project has limited action in Kenya, Kuwait, Lebanon, and the Malaysia – Nepal corridor.

REFRAME is managed by ILO's Labour Migration Branch (MIGRANT) in cooperation with the Fundamental Principles and Rights at Work (FUNDAMENTALS) Branch. The project is being implemented at the field level by ILO country offices in collaboration with a variety of partners including selected countries' ministries, employers and workers organizations, private and public labour recruiters, and civil society organizations (CSO). The main partners for the global components of the project are the International Federation of Journalists (IFJ), the International Trade Union Confederation (ITUC), the International Organization for Employers (IOE), the World Employment Conference (WEC) and other UN agencies and international organizations such as the World Bank, the IOM, etc. Other project stakeholder include the Global Business Network.

2.2.1 Other ILO Fair Recruitment Projects

Recent ILO FR initiatives have informed the REFRAME project design, and certain current REFRAME staff members and REFRAME partners have been involved with these initiatives described below.

Integrated Programme on Fair Recruitment – Phase II (2018-2021)

ILO is implementing the second phase of the Integrated Programme on Fair Recruitment (FAIR) between November 2018 and October 2021. Phase II of FAIR has a specific focus on the expansion of fair recruitment practices in migration corridors addressed in phase I as well a focus on the improvement of access to justice.[21] The aim of this project is the promotion of fair recruitment practices globally and across specific migration corridors in North Africa, the Middle East, and South Asia. Target countries include Hong Kong SAR, Jordan, Nepal, the Philippines, Tunisia, and Qatar. The Swiss Agency for Development and Cooperation (SDC) provided USD 4 million in project funding. Its three main objectives are a continuation of those which guided phase I of FAIR, including:

1) Establishing FR corridors to prevent exploitation;
2) Providing migrant workers with access to reliable information and services;
3) Disseminating global and national recruitment and engagement information to the media;

The Bridge Project (2015-2022)

The United States Department of Labour funds the USD 17.4 million Bridge Project (BRIDGE) in Mauritania, Niger, Peru, Nepal, and Malaysia, which is planned to operate from 2015 to 2022.[22] The project's overall objective is to eradicate forced labour through increased awareness and data, enhanced national regulation, and strengthened collaboration between EOs and WOs. Its main achievements include having contributed to a campaign that aims to see the ratification of the ILO protocol to end modern slavery in 50 states, creating tools to implement country-level forced labour action plans, supporting research to generate data, and advocating for victim rehabilitation programmes.

EQUIP: Equipping Sri Lanka to Counter Trafficking in Persons (2017-2020)

Implemented from 2017 to 2020, the EQUIP: Equipping Sri Lanka to Counter Trafficking in Persons (EQUIP) project aimed to address human trafficking issues in Sri Lanka through a 3P approach: Prevention, Protection, and Prosecution. This project's goals were to strengthen forced labour and trafficking regulation, promote FR practices, improve migrant protection services, and strengthen legal procedures against offenders. The United States Department of State funded the project.[23]

The FAIRWAY Programme (2019-2023)

The FAIRWAY programme addresses underlying causes of decent work deficits at their source through national-level interventions in selected countries of origin in East, West and North Africa. In the Arab States, the programme builds on the work of the Fairway Middle East project (2016-2019) that targeted low-skilled migrant workers in countries of destination. With a focus on key sectors where vulnerable migrant workers are engaged, FAIRWAY seeks to address the interlinked structural, behavioural, and practical barriers to improved labour migration through private sector engagement, worker's empowerment, interregional dialogue, and reducing discriminatory attitudes.[24]

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[21] ILO (2021). Integrated Programme on Fair Recruitment (FAIR) – Phase II, accessed on 2 March 2021.

[22] ILO (s.d.). From Protocol to Practice: A Bridge to Global Action on Forced Labour (BRIDGE), accessed 2 March 2021.

[23] ILO (s.d.). EQUIP: Equipping Sri Lanka to Counter Trafficking in Persons, accessed 2 March 2021.

[24] ILO (2021). The FAIRWAY Programme, accessed 2 March 2021.

TRIANGLE in ASEAN (2015-2027)

Implemented from 2015 to 2027, TRIANGLE in ASEAN delivers technical assistance and support with the overall goal of maximizing the contribution of labour migration to an equitable, inclusive and stable growth in ASEAN. Supported by the Australian Government Department of Foreign Affairs and Trade (DFAT) and Global Affairs Canada (GAC), the project is implemented in partnership with the ASEAN Secretariat and related ASEAN bodies, labour ministries, WOs and EOs, recruitment agency associations, CSOs in Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand, and Vietnam.[25]

South-South Cooperation Migrant Worker Project (2015)

By Guatemalan government request, the goal of this ILO-implemented project that ran from March 2015 to December 2015 was to protect the rights of Guatemalan migrant workers in Mexico through promoting fair and safe recruitment practices. This project was part of a South-South cooperation framework that included the exchange of labour migration knowledge and experience between key stakeholders in Mexico and Guatemala.[26]

Promoting the Effective Governance of Labour Migration from South Asia Through Actions on Labour Market Information, Protection During Recruitment and Employment, Skills and Development Impact (2013-2016)

Promoting the Effective Governance of Labour Migration from South Asia Through Actions on Labour Market Information, Protection During Recruitment and Employment, Skills and Development Impact (SALM), active from 2013–2016, was designed to improve labour migration management across the migration corridor from India, Nepal, and Pakistan to Qatar, Kuwait, and the United Arab Emirates. Funded by the European Commission, SALM promoted the rights of migrant workers, supported the development impact of labour migration, and targeted the reduction of unregulated migration. The Ministry of Overseas Indian Affairs, the Federation of Indian Chambers of Commerce and Industry, the EOs and WOs, the Trade Union Coordination Committee, and the Center for Indian Migrant Studies worked with the ILO to increase migrant worker protection, improve training for outgoing and returning migrants, and enhance knowledge about employability abroad.[27]

Safe Labour Migration Programme in Sri Lanka (2013-2020)

From 2013 to 2020, the Safe Labour Migration Programme in Sri Lanka worked to improve the safety of Sri Lankan migrants through enhanced regulation and services. One of the objectives of this SDC-funded programme was to feed global-level migration and development policy dialogue. The programme facilitated the adoption of a policy on the return and reintegration of migrant workers in Sri Lanka. Another major achievement was improving the safe migration capacities of 1,000 local government officers.[28]

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[25] ILO (s.d.). TRIANGLE in ASEAN, accessed 2 March 2021.

[26] ILO (2015). Fair Recruitment of Guatemalan Migrant Workers in Mexico through South-South Cooperation, accessed 2 March 2021.

[27] ILO (s.d.). Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skill and Development Impact, accessed 2 March 2021.

[28] ILO (2020). Safe Labour Migration Programme in Sri Lanka, accessed 2 March 2021.

Work in Freedom: Preventing Trafficking of Women and Girls in South Asia and the Middle East, Phase II (2018-2023)

Implemented from 2018-until 2023 and reaching 100,000 women and girls as direct beneficiaries, the Work in Freedom: Preventing Trafficking of Women and Girls in South Asia and the Middle East (WiF) project promoted education, FR, safe migration, and decent work through an integrated and targeted approach to prevent trafficking of women and girls in South Asian countries of origin (i.e., Bangladesh, India, and Nepal) and in selected destination countries (i.e. India, Jordan, Lebanon, and the United Arab Emirates).[29]

Legislative Reform on Labour Migration in Viet Nam (2020-2021)

The Legislative Reform on Labour Migration in Viet Nam (Law 72) project works with tripartite stakeholders in Viet Nam and private sector stakeholders (including brands, employers, and suppliers) globally to support an evidence-based, rights-based, and gender-responsive revision of the labour migration legislative framework in Viet Nam – including the Law on Contract-Based Overseas Vietnamese Workers and five pieces of subordinate legislation that will be adopted in 2020 and 2021 – to decrease migrant workers vulnerability to human trafficking including forced labour and debt bondage.

[29] ILO (2018). Work in Freedom: Preventing trafficking of women and girls in South Asia and the Middle East, accessed 2 March 2021.

3. Evaluation Background

3.1 Purpose and Objectives of the Evaluation

As stated in the TOR, this final independent evaluation has a dual-purpose: accountability and organizational learning. The evaluation will guide ILO management on the performance of the project (including areas of success and/or challenges), providing recommendations and identifying lessons learned for a potential second phase of the project as well as for other projects implemented under the umbrella of the Fair Recruitment Initiative.

The evaluation objectives are to:

- Assess the level of achievement of the project's intended higher-level results.
- Provide an overview the internal and external factors that explain the level of achievement.
- Establish the validity and the relevance of the project's theory of change and implementation strategy.
- Provide recommendations on how to design and implement a possible second phase of the project that would result in increased project effectiveness, efficiency, and long-term sustainability.

3.2 Scope

This evaluation covers the period from January 2017 to March 2021 during the period of the REFRAME project's second no-cost extension.

Regarding the programmatic scope of this final independent evaluation, the study covers all three specific objectives of the project, at both the global and country levels, and its outputs, namely: undertaking of integrated actions on fair recruitment across migration corridors to demonstrate the benefits and feasibility of fairer recruitment models; enhancing capacities to partners to deliver better information and services to migrant workers throughout the recruitment process; and producing and disseminating global knowledge and tools to inform policies and build capacities of relevant actors at different national, regional and international levels.

The evaluation team paid particular attention to human rights and gender issues by assessing how specific interventions and the project sought to address gender inequalities and inequities by working with ILO's constituents at global, regional, and country levels.

3.3 Evaluation Users

The primary clients of the evaluation are MIGRANT; FUNDAMENTALS; national constituents; project partners; the European Union/Commission; labour recruiters (both private employment agencies and public employment services); other business enterprises; civil society actors, journalists (external clients) and the project management team; the responsible ILO field office; field technical specialist(s) and the ILO technical unit at headquarters (HQ), which backstop the project (internal clients). The ILO office, the tripartite constituents and other parties involved in the execution of the project will use, as appropriate, the evaluation findings and lessons learned for further interventions related to labour migration.

3.4 Evaluation Criteria and Questions

In the conduct of this final independent evaluation, the evaluation team has followed the revised Organisation for Economic Co-operation and Development and Development Assistance Committee (OECD-DAC) evaluation criteria of relevance, coherence, effectiveness, efficiency, and impact/sustainability.

The evaluation team developed an evaluation matrix (Appendix II) based on the criteria and questions presented in the TOR (Appendix I). The evaluation questions shown in the evaluation matrix derive from the questions from the TOR that were reorganized based on the team's understanding of the questions and insights provided by stakeholders consulted during the inception phase. This evaluation also complies with the *ILO policy guidelines for evaluation: principles, rationale, planning and managing for evaluations*[30] and the UNEG *Norms and Standards for Evaluation.*[31]

[30] ILO (2021). ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed., accessed 2 March 2021.

[31] UNEG (2016). Norms and Standards for Evaluation, accessed 2 March 2021.

4.Evaluation Approach and Methodology

4.1 Overall Approach

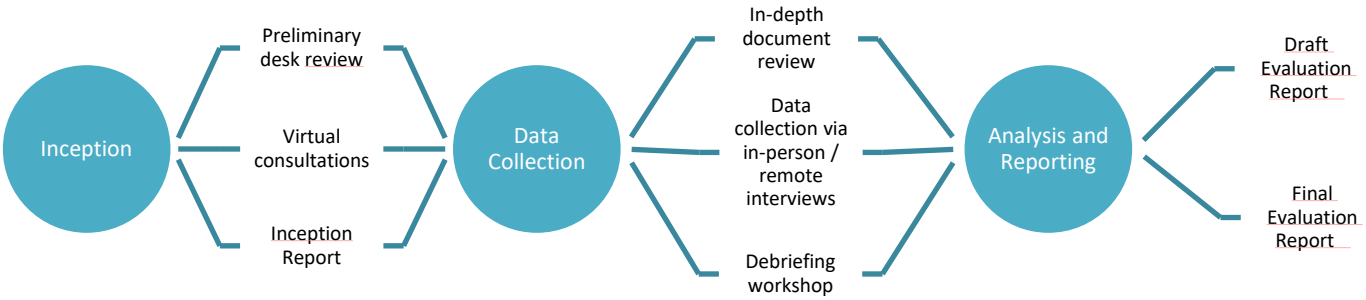
The evaluation used a mix of evaluation approaches that are briefly described below. More detail on these approaches can be found in Appendix III:

1. **Utilization-focused Approach:** This consultative and iterative approach increases the relevance and uptake of recommendations by stakeholders as it clarifies expectations and objectives in terms of quality, content and use of the evaluation as the evaluation is being conducted.
2. **Participatory Approach**: The evaluation allowed for stakeholders (ILO Tripartite Constituents, ILO staff and strategic partners, including UN Agencies, donors) to provide input during key phases of the evaluation process.
3. **Gender Equality:** The evaluation solicited a diversity of perspectives and gender equality was mainstreamed in the evaluation. Analysis of gender-related concerns is based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects, the UN Evaluation Group (UNEG) Ethical Guidelines, and EVAL's code of conduct as well as the ILO's EVAL Guidance Note 3.1 on *Integrating gender equality in monitoring and evaluation* (2020).
4. **Qualitative Approach**: Key findings in this evaluation were derived from at least two, where possible three sources of data where there is little scope for a thorough statistical analysis. Triangulation was achieved by cross-checking information and analysis across three research areas – **perception**, **validation,** and **documentation** – to identify and validate evaluation findings.

4.2 Methodology

The following steps make up the overall approach of the evaluation and are sequenced in various phases: (a) inception; (b) data collection; and (c) analysis and reporting. During each phase, the evaluation team relied on different sources of data (documents, people testimonies, country visits) and on a diverse range of data collection methods (i.e., document review, semi-structured interviews, group discussions) and analysis (i.e., triangulation).

Figure 4.1 Phases and Methods



4.2.1 Data Collection Methods and Sources

Documents and Desk Review

Documents generated by REFRAME and its key partners were a key source of information for this evaluation. During the inception phase of this evaluation, primary desk review of documents was conducted to inform the design of the evaluation, the evaluation matrix, the data collection tools and the inception report.

During the data collection phase, an in-depth document review was conducted concerning relevant ILO materials, such as programme and project documents, workplans, and monitoring products (operational and financial progress reports). Relevant materials from secondary sources, such as external reports and any available secondary data, were also consulted and analyzed (a complete list of documents shared with the evaluation team is available in Appendix VI).

Individual Interviews and Group Discussions

Experts' opinions and the perception of key stakeholders constituted a fundamental data source for this evaluation, this included key Informant Interviews (KIIs) and Group Discussions (GDs) which were conducted both remotely and in-country using semi-structured questionnaires adapted to each type of stakeholders of interest to the evaluation team. As no international travel was possible in the context of this evaluation, international consultants conducted all interviews virtually, most notably with ILO staff and with donors and other international or global partners who were willing and able to participate in virtual consultations. Meanwhile, at country level, the evaluation team was supported by three national consultants based in Antananarivo (Madagascar), Colombo (Sri Lanka) and Islamabad (Pakistan). These national consultants conducted in-depth interviews with key stakeholders in those countries. Virtual strategic interviews were also conducted by the international team in other countries, including Guatemala and Mexico. Interview protocols were designed and adapted to each type of respondent based on the evaluation matrix (see Appendices IV and V).

In total, 88 individuals were consulted during the data collection phase of the evaluation. At the country level, 38 stakeholders were consulted in the three sampled countries (Pakistan, Sri Lanka, and Madagascar), while 12 were consulted in Mexico and Guatemala. At the global level, the evaluation team consulted with 24 ILO staff (including staff from MIGRANT, FUNDAMENTALS, ACTRAV, ACTEMP, STATS, regional specialists, etc.) and 10 Global partners' representatives (IEO, IOM, World Bank, MFA, IDWF, WEC and IHRB). In line with the approach of the evaluation, this included consultations with different types of stakeholders such as; representatives of employer organizations (4 individuals), representatives of worker organizations (9), representatives of national government (15), staff from organizations related to the

media component (9), representatives from the European Union (the project's donor) and from one other donor agency who did not contribute to REFRAME (7), as well as with representatives from other UN agencies and international organizations (5), and project partners and beneficiaries at the global level (5). Consistent with the evaluation team's effort to ensure gender equality was mainstreamed in the evaluation, the participation in the KIIs and GDs was almost evenly split between genders as 42 women and 46 men participated in the consultations. The list of stakeholders consulted is available in Appendix VII.

4.2.2 Sampling of Countries for Data Collection

Given the nature of this evaluation and the short timeframe to prepare and conduct data collection, the evaluation team relied on nonprobability sampling using a mix of convenience sampling and of purposive sampling. At country level, as per the TOR, the evaluation team conducted an in-depth data collection process in a sample of three countries, namely, Madagascar, Pakistan, and Sri Lanka. A summary of the sampling method is included here and in Appendix III. As illustrated in Table 4.1, several criteria informed the selection of these three countries. First, Guatemala and Mexico were the two countries that were visited in 2019 for the mid-term evaluation (MTE) of REFRAME. Since the final evaluation relies on the data and on the findings of the MTE to support its analysis, focusing data collection efforts on other countries not visited during the MTE provided the evaluators a more diverse and complementary set of data. Second, preliminary consultations allowed the evaluation team to verify with National Project Coordinators (NPCs) whether stakeholders would be generally available to participate in an evaluation and whether other external factors (COVID-19, political situation, emergencies, etc.) could compromise the feasibility of the evaluation in their countries. Third, the level of implementation of activities was deemed acceptable in all countries. In addition, it was determined that relying on national consultants in Pakistan and Sri Lanka would facilitate the interview process (regardless of whether it would be conducted in person or virtually).

Table 4.1 Country-level sampling

	COVERED BY MTE	STAKEHOLDERS' AVAILABILITY	LEVEL OF IMPLEMENTATION
Guatemala	Covered	Yes	High
Madagascar	Not covered	Yes	High
Mexico	Covered	Partial [32]	High
Pakistan	Not covered	Yes	High
Sri Lanka	Not covered	Yes	High

[32] Mexico underwent other evaluations and stakeholders were said to be less likely to be available for additional interviews (virtual and in-person).

4.2.3 Data Analysis and Reporting

Triangulation and types of analysis

During the data collection phase, the evaluation team gathered and stored data collected via different lines of inquiry using different methods depending on the data type. Qualitative information from the interviews was transcribed and coded manually. All transcriptions and records of communications with relevant stakeholders were compiled and stored in a shared location while keeping their confidentiality through appropriate coding. The processed information was used to compare findings, check for (in)consistencies and for triangulation purposes as triangulation was given high importance throughout the evaluation to strengthen its rigour. Methods triangulation (the use of different data collection methods) was used for greater confidence in any emergent data. Data sources triangulation was used through the examination of the consistency in different data sources. Theory triangulation (the application of theoretical insights from the Theory of Change) was used to confirm or refute insights through the interrogation of evidence.

Data Validation

The primary and secondary data were reviewed and triangulated with the objective of formulating findings, conclusions, lessons, good practices, and recommendations. These initial observations were discussed during a workshop with the project team in March 2021, as well as two additional workshops with project stakeholders in April 2021. The aim of the workshops was to present and discuss emerging evaluation findings and recommendations. The results of the discussions from the workshop have been used to provide additional insights into the findings and to inform the conclusions, lessons learned and recommendations. ILO and its key stakeholders were given the opportunity to comment on the draft evaluation report to rectify any factual errors as well as to provide feedback and additional clarifications on specific aspects of the report.

4.3 Adapting to the COVID-19 Pandemic

The COVID-19 pandemic has introduced new constraints and restrictions in most countries around the world. Like other organizations, evaluators must adapt their approaches and activities to respond to the pandemic and its consequences. Universalia's proposed approach to conducting the final evaluation of REFRAME in the context of the current global pandemic was based on the principles which are outlined in detail in Appendix III, and which were throughout the assignment.

1) Virtual meetings and mobilization of national consultants
2) Do-no-harm by minimizing the risk of contracting COVID-19 for the Evaluation Team members and for all informants.
3) Adaptive management through the application of a structured, iterative approach in collaboration with the ILO Evaluation Manager.

4.4 Methodological Limitations and Mitigation Strategies

During the evaluation, the team faced a few limitations, but they did not significantly affect the data collection and analysis.

Due to the current health situation, the evaluation team based in Montreal was not able to travel to countries where the project was being implemented: most of the data collection was therefore done remotely, and the team was able to collect the perceptions of all key stakeholders, despite the challenges related to time zones and sometimes faulty internet connections. In addition, as described above, the team relied on the work of experienced national consultants in each of the three countries in the sampling. The team in Montreal closely supported the in-country consultants to ensure that the evaluation methodology was well applied. While all key stakeholders were consulted, the members of the evaluation team based in Montreal, were responsible for writing the draft and final evaluation report, and did not personally participate in most of the interviews conducted in Sri Lanka, Pakistan and Madagascar. As such, the writers did not have the same 360-degree view of the project as in evaluations where the same evaluators are responsible for conducting interviews in all locations and writing the report.

In the inception report, the evaluation team considered conducting interviews or focus groups with the ultimate beneficiaries of the REFRAME project: migrant workers. However, the groups that were considered could not be consulted: in Madagascar for example, the domestic workers' union is very new, yet the national consultant met with the two founding and active members of the union, who are former domestic workers in the Middle East, and were able to share their perceptions from a migrant perspective.

In Pakistan due to the pandemic, the national consultant carried out face-to-face interviews only in Islamabad because travel to other locations outside Islamabad was not permitted due to travel constraints. Keeping in view the locations and availability of good internet connectivity, a mix of key informant interviews and focused group discussions were held. The choice was given to the respondents to choose the best possible platform for the interview and based on the priorities of the respondents, interviews were conducted. Hence the data was collected both face to face and through online channels.

5. Findings

5.1 Relevance and Strategic Fit

According to the OECD-DAC, relevance refers to "the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies."[33]

EQ.3: To what extent was the project able to remain relevant and adapt in response to the COVID-19 crisis as well as to the local contexts?

Finding 1: The project is regarded as highly relevant in the national contexts in which it is being implemented and remains relevant in the context of the COVID-19 pandemic.

Overall, interviewees confirmed the relevance of the objectives of REFRAME in various national contexts. The project remains aligned with the needs of target populations considering the importance of labour migration experienced in countries of implementation. REFRAME also remains aligned with governments' needs. In Pakistan and Sri Lanka, the governments have in place an infrastructure to work on labour migration issues, with ministries and government institutions dedicated to labour migration issues. In Madagascar, the government put in place an inter-ministerial committee on labour migration, the Ministry of Employment has a dedicated department in charge of migration, and there is a government office against human trafficking, which also looks at fair recruitment and directly reports to the Prime Minister. However, interviewed stakeholders and documents revealed there was still significant room for improvement in Madagascar to work on labour migration issues: recurrent political crises and the increased informal labour migration which followed the 2015 ban forbidding women to travel to Middle East for work.[34] Still, the government has demonstrated for several years its willingness to tackle these issues. Finally, in Mexico and Guatemala, the governments appear very aware of the need to reinforce governance around labour migration issues, including fair recruitment.

This past year, in the exceptional context of the COVID-19 pandemic, the project remained highly relevant. According to some stakeholders interviewed, the context even made REFRAME more relevant as it highlighted fair recruitment issues at a global scale and gave visibility to migrant workers' vulnerability. Many press articles and reports released in 2020 revealed the socioeconomic distress many migrant workers found themselves in during the first months of the pandemic, trapped in their destination countries, sometimes while losing their jobs.[35]

> *"[…] travel restrictions due to COVID-19 have trapped migrants in countries of destination with few options to return home. Layoffs of migrant workers not only often lead to income losses but also the expiration of visa or work permits, putting migrants into undocumented or irregular status. […] Travel restrictions have also meant that many migrant workers have been prevented*

[33] OECD (2021). Evaluation Criteria, accessed 15 March 2021.

[34] United Nations Human Rights Office of the High Commissioner (2018). *Le Comité pour la protection des droits des travailleurs migrants examine le rapport de Madagascar*. And OIM-USAID (2015). *État des lieux sur la traite des personnes à Madagascar*.w

[35] Brookings. Karasapan, Omer (2020). Pandemic highlights the vulnerability of migrant workers in the Middle East. European Commission (2020). A Vulnerable Workforce: Migrant Workers in the COVID-19 Pandemic.

> *from taking up employment abroad for which they have contracts, and for which many may have paid high recruitment fees and costs. This, in turn, can lead to further irregular movements, potential debt bondage and human trafficking."*[36]

The consequences of COVID-19 in migrant workers' lives highlighted the importance of return in the migration cycle. The pandemic shifted national priorities since many workers lost their job and were consequently forced to return to their countries of origin. In some cases, REFRAME reoriented some activities, however the project team was not able to respond to all government requests, especially those related to relief assistance and support. Return of migrant workers to their countries of origin also mostly depends on how recruitment was conducted. Many interviewees mentioned that REFRAME's added value could be to further extend its work in terms of departure and return of workers, as this is deeply related to the focus of the project on fair recruitment.

In Madagascar, this limitation was highlighted when Malagasy migrant workers (mostly women, considering their proportion in the migrant workforce) needed to return from Middle Eastern countries in the early stages of the pandemic. REFRAME team was not able to financially support these returnees because the rules and procedures of the project's donor, the European Commission, did not allow to fund "humanitarian initiatives". However, REFRAME team was still mobilized to support the return of these migrant workers in Madagascar (e.g., finding hotels, organizing transport from the airport, etc.). REFRAME country team and local partners demonstrated their agility in responding to this challenge in spite of formal limitations. The situation also demonstrated the importance of having a well-established NPC and local staff in countries that are entirely dedicated to REFRAME (see the section 5.3 on efficiency for more details).

Overall, the project teams were efficient in dealing with COVID-19 emerging challenges as, because of its global scope, there was an existing capacity to deliver the project remotely. While there were a few delays, especially for the holding of some in-person events, no activities were cancelled as a direct result of the pandemic. In addition, COVID-19 assessments were seen as relevant and useful by most interviewees in and outside of the ILO.

EQ.2: To what extent was the project design gender inclusive and set the basis for non-discrimination?

Finding 2: Globally, REFRAME has shown to be gender responsive, with the project's monitoring mechanisms effectively capturing gender issues. However, the project cannot be defined as "gender transformative", as it was difficult to assess the extent to which REFRAME took concrete actions to address the root causes of discrimination at the recruitment stage.

According to respondents within the ILO, gender equality was considered as a cross cutting theme at the planning stage of REFRAME. These respondents believe that an effort to have a proactive and meaningful engagement of women in project activities was deployed in the project.

The Project Document emphasizes that it is important for REFRAME to be highly gender sensitive and to adopt a gender lens throughout the implementation of activities. However, it was difficult for the evaluation team to measure how the design of REFRAME allowed targeting of both women and men in selected countries. The recruitment processes in which women and men engage are often very different

[36] ILO (2020). "Supporting Migrant Workers during the Pandemic for a Cohesive and Responsive ASEAN Community", 13th ASEAN Forum on Migrant Labour (10-12 November 2020), accessed 16 March 2021.

because of the sectors of activities in which they are employed. Job offers can specifically target men, and women are consequently excluded from different sectors.

The evaluation team observed that while REFRAME did not target women specifically, REFRAME contributed to the production of outputs aimed at improving working conditions of women at three different levels described below.

At the macro level, REFRAME's work contributed to changes in the legislative and normative frameworks of countries of implementation. For example, the activities of REFRAME raised awareness on the specific challenges that domestic workers face and led some countries to ratify the Convention 189 on Domestic Workers. In Madagascar, the Convention was ratified in June 2019 and is in force, while in Mexico it was ratified in July 2020 and will enter into force in July 2021.[37] While the ILO's Decent Work Agenda promotes the principle of equal opportunities for women and men and gender equality as a crosscutting objective, the FR initiative targets all migrant workers and their families without referring specifically to the gender equality agenda. The evaluation team noted that the FR General principles and operational guidelines do not directly refer to the gender dimension and refer in very general terms to the respect of the ILO standards that prohibit discrimination in respect of employment and occupation.[38]

At the meso-level, all countries demonstrated efforts to capture the needs of women specifically, by conducting gender-specific situation analysis to assess the situation, working conditions, challenges and needs of women during the recruitment process. Monitoring mechanisms and reports captured relevant gender concerns pertaining to the specific risks that domestic workers, who are largely women, can face in the recruitment process. In some cases, this translates into sectoral approaches, for example in Madagascar because most migrants are women employed as domestic workers.

At the micro level, activities demonstrate various levels of gender responsiveness. The media toolkit is a good example where the gender dimension was truly integrated. Respondents specified that the media training targeted gender issues and was mainstreamed.

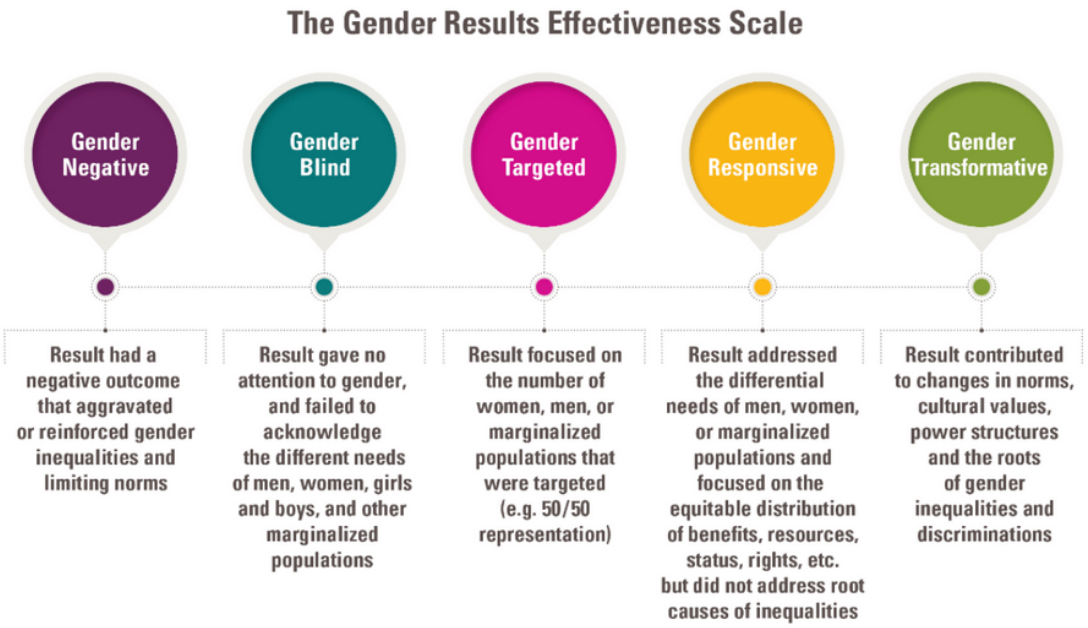
Based on a review of REFRAME's work at all levels – macro, meso, and micro – and using the Gender Results Effectiveness Scale (GRES) below as a measure of gender equality, REFRAME appears to have been "**gender responsive**".[39]

[37] ILO, NORMLEX (2011). Ratifications of C189 – Domestic Workers Convention, 2011 (No.189).

[38] ILO (2019). General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs.

[39] UNDP Independent Evaluation Office (2015). Summary: Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, p.4.

Figure 5.1 The Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

5.2 Coherence

According to the OECD-DAC, coherence refers to "the compatibility of the intervention with other interventions in a country, sector or institution. […] The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa."[40]

EQ.4: To what extent did the project collaborate with other ILO programmes and with other stakeholders at the country/regional/global levels to increase its effectiveness and impact?

Finding 3: **By its design and objectives, REFRAME involved constituents and multiple stakeholders at both global and national levels. These collaborations yielded various levels of results achievement and have been especially satisfactory when structured around clear objectives and supported by good communications. Outside the ILO, several collaborations have strengthened synergies and a common understanding around fair recruitment, although there may be further opportunities for strengthening alignment between the ILO and partners.**

The design of REFRAME is articulated around multiple internal and external partnerships at the global, regional, and national levels. "Creating synergies with new and ongoing projects" was a main objective of REFRAME Project Document.[41] The following figure illustrates the diversity of internal and external stakeholders involved at global and national levels.

[40] OECD (2021). Evaluation Criteria, accessed 15 March 2021.

[41] ILO (2019). REFRAME Amended Project Document, p.37.

Figure 5.2 Internal and External Collaborations with REFRAME, at Global and National Levels

Internal collaborations

At the HQ level, the project relied on strong relationships established between ILO's departments and units. By its nature, the project involved MIGRANT from the Conditions of Work and Equality Department (WORKQUALITY) and FUNDAMENTALS from the Governance and Tripartism Department (GOVERNANCE). MIGRANT and FUNDAMENTALS co-funded several activities in the past years through REFRAME and FAIR projects. The most recent example is the addition of a budget line for the creation of a global platform on fair recruitment, which will remain online at the end of the project and could be taken over by the departments involved (MIGRANT and FUNDAMENTALS) to build on the progress made under REFRAME. This collaboration was described by most ILO staff interviewed as successful and good communication channels were maintained through the willingness of these units' management and the dynamism of project teams.

REFRAME team supported the Employment Policy Department (EMPLOYMENT) and the International Labour Standards Department (NORMES) on the revision of the Guide to Private Employment Agencies: Regulation, Monitoring and Enforcement (initially developed in 2007), to ensure it was in line with Convention No. 181 and included new dynamics in recruitment and the perspective of migrant workers.[42] NORMES as well as INWORK also reviewed the draft legislative proposals for the alignment of national legislation with the recently ratified convention and protocol in Madagascar. INWORK is also involved with respect to supporting the establishment and capacity building of the new trade union in Madagascar.

"I do not see a lot of projects working so collaboratively with other departments." ILO's staff.

[42] ILO (2007). Guide to Private Employment Agencies: Regulation, Monitoring and Enforcement.

The Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV) were also involved at various levels, as well as the Communication and Public Information (DCOMM) and the Statistics (STATISTICS) Departments. The collaboration with the latter resulted in the production of two documents: Guidelines (a methodology) and a manual on how to collect statistics on SDG indicator 10.7.1: Measuring recruitment costs.[43] With the support of the International Training Centre (ITC) in Turin, Italy, REFRAME's team developed a modular training manual, in four languages (English, French, Spanish and Arabic), on fair recruitment to support its constituents to design, support and implement fair recruitment practices.[44]

REFRAME project team also worked closely with several other global projects. The presence of inter-project staff (e.g., involved with both REFRAME and FAIR) made it possible to strengthen exchanges between different teams. REFRAME and FAIR both have a complex architecture but were strongly interlinked in various ways at the global level which facilitated the dissemination of common tools in their diverse countries of implementation. The media component is one of the most collaborative aspects as the media toolkit was translated into Arabic for the FAIRWAY project operated by the Regional Office for Arab States (ROAS) and was also adapted to be used in other ILO projects in Mongolia, Vietnam, and Nigeria.

> *"Only one product of REFRAME came to irrigate and feed actions carried by other projects." External partner, on the media component.*

At the country level, the degree of collaboration between the projects implemented by the ILO varied and appears to depend on the number and type of projects already established in the country of implementation. According to most interviewees, REFRAME was more relevant and coherent when there were not many other ILO projects and external stakeholders focusing specifically on recruitment. While results will be further described in the effectiveness section (section 5.3), the evaluation team observed two different scenarios which seemed linked to the presence of the ILO in the field. On the one hand, the Sri Lanka and Malaysia examples appeared less successful because of the active presence of several other ILO projects on comparative issues and the high number of stakeholders involved, sometimes with challenging relationships. On the other hand, in Pakistan and Madagascar where the field of labour migration was mostly unoccupied and where REFRAME brought the topic to the front stage and raised awareness among political and economic circles, the project was deemed more successful. In Sri Lanka, while the Country Office organized different project teams into a "migration unit" with common objectives and internal mechanisms, the challenge was also to engage with stakeholders already mobilized by other ILO projects.

Finally, collaboration with ILO's regional offices (RO) seems uneven from one RO to another. For example, the ILO's RO for Asia and Pacific appears more disconnected from country-level activities of the project (although they provided input for global levels activities such as the implementation of the methodology for measuring SDG indicator 10.7.1), while the ILO's ROs for Latin America and the Caribbean and Africa appear to be generally involved in all levels of the project, providing inputs on activities, revising TOR and project's products.

[43] ILO (2019). Statistics for SDG indicator 10.7.1.: Guidelines for their Collection. And Operational Manual on Recruitment Costs – SDG 10.7.1.

[44] ILO (2019). Establishing Fair Recruitment Processes: An ILO online training toolkit.

External collaborations

REFRAME both relies on and feeds various partnerships with external partners, within the international organizations system and at the national level.

The project team reached several UN agencies for activities at the global level, such as IOM, the Office of the High Commissioner for Human Rights (OHCHR), or the World Bank, but also the Office of the UN High Commissioner for Refugees (UNHCR) and the UN Entity for Gender Equality and the Empowerment of Women (UN Women) in Pakistan.

While there should be synergies with IOM and opportunities for collaboration, the two organizations do not seem to have been able to agree on a joint approach to fair recruitment. Some overlapping and confusion seems to stem for the regulatory framework to which each organization adheres. Since 2019, the IOM uses the "Montreal Recommendations on Recruitment" that followed the Conference of Montreal, organized in July 2019 jointly by the IOM, the Government of Canada, the Swiss Agency for Development and Cooperation, the U.S. Department of State, and the Province of Quebec.[45] The ILO attended the event, which led to the development of 55 recommendations on recruitment.[46] According to the Guide: "The 55 recommendations […] are consistent with international human rights and labour standards, the ILO General Principles and Operational Guidelines for Fair Recruitment and the multi-stakeholder standard established by the International Recruitment Integrity System (IRIS)." While the document is based on ILO's normative framework, the 55 recommendations do not necessarily align with the ILO's objectives. Its release was perceived by many interviewees as creating confusion in the field concerning what are the right tools and norms on fair recruitment. For many interviewees, there is a sentiment that the IOM interferes with the ILO's mandate in terms of norms on fair recruitment, and duplicates work on this issue, whereas the ILO has the normative legitimacy and weight to gather tripartite stakeholders to do so.

From an operational perspective, most interviewees within the ILO but also among external partners, both at the global (HQ) and country levels, mentioned the willingness to collaborate with the IOM, sometimes the pressure to do so, but also the competition between the two organizations. The relationship was described as complex, very demanding and somewhat time-consuming for the staff. Some interviewees also acknowledged that IOM might have a stronger presence in the field.

The project has strengthened the coordination between the ILO and the World Bank and helped to align agendas to some extent, and to produce joint methodologies. A first example is how REFRAME has been instrumental to overcome institutional differences between the two organizations, within the framework of cooperation of the Global Knowledge Partnership on Migration and Development (KNOMAD) work on recruitment costs surveys. Another example is on 30th May and 1st June 2019, when the ILO and the World Bank held a workshop in Istanbul, Turkey, with national statistical offices (NSOs) to promote and discuss guidelines for the collection of statistics on SDG indicator 10.7.1 ("recruitment cost borne by employees as a proportion of monthly income earned in country of destination"). The ILO and the World Bank collaboratively produced these Guidelines which had been earlier presented to experts from NSOs in September 2018. The Istanbul workshop in 2019 was also co-funded by REFRAME and TRIANGLE. While these are good examples of collaboration with the World Bank, some interviewees mentioned the difference in policy approach between the two organizations.

[45] IOM (2019). Canada, IOM Co-host First Global Conference on the Regulation of International Recruitment and Protection of Migrant Workers.

[46] IOM (2020). The Montreal Recommendations on Recruitment: A Road Map towards Better Regulation.

The media component was overall one of the most useful in terms of synergies with various opportunities within the ILO but also outside the organization as explained earlier. The partnership with the IFJ has been instrumental in designing the toolkit itself, and also in running training with journalists on the ground. However, interviews revealed a sentiment that collaboration could have gone further with the IFJ despite a lack of capacities and resources on their side. Many ILO staff interviewed mentioned the media component activities could be replicated in other topics like child labour or social protection and would be relevant to other projects and organizations. While collaborations have been mostly ad hoc with the IOE, the organization demonstrated interest to use the REFRAME media tool and to adapt it slightly to different targets (communicators, in business schools and organizations). Last year, REFRAME team actually convened an informal interagency meeting prior to the media competition with communication representatives from various agencies, with OHCHR and IOM.

In April 2021, REFRAME will also host its closing event, the Global Forum for Responsible Recruitment, with the Institute for Human Rights and Business (IHRB), the leading international think tank on business and human rights and IOM. The event will be an opportunity to highlight the achievements of the ILO Fair Initiative, IHRB Leadership Group for Responsible Recruitment and the IOM newly launched Global Policy Network to promote ethical recruitment[47] (which replaced the IRIS certification and training programme[48]). Other specific in-country examples with various levels of accomplishments include the collaboration with the International Domestic Worker Federation (IDWF) to build a union in Madagascar; with UNHCR in Mexico; a memorandum of understanding (MoU) with ITUC, which supports the development Migrant Recruitment Advisor ((MRA) in Sri Lanka and Kenya. In Pakistan, REFRAME contributed to strengthening collaboration between the Pakistan Workers' Federation (PWF) and government, and to some extent between the implementing partners.

Although several collaborations have strengthened synergies and a common understanding around the theme of fair recruitment, many opportunities are still unexplored. Some interviewees, especially outside the ILO and in countries of implementation, mentioned the lack of visibility of REFRAME's results, probably related to communication gaps between partners and ILO teams. This did not help coherence within the space of FR, but also of labour migration in general which is already overcrowded. Also, because of its mandate and the weight of tripartism, ILO is sometimes limited in terms of scope in what type of stakeholders can be involved. Interviewees mentioned some opportunities with other ILO partners like public-private partnerships, or with CSOs, which are sometimes very present in areas where the capacity or presence of trade unions is low. Nevertheless, there have been efforts in this direction such as the collaborative work on Migrant Recruitment Advisor (MRA), including on the ITUC which involves in some aspects interaction with the Migrant Forum in Asia (MFA), a regional network of non-governmental organizations, associations and trade unions of migrant workers, and individual advocates in Asia who are committed to protect and promote the rights and welfare of migrant workers.[49] The project in Pakistan also attempted collaboration with MFA through its partners, however the administrative challenges/requirements on the part of MFA seemed to restrict such collaboration. This was also raised with the Regional Migration Specialist, but no solution emerged. A few organizations also mentioned that MFA seems to be inclined towards particular Asian countries.

[47] IOM (2020). IOM launches Global Policy Network to promote ethical recruitment. Accessed on 08 June 2021.

[48] IHRB (2021). The Global Forum for Responsible Recruitment 2021.

[49] MFA (2021). Who We Are. Accessed on 18 March 2021.

Finding 4: **REFRAME positioned the ILO as a desirable strategic partner to promote the fair recruitment agenda at both global and national levels. REFRAME has filled knowledge gaps in the field of fair recruitment, built a consolidated approach towards fair recruitment with common standards and tools, and brought all constituents around the table through its tripartite structure.**

The project's results are detailed in section 5.3 on effectiveness, but overall REFRAME brought a clear focus on fair recruitment, which is often considered marginalized in the vast field of labour migration. The project, through its dynamic team, pushed the agenda of fair recruitment at global and national levels, positioning the ILO on this theme, and filling gaps in the field. ILO's staff and external partners described REFRAME as driving the working group on Fair Recruitment Initiative in terms of content.

At the global level, REFRAME widely contributed to defining common standards with the General principles and operational guidelines for fair recruitment and defining recruitment fees and related costs (20192019)[50], a key document which redefined benchmarks in the field and is now discussed by most stakeholders at the global level. Although interviewees mentioned there was still a long way to go to speed up the distribution of these tools and raise awareness on the issue, most people interviewed also recognized the important contribution of REFRAME to the field and mentioned that it was needed, especially at the national level where changes related to fair recruitment often meet resistance. The structure of the project with activities at both global and national levels has allowed it to build on lessons learned in a complementary manner.

At the regional and national levels, some interviewees also highlighted an added value of the project related to its emphasis on building links between countries (via the corridor approach) and the strong focus on relationships with national and local stakeholders. The corridor approach was perceived as bringing together constituents (further explored under the effectiveness section below). This last element is deeply rooted in the tripartite nature of the ILO's mandate, which was often mentioned as a key strength in its efforts to push this type of agenda in the field and engage stakeholders by having all the right parties at the table.

5.3 Effectiveness

The OECD-DAC defines effectiveness as "the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance."[51]

EQ.5: To what extent has the project achieved its intended objectives and results?

EQ.6: To what extent was the media engagement work effective in achieving intended results?

[50] ILO (2019). General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs.

[51] OECD (2021). Evaluation Criteria, accessed 15 March 2021.

Finding 5: With a few exceptions, most of the output-level results have been achieved or are on track to being achieved by the end of the project implementation period. In addition, output-level results contributed to the achievement of almost all outcome-level results.

The latest narrative report and the objective and results tracking table (ORTT) from December 2020 indicates that the project has achieved most of its output- and outcome-level results or is on track to achieving them by December 2021.[52] The three sections below detail progress made towards the achievement of targets for each Specific Objective, first detailing achievement of output-level targets then detailing the achievement of outcome-level results.

Specific Objective 1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors

Achievement of output-level results

Three output-level results are identified under Specific Objective 1. Under Result 1.1,[53] the project has conducted comprehensive assessments of recruitment laws and practices in all countries of implementation (Mexico, Guatemala, Madagascar, Sri Lanka, and Pakistan). These assessments take the form of country profiles, evaluations of institutional frameworks, case studies, law and policy reports and baselines, and other mechanisms. In addition, REFRAME has supported the drafting and dissemination of research and studies on different issues related to FR, such as on the impact of COVID on labour migration governance, recruitment practices, and migrant workers.

Under Result 1.2,[54] REFRAME drafted integrated strategies and workplans jointly with constituents to address unfair recruitment in the five countries. This output has been achieved since the project has drafted country workplans validated by constituents in all countries of implementation.

The implementation of these workplans has yielded results relevant to result 1.3,[55] improving stakeholders' institutional capacity on FR as summarized in Table 5.1 below. Table 5.1 shows that, except for Sri Lanka, the project has achieved its target of implementing at least three of six sub-indicators under result 1.3.

[52] ILO (2020). REFRAME Narrative Report June 2019-May 2020.

[53] Result 1.1 reads as follow: a comprehensive assessment of recruitment law and practices' gaps and analysis of stakeholders' capacity building needs is carried out by country.

[54] Result 1.2 reads as follow: integrated strategies to address unfair recruitment are developed jointly by employers, workers, governments, and the ILO in each country of the selected corridor.

[55] Result 1,3 reads as follow: Stakeholders in each country of the selected corridors have improved their institutional capacities on FR.

Table 5.1 Progress Assessment of the Implementation of workplans (for result 1.3)[56]

SUB-INDICATORS FOR RESULT 1.3	MEXICO	GUATEMALA	MADAGASCAR	SRI LANKA	PAKISTAN
1. Draft new and amended laws, regulations, and policies.	Technical assistance provided in revising regulations and laws, as well as in collecting data with constituents. Notably the Revision of the Migration Law in Baja California	Technical assistance provided in revising and adapting regulations and laws, as well as technical support in digitalization of information. Notably technical assistance has been given to the Ministry of Labour and Social Welfare on law for Regulation for the registration, authorization and operation of recruiters, recruitment agencies or placement.	Capacity building and technical assistance provided to different social partners, technical assistance in revising law and policy reform. Notably in aligning law and policy reform to ratified ILO Conventions C143, C181, C189 and P29.	Activity cancelled: Contribution to the Taskforce on the Regulation of Sub-Agents	Technical assistance provided in revising regulations and laws, notably the Draft National Emigration and Welfare Policy.
2. Tools and guidelines for service provision for migrant workers are developed	TA provided to multiple constituents in this regard, with tools, strategies, and manuals having been developed	Integration of FR principles in the Camara del Agro's human rights policy, as planned rollout of the policy in two sectors. TA provided to other constituents in developing strategies, actions plan, checklists, and awareness-raising campaigns	The project supported the organization of domestic migrant workers.	Capacity building to NTUF to provide training on advocating for FR for trade unions affiliate. Technical training to the trade unions and migrant workers' organizations.	Capacity building of PWF to cascade service provision at grass root level. Capacity strengthening of Briefing Officers at Protector of Emigrants Offices to enhance service provision for migrant workers. Tools have been developed along with capacity building activities to provide information and required services at community level through CSO.

[56] ILO (2020). ORTT; Narrative progress report dated December 2020; interview data.

SUB-INDICATORS FOR RESULT 1.3	MEXICO	GUATEMALA	MADAGASCAR	SRI LANKA	PAKISTAN
3. Draft bilateral cooperation mechanisms jointly developed/strengthened with government and unions	Three bilateral meetings have been held with constituents in Mexico and Guatemala, one per group of constituents (workers' organizations, employers' organizations, and governments)		Draft bilateral agreement model is being finalized		
4. Grievances/complaint mechanism and/or enforcement procedures for FR developed and/or strengthened				Launch of a complaint handling mechanism linked to the migrant recruitment advisor (MRA). The ITUC conducted a webinar on technology and labour migration with 581 viewers, highlighting the MRA.	Awareness raising activities to improve the access of prospective/migrants on grievance mechanisms.
5. Training provided on FR to constituents	REFRAME participated in multiple training and awareness-raising activities with constituents	REFRAME participated in multiple training and awareness-raising activities with government institutions	REFRAME participated in multiple training and awareness-raising activities with government institutions and supported the participation of constituents on FR training with ITC ILO	Capacity building to NTUF to provide training on advocating for FR for trade unions affiliate. Technical training to the trade unions and migrant workers' organizations. Other activities have been cancelled.	Training was provided to the BE&OE, Overseas Employment Corporation (OEC), the Ministry of Overseas Pakistanis and Human Resource Development, Protectorate of Emigrants Offices, National Vocational Technical Training Commission and its affiliated Facilitation Centres, Overseas Pakistanis Foundation, Pakistan Workers Federation, Employers Federation of Pakistan, Overseas Employment Promoters, Pakistan Bureau of Statistics and

SUB-INDICATORS FOR RESULT 1.3	MEXICO	GUATEMALA	MADAGASCAR	SRI LANKA	PAKISTAN
					Sustainable Development Goal Units. and PBS on FR
6. Mechanisms for skill development improved to meet both national and overseas labour market needs.					Support to harmonization of the national qualification frameworks through the National Vocational and Technical Training Commission

Legend:

Results have been achieved	Activities are being implemented, and result is on track to being achieved by December 2021	Activities not on track to be achieved by December 2021, due to delay or cancellation.	No activities have been planned or implemented

Achievement of outcome-level result

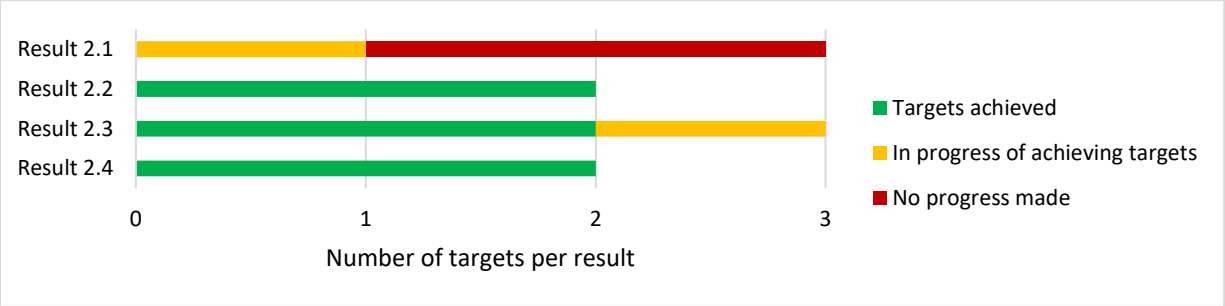
The project outputs mentioned above contributed directly to the achievement of the outcome-level result identified in the Project Document: "Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors". Only one indicator and associated target is used to measure the achievement of this outcome-level result: "countries in each of the selected corridors in which key stakeholders implement actions, in at least three of their eight areas". This target has been achieved given that stakeholders have taken actions towards implementing FR approach in at least three areas as illustrated in table 5.1 above.

Specific Objective 2: Social partners, business and the media start implementing actions/initiatives on fair recruitment.

Achievement of output-level results

Four output-level results are identified under Specific Objective 2. As illustrated in Figure 5.3, of the 10 output-level targets, the project has achieved or made progress towards achieving eight targets. Overall, with the exception of Result 2.1, the project is on track to achieve its targets for Specific Objective 2.

Figure 5.3 Alignment of Relevant SDGs to REFRAME's Specific Objectives 2[57]



With regard to the business case in the Nepal–Malaysia corridor in the electronic sector (Result 2.1), project activities were cancelled following the recommendations of the MTE. The factors explaining the cancellation of activities can be found in the MTE. However, it is important to note that project resources have been redirected to support a statistical survey on recruitment fees in line with SDG 10.7.1 methodology.

With regard to the development of a web-based evaluation system of labour recruiters (Result 2.2) and its implementation in two countries, the project supported the ITUC in upgrading and launching the platform in Sri Lanka and Kenya. However, the project has not yet achieved its target of having 500 workers and job seekers being informed on the MRA operation and its usefulness. While ITUC's affiliates have conducted outreach activities to educate migrant workers about the platform and collect offline reviews, the platforms in both countries remain scarcely populated. However, 5,170 and 3,509 users in Kenya and Sri Lanka respectively have accessed the MRA online. The project also published digital flyers and a video highlighting the MRA. Finally, REFRAME participated in a meeting hosted by the German Labour Ministry in Berlin in 2020, discussing the possibility of implementing MRA in the European Union.

REFRAME worked collaboratively with IFJ and the FAIR and BRIDGE project in the development of a toolkit and a glossary for journalists to report on forced labour and FR issues (Result 2.3). The tools have been translated into French, Arabic, and Spanish. REFRAME has piloted them with the help of partners in

[57] ILO (2018). ORTT; interview data.

Mexico, Guatemala, Madagascar, Pakistan, and Sri Lanka. The target of having 100 journalists attend the full training package has been exceeded with around 140 journalists participating in the countries listed above. In addition, the project has maintained regular contact with trained journalists, who have themselves created informal communities of practice around FR and forced labour issues. As a result, the project is on track to achieve its target of having at least 25 media pieces that report fairly on labour migration. Finally, the project aimed to have two journalism schools and/or IFJ members to include FR as a subject in their curricula. While it is challenging for universities and journalism schools to do so, since curriculum revision takes time, the project has signed agreements with CSOs in Sri Lanka and Mexico for the continued use of the media toolkit, and guest lectures have been organized at the University of Antananarivo in Madagascar. Moreover, partnerships with private schools are being explored.

Finally, under Result 2.4, the project contributed to the ILO Global business network on forced labour (GBNFL) in preparing several seminars and consultations with businesses in order to raise awareness on the FR General Principles and Operational Guidelines. The target to reach 40 participants through the seminars and consultations was exceeded, with close to 800 representatives from businesses employers' organizations having participated. The events took place in every continent except for Latin America. Finally, the project worked with the GBNFL on toolkits and publications destined for businesses. Among others, a map of anti-human trafficking organizations was developed and a due diligence toolkit on FR is being developed for employers.

Achievement of Outcome-Level Results

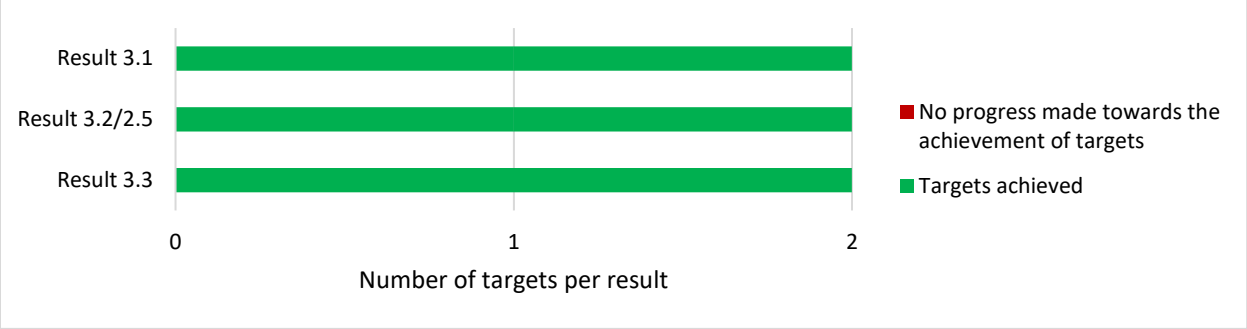
These outputs have contributed to the achievement of two of the four targets associated with four indicators used to measure the achievement of the outcome-level result identified under strategic objective 2: "Social partners, business and the media start implementing actions/initiatives on fair recruitment". First, the project largely exceeded its target of having at least 25 media stories published by the end of project implementation, with already close to 1,000 media entries having been submitted to the global media competition. Second, the project achieved its target of launching the MRA national platforms, as described above. However, the project has not yet achieved two targets associated with two of the four indicators used to measure the achievement of the outcome-level result. First, the project has not achieved its target to have 300 entries in the MRA, with 210 total entries in the MRA national platforms in Sri Lanka and Kenya. Second, the activities associated with the Nepal-Malaysia corridor were cancelled, as discussed above.

Specific Objective 3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines

Achievement of output-level results

Three output-level results are identified under Specific Objective 3. As seen in Figure 5.4 below, the project has achieved all six output-level targets.

Figure 5.4 Progress Towards Output Level Targets Under Specific Objective 3[58]



Under Result 3.1, REFRAME contributed to 10 high-level global and regional discussions on labour migration and FR. The project's contribution took the form of providing background documentation, supporting constituent participation by providing travel allowances, bringing forward this issue, and raising awareness on the importance of addressing FR in labour migration fora. At the time of writing the MTE, the project had participated in three of these meetings, namely the Tripartite Meeting of Experts on Defining Recruitment Fees and Related Costs in 2018, the Interregional Consultation on Labour Migration and Mobility from Asia and Africa to the Middle East in Beirut in 2017, and the annual meeting of the African Trade Unions' Migration Network (ATUMNET), held in Lagos in April 2018. Since then, the project has also contributed to regional multi-stakeholder meetings on labour migration in Asia and Latin America, notably the regional conference on migration in which all countries of Northern and Central America as well as some Caribbean countries participated in 2020. The project also contributed to joint seminars with the IHRB and the Global Forum on responsible Recruitment held in April 2021.

Respondents mentioned that the project provided studies and other background materials to inform the discussion at these meetings, expanded the thematic coverage of the meetings, helped reach a critical mass of participants, and provided a field-level point of view. In terms of documentation and studies supported by the project that were used during the above-mentioned global and regional fora, the project supported the preparation of brochures on the General principles and operational guidelines on FR in multiple languages, a global database of fees and related costs in national laws and policies, and a COVID-19 rapid assessment survey package, which has resulted in the production of national-level rapid assessments of the impact of COVID-19 on labour migration and fair recruitment in all project countries. In addition, the project produced research studies on fair recruitment and thematic areas (e.g., gender, role of sub-agents, trade unions), sectoral studies (e.g., tourism sector), as well as national-level studies (mentioned above under Specific Objective 1). Overall, REFRAME knowledge generation efforts have informed interventions at the national level, and served to highlight good practices/achievements at the national level. REFRAME's strong research and knowledge generation component is also a driving force behind the establishment of the Knowledge Hub on fair recruitment. The Knowledge Hub will draw on upcoming REFRAME research in the areas of labour inspection, public procurement and access to justice to host a series of webinars/knowledge sharing events, to develop communities of practices among these themes. Finally, the project hired an additional staff person responsible for research and knowledge generation, which is in line with a recommendation of the mid-term evaluation report to hire "a communication & knowledge management specialist".[59]

[58] ILO (2020). ORTT; interview data.

[59] Mid-term evaluation report recommendation 4, page 50.

With the objective of sharing FR knowledge with constituents (Result 2.5/3.2), the project developed a training toolkit on FR which was used by ILO's ITC during three training events in which constituents from REFRAME implementation countries and others participated. Consulted stakeholders who participated in the training events mentioned that the training allowed them to exchange FR experience and knowledge with actors from different regions. In addition to the training provided by the ITC, the project contributed to other training events held online, using the same toolkit.

Under Result 3.3, REFRAME, in collaboration with the World Bank and ILO's Regional Office for Asia and the Pacific, developed a methodology for countries to use to measure SDG indicator 10.7.1 on recruitment fees in the form of a survey module. The methodology was validated by the Inter-agency and Expert Group on SDG indicators, moving SDG indicator 10.7.1 from Tier 3 to Tier 2.[60] While the methodology was fully implemented in Bangladesh and piloted in Mexico, the project is still working with the national statistics offices in Pakistan, Sri Lanka, and Malaysia for its implementation.

Achievement of Outcome-Level Results

The achievement of output-level results described above resulted in the achievement of the three targets associated with the indicators used to measure the achievement of the third outcome-level result: "Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines". First, more than three regional and/or interregional processes on labour migration have referred policy documents on FR produced by the project, as mentioned above. Second, the project aimed at having at least one global institution and one national statistics office applying the methodology developed by the project to measure recruitment cost. As mentioned earlier, the project has supported the application of the methodology in Mexico and Bangladesh. Third and finally, the project achieved its target to have at least three training events, not implemented by the project, use the tools developed by the project. This target has been achieved since the tools developed by the project have been used in high-level events at Global Compact for Safe, Orderly and Regular Migration (December 2017), the Global Forum on Migration and Development in 2020, and have been used by the ITC outside the context of the project.

[60] The classification definitions are as follows: An indicator classified as Tier 1 means the indicator is conceptually clear, has an internationally established methodology, standards are available, and data are regularly produced by at least 50 percent of countries and of the population in every region where the indicator is relevant. An indicator classified as Tier 2 means the indicator is conceptually clear, has an internationally established methodology, and standards are available, but countries do not regularly produce data. An indicator classified as Tier 3 has no internationally established methodology or standards yet available, but methodology/standards are being or will be developed or tested. UNSTATS (2020). IAEG-SDGs. Tier Classification for Global SDG Indicators.

EQ.7: To what extent was the combination of global/country and corridor level approach valuable and functioning in practice?

Finding 6: Factors enabling the achievement of results include interactions between the project's global and country components, the project's flexibility in its implementation of the corridor approach, and in some cases the limited presence of other initiatives on labour migration in countries of implementation, and also the project's partnerships. Challenges to the achievement of results include the multiplicity and competition between initiatives on labour migration, and sometimes an unfavourable or changing political environment.

Interview data and available documentation, notably the narrative reports, provide insight into the factors that have supported the level of achievement of results described above in finding 5.

The interactions between the project's global and country components

As mentioned in the project document, REFRAME has the objective of exchanging knowledge and experience across regions and between the country and global levels. To this end, REFRAME combines direct support to specific countries along migration corridors under Specific Objective 1 with global initiatives of knowledge generation and sharing, capacity building, and awareness raising under Specific Objectives 2 and 3. Consultations with stakeholders revealed many interactions between the country and global levels of implementation that resulted in the achievement of expected results. First, interviewees in countries of implementation mentioned that the project provided input from global-level activities that were relevant to country-level actions, and that they were well adapted to each country's context for country-level actions. For example, the media toolkit is seen by interviewees that either work on the adaptation of the toolkit in each country or received the training from the media toolkit as highly relevant to the work of journalists covering issues related to forced labour and labour migration. Another example is the methodology that was developed for measuring the SDG indicator 10.7.1 as part of the global-level activities of the project, implemented at the country-level.

A Flexible Implementation of the Corridor Approach

As mentioned in Section 1.2, the REFRAME project centres its interventions on migration corridors, identifying both origin and destination countries for each corridor. While the project originally aimed to work with both destination and origin countries, it faced challenges and opportunities in the actual implementation. REFRAME showed flexibility and adapted accordingly, leading to a significant level of achievement of results. First, while a lack of political will and openness in certain countries of destination has limited REFRAME's possibility to implement concrete actions, the project acknowledged this limitation and instead focused its interventions in countries of origin. Despite this limitation, the project has implemented its activities within a corridor framework, for example building the capacity of origin countries in ensuring negotiation with destination countries. In turn, this work with origin countries may, in the long run, yield results in these countries. Finally, the project also supported stakeholders in origin countries to improve the provision of services for prospective migrant workers that wish to emigrate to specific destination countries.

Second, REFRAME has adapted the corridor approach, which entails bilateralism, to regional and national migration trends. This has allowed the project to respond to the specific needs of stakeholders. Concretely, the project has supported the Ministry of Labour and Social Welfare (MINTRAB) of Guatemala and the STPS of Mexico in their participation in the regional conference on labour migration. Also, the project adapted its tools and focus on FR in its work with constituents in Mexico and Guatemala to account

for the fact that these countries are both destination and origin countries, as well as countries with significant internal migrant trends. For example, the project built the capacities of employers' organizations, the Chamber of Agriculture (CAMAGRO) in the case of Guatemala and the International Horticultural Alliance for the Promotion of Social Responsibility (AHIFORES) in the case of Mexico, in implementing concrete actions on FR with regard to national migrations trends.

Presence of Other Projects and Initiatives on Labour Migration

REFRAME appears to be more effective in countries where there is a vacuum in terms of initiatives already being implemented on labour migration (see also section on coherence). Interviewees in Madagascar, Pakistan, and Guatemala mentioned that they welcomed the work of REFRAME since it was seen as the only initiative raising the issue of labour migration in the country. In these countries, REFRAME had a privileged access to key stakeholders who were receptive to the project. On the other hand, interviewees in Sri Lanka noted that it was more difficult for REFRAME to gain access to stakeholders in this country as REFRAME's partners were already working on two initiatives related to labour migration in the country, namely the EQUIP project and the Safe Labour Migration project. As a result, it was more difficult for REFRAME to gain access to project partners who could implement project activities. Interviewees mentioned that they conflated the REFRAME project with the two other projects in Sri Lanka, especially the Safe Labour Migration Project since it has been ongoing for 10 years in the country. However, it is important to note that REFRAME did collaborate with the two other projects mentioned above. In that collaboration, the three projects ensured that they would all bring their own perspective in their engagement with stakeholders, avoiding situations in which all three projects would separately engage with the same partners bilaterally. Finally, some interviewees in Mexico mentioned that, while the issue of labour migration was relatively new in the agenda of development partners in the country, they noted that there was a multiplication of initiatives on labour migration in Mexico, and that as a result they could be less inclined to work with the ILO, specifically on REFRAME, if there was no clear collaboration and coordination between REFRAME and other initiatives on labour migration. They mentioned that the task of ensuring coherence between development partners' initiatives on labour migration should be the responsibility of development partners, not that of tripartite constituents.

Political Environment

The political environment in which the project operated has been an enabling or limiting factor to project effectiveness depending on the countries of implementation. In Madagascar, Pakistan, and Guatemala, each government expressed a strong political willingness to tackle the issue of labour migration and fair recruitment specifically. For example, in Madagascar, the government recently ratified the ILO convention No. 143, no 181, no 189 and Protocol No. 29, which gave strong momentum for REFRAME to engage with the government and support the implementation of the conventions and protocol.

Aside from political willingness to work on labour migration issues, elections and political changes have also affected project implementation. For example, elections were held in Mexico, Guatemala, and Sri Lanka during project implementation. In the case of Mexico and Guatemala, elections have slowed down project implementation. For example, the bilateral tripartite meeting has been postponed. In Sri Lanka, the election, and a political crisis in 2019, slowed downed project implementation significantly. In Sri Lanka in particular, the project's engagement with some government institutions has been more challenging due to resistance with regard to bringing changes related to implementing the definition of recruitment fees and related costs, which may have limited stakeholders' willingness to engage with the project.

5.4 Efficiency

The OECD-DAC defines efficiency as "The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. […]This may include assessing operational efficiency (how well the intervention was managed)."[61]

EQ.8 How adequate were the project management and coordination mechanisms to address the identified needs and challenges?

Finding 7: The overall dynamism of REFRAME teams ensured efficient management of the project and enabled supportive communication mechanisms.

As clearly defined in REFRAME Project Document, while MIGRANT is responsible for overall coordination, the project is jointly implemented by MIGRANT and FUNDAMENTALS. This collaboration was perceived by many interviewees as a good opportunity to share cross-departmental knowledge and expertise which was considered a strategic choice by most ILO staff interviewed. Some REFRAME team members have overlapping responsibilities across both departments, which was considered by interviewees as an advantage in terms of communication and coordination by ILO's teams. The project receives adequate support from FUNDAMENTALS and its teams, which is very involved in the project. This collaboration is also effective across most departments involved (ACTRAV, ACT/EMP, DCOMMS, STATISTICS, etc.) according to most interviewees.

Overall, country teams were satisfied with support received from HQ and departments in Geneva. Weekly exchanges between the country offices and HQ have ensured ongoing communication on the project's progress. Respondents from the country office teams mentioned that the timely support of the MIGRANT team at HQ had been instrumental in reviewing TOR, concept notes, training material and in editing communications materials. The creation of a common Dropbox with a folder for each country made the implementation progress accessible to all, including sharing products, activities, tools, and studies. However, it appears that there are not many communications between country offices themselves. While time difference and connection issues posed a challenge to fluid communication between the Country Project Coordinators and NPCs, several calls were organized among NPCs across regions and, since the beginning of the pandemic, regular meetings have been initiated by the HQ team to which NPCs are also invited.

> *"The migrant branch in Geneva provided very efficient and timely support throughout the project period", "It could be great to learn from other NPCs on what works and what works less well" REFRAME project staff in-country.*

Furthermore, in-country teams mentioned the lack of capacities as being a challenge for their work. The Project Document planned the following: "Based on the identified needs in each of the pilot countries, full or part-time NPCs and Finance and Administrative Assistants will be hired to work in target countries with the responsibility of administering these funds, planning activities and processing and managing any implementation agreements envisaged to carry out the work."[62] Given the size and scope of the needs in the selected countries, consulted NPCs mentioned that human resources were limited to deliver the activities of the project in some countries, which they considered ambitious considering the timeframe. The administrative support was often part-time or non-existent in countries of implementation. Delays in

[61] OECD (2021). Evaluation Criteria, accessed 15 March 2021.

[62] ILO (2019). REFRAME Amended Project Document, p.40.

hiring procedures were also encountered to secure some key positions in country (for example, the national officer in Pakistan in 2018).[63] However, concrete actions were taken in some situations to address the human resources challenges in-country: in Guatemala, for example, the national officer was supported by a dedicated general staff position for a few months to boost implementation of the project and its visibility, which were experiencing delays.[64] In Pakistan, the implementation of REFRAME was expedited through engaging an ex-Senior Migration Specialist as Consultant, who provided significant support in building relationships with relevant stakeholders and implementing several high-level activities. In sum, delays in hiring staff and some staff turnover did not significantly affect the delivery of project activities, since, as mentioned in the effectiveness section, the project achieved or is on track to achieving planned results.

Although the regional office teams are dedicated to, and supportive of, the country teams, this support appears to be limited and variable from one region to another. Furthermore, European delegations in countries did not seem very involved, and some regretted the lack of communications with project teams.

Overall, the evaluation identified one limiting factor regarding REFRAME resources and management arrangements, both of which are common in the projects that the ILO implements and the functioning of UN agencies in general. Interviewees mentioned that some events and workshops were delayed because of internal discussions, which was corroborated by the document review (e.g., the Consultative workshop on SDG indicator 10.7.1 guidelines for measuring recruitment costs in Washington in September 2018, the Workshop on SDG indicator 10.7.1 in Istanbul in June 2019). The Global Forum for Responsible Recruitment was also postponed several times, mostly because of COVID-19, but also because of long internal negotiations, as well as external coordination negotiations with the other organisers (IOM and IHRB). It was originally scheduled to take place in June 2020 in Madrid, then was postponed to February 2021, and it will be finally held online in April 2021.[65] However, as mentioned in other sections of this report, participatory processes are also add significant value to the project, bringing diversity of viewpoints and technical inputs, as well as ensuring ownership and hence sustainability.

EQ 9. How effectively did the project management monitor project performance and results?

EQ 1. How valid was the project's theory of change?

Finding 8: While many project staff had responsibilities related to M&E, perceived as burdensome by a few, measures were taken to support project staff in their M&E tasks, leading overall to quality reporting on results achievement.

Most ILO staff interviewed consider the REFRAME M&E system to be effective, but areas for improvement were noted. The evaluation observed that many REFRAME staff persons had responsibilities related to the M&E system. While many project staff collected monitoring data on progress towards the achievement of project results, a staff in HQ was dedicated to compiling all the M&E data and completing the M&E tracking table (known as the objectives and results tracking table). HQ team supports on M&E tasks was provided to staff in the field. However, the absence of a full time M&E officer for the project and the burden this adds on the project technical team was documented in the latest progress report,[66] and mentioned during consultation with several respondents. The progress report points out that the technical team has to perform M&E tasks and that this may constrain the ability to regularly update the

[63] ILO (2019). REFRAME Narrative Report June 2018-May 2019, p.13 and p.30.

[64] ILO (2020). REFRAME Narrative Report June 2019-May 2020, p.8.

[65] ILO (2020). REFRAME Narrative Report June 2019-May 2020, p.42 and 49.

[66] ILO (2020). REFRAME Narrative Report June 2019-May 2020.

M&E tables. To mitigate this situation, REFRAME implemented three measures. First, the team worked on more regularly updating country work plans that were developed at the beginning of the project implementation period. Second, an internal COVID-19 assessment tool was shared with the team to review these work plans and propose measures to mitigate the effect of the pandemic on project delivery. Third, the team held more frequent inter-regional meetings, as per the recommendation of the MTE to "conduct more frequent meetings involving the Chief Technical Officer, NPCs and other interested constituents to improve knowledge sharing across corridors and across global and country level initiatives".[67] Still, both the interviewees and the latest progress report mentioned that the reporting tools needed simplification in light of the absence of a full-time M&E person.

The progress reports produced are seen by interviewees as high quality, detailed, and as allowing the team and the donor to monitor progress towards the achievement of results. Both the excel tables and the narrative reports produced for monitoring purposes include data disaggregated by gender in terms of people participating in capacity building and awareness-raising activities.

Finally, the MTE found that while project outputs and outcomes were well identified in the logframe, the causal linkages between outputs, outcomes, and the overall project objective could be better identified. More specifically, the MTE found that the theory of change (ToC) and the logframe of the project did not specifically address certain areas of intervention identified in the project narrative. The MTE also found that the ToC of the project could better identify the different levels of results and how different components of the project contribute to the same overall objective. Finally, the MTE identified that while project indicators are generally adequate, they lacked specificity in the case of indicators used to measure the achievement of strategic objective 1. As a result, the MTE recommended that "REFRAME should consider revising some of the indicators in its logical framework, further defining the Specific Objectives statements and, if possible, reformulate the overall ToC of the project or of a future project".[68] The evaluation team found no evidence that this recommendation had been implemented since the MTE was conducted in 2019, and the finding of the MTE still stands.

5.5 Impact and Sustainability

The OECD-DAC defines impact as the "the positive and negative primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended." It defines sustainability as "the continuation of benefits from a development intervention after major development assistance has been completed", "the probability of continued long-term benefits," and "the resilience to risk of the net benefit flows over time."[69] While the evaluation team did not find any evidence of unintended results, the section below details the evaluation's finding in regard to the impact and sustainability of the action.

EQ.10: What evidence is there to support that the project's emphasis on policy/legislative level and to a more limited extent on support to service delivery was effective in generating a broader and longer-term effect on workers?

EQ.11: Where and how has the project best been able to strengthen accountability of key stakeholders to ensure decent work and fair recruitment for migrant workers?

[67] ILO. Universalia (2019). REFRAME Independent Mid-Term Evaluation, p.51, recommendation 5.
[68] ILO. Universalia (2019). REFRAME Independent Mid-Term Evaluation.
[69] OECD (2021). Evaluation Criteria, accessed 15 March 2021.

Finding 9: Overall, the evaluation team found supporting evidence that the project's engagement with constituents and other interviewees has increased their awareness on FR, increased attention paid to FR issues in global and regional fora, and enabled the environment at the policy/legislative level.

With the achievement of most of the project outputs and outcome-level results (see finding 5), the project has had an impact in four areas.

First, virtually all interviewees, both at the country and global levels, were unequivocal in stating their engagement with REFRAME has increased their awareness of FR issues. At the country level, all constituents (government, WOs and EOs) mentioned that they better understood the importance of improving the legal framework and practices around FR to protect migrant workers from abuse and improve decent work. In countries where labour migration was already a priority area, REFRAME brought about a new perspective on labour migration around FR. In countries where labour migration was less on top of the priorities at the inception of REFRAME, like in Madagascar, the project raised awareness on FR, but also on labour migration as a whole. At the regional and global level, project engagement with stakeholders increased the importance given to FR in regional and global fora. For example, both the global business network on forced labour and the regional conference on migration in Latin America both address FR as part of their priorities through round tables and focus groups specifically working on the issue.

Second, the project has had an important impact on the policy and legislative environments in which it is being implemented. The most notable example at the global level is that the project contributed to constituents agreeing on the recruitment costs and related fees. At the country level, in Guatemala the project provided technical assistance to MINTRAB in drafting the regulation for the registration, authorization, and operation of recruiters and recruitment agencies placing workers inside and outside of the Republic of Guatemala. Again, in Guatemala, the project has contributed to the changes of laws and policies in light of the ratification of the convention and the contribution of the CAMAGRO's human rights policy, which should trickle down to its affiliates. In Madagascar, the project supported the drafting of legal texts and amendments, to align national legislation with the ratified Conventions 181 (1997), 198 (2011), and 143 (1975) and Protocol No. 29 and the drafting of a model for bilateral agreements on labour migration. In Pakistan, REFRAME contributed to refining the draft National Emigration and Welfare Policy through technical review. While the project has influenced these changes at the policy level by providing technical assistance, these changes have not resulted in clearly identifiable behavioural changes of constituents since they have not been fully implemented yet, with some laws pending approval. However, when approved, the policy-level changes will have a significant impact on how constituents take integrated actions towards implementing FR approaches, which should in turn have an impact on migrant workers.

Third, there are a few instances in which the project also had more direct impact on improving the working conditions of migrant workers. For example, the project has supported the establishment of resource centers for migrant workers in 30 districts of the Pakistan Workers Federation, providing guidance and referral services to prospective and returned migrant workers and their families. The project has also provided capacity building to staff in these centres. The project has supported the capacity building of community leaders in Pakistan, who are in turn participating in an awareness-raising campaign, providing relevant information to prospective migrant workers on their rights as well as on the resources available to them to emigrate. While the evaluation was not able to consult directly with trained community leaders and prospective migrant workers who participated in awareness-raising events, or the migrant resource centres, these results can have a direct impact, and can continue to have a direct impact, on migrant

workers since they are a direct source of information to migrant workers that can reduce abusive practices and improve FR practices as a whole in the country.

Fourth and finally, the consulted journalists who participated in the training on using the media toolkit clearly stated that the training was useful for them in improving the reporting they do on labour migration issues such as forced labour and FR. They reported being better equipped to interact with migrant workers in the field and reporting in a more neutral and informed manner on the issues. As such, these are good reasons to believe that the population as a whole, including prospective migrant workers, has better access to relevant and useful information on labour migration and FR. This access to better information on labour migration may in turn prompt the general population to demand that governments improve regulatory frameworks and practices surrounding the protection of migrant workers.

EQ.12: To what extent has the project led to substantial and/or long-term changes for one or more of the target group(s)?

EQ.13: Under what conditions would a second phase of the project be relevant?

Finding 10: On the one hand, the sustainability of the project's results has been partially ensured by the buy-in from many constituents and other stakeholders, the changes in the legislative environment, and the tools produced during the project implementation period. On the other hand, the sustainability of some of the results achieved would greatly benefit from the continuation of activities by constituents and other stakeholders, some of which would benefit from a second phase of REFRAME.

There are three main ways in which the sustainability of project's results has been partially ensured.

First, the project relies on the commitment and buy-in of its implementation partners as well as constituents to sustain the project's results. As mentioned in the finding above, the project has managed to put the issue of FR on partners' agenda, increasing the attention paid to the issue as a whole. Many consulted partners mentioned that they would continue working on issue related to FR beyond the project lifespan. There are a few examples that point out that project partners will continue implementing the activities they have initiated with REFRAME. For example, as per consultation with stakeholders, AHIFORES will continue disseminating the toolbox that was developed with REFRAME, CAMAGRO will continue implementing their new human rights policy with relevant sectors, and the PWF will continue providing services to prospective and returnee migrant workers, to cite a few examples. In sum, to ensure future use of the developed tools, outputs, and results in general, the project has engaged with constituents in the definition of expected results in each country of implementation through the development of constituent-specific workplans, and REFRAME closely involves constituents in the production of outputs, thereby creating ownership.

Second, the project supported the creation of tools, guidelines, and training materials that constituents will use beyond the project's implementation period. There are many examples of products that will be used beyond the project's scope, such as the methodology for measuring SDG indicator 10.7.1. Consulted ILO staff mentioned that this methodology will be piloted in countries in which REFRAME is not working. The development of this methodology is expected to have a lasting impact on the measurement of the SDGs until 2030. Another illustrative example is the media toolkit which is being used by other projects within the ILO, notably REFRAME, and for which consulted ILO staff mentioned that there is great interest within the organization to replicate the use of this product beyond the scope of REFRAME.

Third and finally, the sustainability of the results achieved by REFRAME is embedded in the results themselves when it comes to changes in the policies and legislative frameworks to align them with international standards on FR. Examples of such results include the technical assistance provided in Madagascar, Pakistan, and Guatemala mentioned in the finding above. Also, many outputs produced by the project have been used, are being used, or are planned to be used by other ILO projects. For example, the Safe and Fair Migration Project is implementing the methodology for measuring SDG indicator 10.7.1 developed by REFRAME.

While the project has managed to ensure the sustainability of its results through the three mechanisms illustrated above, the sustainability of some results could be ensured by a second phase of REFRAME. Many consulted partners in the corridors of implementation pointed out that, while their work with REFRAME has allowed them to put in place policies and mechanisms to better address issues related to FR, a continuation of their engagement with REFRAME would support them in the implementation and monitoring of these policies and mechanisms. For example, interviewees from the MINTRAB in Guatemala mentioned that they could benefit from further technical assistance from the ILO in implementing regulation for the registration, authorization, and operation of recruiters and recruitment agencies. Consulted ILO staff also mentioned that the continuation of activities' engagement with partners would be an opportunity for the ILO to learn from the implementation and monitoring of results already achieved by the project. The vast majority of consulted project partners mentioned that they were overall very satisfied with their collaboration with the ILO in the context of the REFRAME project, and that they are open to continuing their engagement with the project in a potential second phase.

6. Conclusions

Overall, the REFRAME project has brought added value and a fresh perspective to the field of fair recruitment. The design of the project itself, with the corridor approach and activities designed for both global and national implementation, was praised for its flexibility but also for enabling a broader scope than other initiatives on the same topic. Overall, the project has succeeded in filling a gap in knowledge and capacity in the field of fair recruitment in many countries.

The project is highly relevant in terms of its objectives, the needs of migrants, in particular the needs of women, and the COVID-19 context. By selecting some countries with a high proportion of female migrant workers and by ensuring the integration of a gender approach in most of the activities and tools developed, the project is deemed gender responsive. The COVID-19 pandemic and its consequences on the economy and the freedom of circulation of people, have only accentuated the need for fair recruitment initiatives such as REFRAME. REFRAME's operations, already largely remote, have allowed the teams to adapt quickly to the global pandemic since March 2020, and notwithstanding a few delays, the pandemic has not significantly affected the progress of activities.

The flexibility of the teams has also allowed them to identify priorities in the early years of the project, focusing on activities with real transformative potential for the targeted populations. REFRAME's legislative and normative work has been particularly significant, especially in Guatemala and Madagascar, with important changes in the national regulatory frameworks and a major impetus in the ratification of some international conventions (e.g., C.189, C.143). Another key achievement of the project is its media component, which responded to a real need for change in the way fair recruitment and the living conditions of migrant workers are treated in the media. The activities have been well received by stakeholders, and the global media competition has brought visibility to the project. Its potential for replicability has already proven successful while some tools produced for this purpose are already being used by other ILO projects, with further opportunities to be explored.

The major added value of the project is its ability to effectively convene a multitude of migration and labour migration actors around the table in accordance with the ILO's mandate and its tripartite structure. At the regional and global levels, the project participated in, and contributed to, various global and regional fora on labour migration with technical inputs, resulting in increased attention given to FR in these fora. The REFRAME team has been able to mobilize other ILO projects in the countries of implementation and at the global level, as well as colleagues from multiple departments and units, both at HQ and in the regional offices. Outside the ILO, REFRAME has multiplied synergy efforts with other UN agencies, employers' and workers' organizations, and civil society. These collaborations would not have been possible if not for the dynamism and the constant proactivity of the REFRAME team and the willingness and receptiveness of the various stakeholders.

However, some factors may also hinder the project's ability to go further in terms of lasting effects and changes. The collaboration with stakeholders and institutional partners is likely to vary and depend on the individuals involved and their level of commitment towards the issue of FR. The funding of projects pertaining to the fair recruitment niche remains a challenge for the ILO, which has to rely on visibility to attract new potential donors. In the case of REFRAME, this avenue still needs to be explored to ensure the viability of the activities, the concretization on the ground and in the lives of migrant workers of the changes initiated at the legislative and normative level, likely through a second phase of the project. The presence of multiple actors in the migration sector and the sometimes-competitive relationship with some key players can slow down negotiations related to fair recruitment.

7. Lessons Learned and Emerging Good Practices

The following paragraphs include the lesson learned and good practices statements. They are further defined in Appendix VIII

Lesson Learned 1: Based on the ILO's experience of implementing the REFRAME project in multiple countries, the evaluation team observed that project effectiveness can be affected both positively and negatively by the presence of other projects working in similar thematic areas in a given country.

Good Practice 1: Working with media organizations with the objective to improve journalists' capacity to investigate and report on a specific issue and inform the general population as a whole can be an effective complementary strategy to a project's system-level results.

Good Practice 2: Combining global and country level actions, with the objective of facilitating exchange of knowledge and experience between regions and between country and global levels initiatives, can facilitate results achievement.

Good Practice 3: A flexible implementation of the corridor approach to implementing actions can lead to the achievement of regional-level results.

8. Recommendations

The evaluation findings, conclusions, and lessons learned informed the following recommendations developed by the evaluation team and refined based on discussions during two virtual debriefing workshops held in March and April, 2021, with the REFRAME Team, the Evaluation Manager, and ILO staff from other departments. The recommendations were further refined following a second round of feedback (June 2021) on said recommendations.

Recommendation 1: In considering a second phrase of REFRAME, the project should adopt the same corridor approach used in the first phase of the project, taking into consideration national and regional migration trends that are beyond the scope of a bilateral corridor approach.

Related to findings: 6	**Priority**: Medium
Relevant stakeholders: MIGRANT and FUNDAMENTALS	**Resource implications**: Medium

Findings of this evaluation and the mid-term evaluation indicate that the corridor approach is relevant and effective in achieving the results identified in the project document. The corridor approach allows interventions at both ends of the corridor to be specific and focused on the needs of migrant workers and the context of the corridor. As such, interventions can be tailored to the needs and challenges faced by migrant workers moving between two specific countries.

As supported by evaluation finding 6, REFRAME's flexible implementation of the corridor approach led to effective achievement of the project's indented results. More precisely, while the original intention in the implementation of the corridor approach was to work in both destination and origin countries along migration corridors, REFRAME worked mostly with origin countries in some cases (Sri Lanka, Pakistan, and Madagascar) and took into consideration regional migration trends when engaging with project stakeholders, for example in the Guatemala-Mexico corridor. The different ways the corridor approach was implemented during the project, and in particular the way the project adapted the approach to national and regional contexts, yielded a significant level of achievement of intended results.

Since this flexible implementation of the corridor approach yielded significant results, MIGRANT and FUNDAMENTALS should make more explicit how national and regional trends are considered in the implementation of the corridor approach in future projects. For example, at the design stage of a project on FR, the project document could make more explicit reference to the different ways the corridor approach will be implemented depending on each migration corridor's context. The project's expected results could thus be tailored to the specificity of how the project intends to intervene in each migration corridor. This could be further defined in the project's theory of change.

Finally, the participation and role of ILO's regional offices in the implementation of the corridor approach could be made more explicit in the design of the project, ensuring alignment between projects and regional priorities of the ILO. This could help ensure that the implementation of the corridor approach considers regional and global migration trends as well as other initiatives on labour migration in selected migration corridors.

Recommendation 2: The ILO should consider strengthening its leadership role among development and humanitarian partners in the harmonization of interventions in the area of labour migration.

Related to findings: 3, 4	**Priority**: High
Relevant stakeholders: MIGRANT and FUNDAMENTALS	**Resource implications**: High (high implication of human resources at high levels)

Considering that labour migration is increasingly becoming a crowded space with multiple international actors with their own agendas, competing for the same resources, FUNDAMENTALS and MIGRANT should consider strengthening the role of the ILO in coordinating and harmonizing development and humanitarian partners' interventions in the area of labour migration, with the following objectives:

- Increase effectiveness of assistance provided by ensuring coordinated efforts from development partners to reduce the burden of coordination from constituents in countries of implementation;
- Coordinate resource mobilization efforts between development partners and donors working in the area of labour migration;
- Coordinate advocacy efforts with development partners to ensure consistency in the international normative shared with constituents; and
- Enhance coordination and cooperation mechanisms within the framework of the Fair Recruitment Initiatives.

When engaging in coordination activities with development and humanitarian partners in the field of labour migration, coordination with other agencies should be considered in light of their potential added value to REFRAME's objectives. Coordination among agencies does not necessarily translate into multi-agency projects, but rather in making sure that the ILO's work will complement the work of other actors in the field of labour migration undertaken in a country or corridor. This is particularly relevant considering that the expertise and priorities of agencies differ.

Recommendation 3: In considering a possible second phase of REFRAME, the project timeline should account for an inception phase in which the selection of countries may take a few months, and MIGRANT should ensure that the countries and corridors selected for implementation of activities take into account the enabling and limiting factors influencing results achievement learned from the implementation of the first phase of REFRAME.

Enabling factors include the presence of other projects on labour migration, enabling political and legal environment, presence of MOU/migration bans between countries, willingness of stakeholders to engage with REFRAME in new countries / to continue to engage with REFRAME in current countries. Even when all the factors are considered in selecting countries and corridors of implementation, political events can overtake the activities planned, hence, REFRAME should continue its flexible implementation of the corridor approach as mentioned in recommendation 1.

Considering that the selection of countries for a second phase can be time consuming, it should be taken into account in the project timeline. As mentioned in the MTE the REFRAME initial timeline did not account for the fact that the countries and corridors had not yet been identified at the time the PRODOC was prepared. The second phase of REFRAME should have a separate inception phase with a dedicated

budget, allowing sufficient time to select countries of implementation based on the experience acquired during the first phase of REFRAME.

Related to findings: 6, 10	**Priority**: High
Relevant stakeholders: MIGRANT, REFRAME Project Team, donor	**Resource implications**: High (assumes a second phase of REFRAME)

Recommendation 4: In considering a possible second phase of REFRAME, MIGRANT should ensure that the project is sufficiently and promptly staffed in implementation countries.

Related to findings: 6, 7	**Priority**: High
Relevant stakeholders: MIGRANT, donors	**Resource implications**: High

Findings 6 and 7 of the evaluation indicate that the pace of implementation was affected by the way the project was staffed in countries of implementation. Specifically, the project has made more rapid progress in achieving results in countries where it was staffed with NPCs early on in the implementation than in countries where the project faced staffing challenges. Also, the staffing of the project was considered insufficient in a few countries.

As such, during a second phase of REFRAME, MIGRANT should make sure that countries in selected corridors of implementation are staffed with NPCs at project inception to ensure early engagement with project partners. Also, when work plans are designed in each country of implementation, MIGRANT should consider assessing the human capacity required to ensure the implementation of project activities included in each country work plan. Considering that staffing may be subject to donor restrictions, among other factors, REFRAME should aim to ensure timely staffing in countries of implementation to maximise project effectiveness. In cases where many activities have to be delivered in a short time, there should be enough flexibility from the donor side to reallocate budget lines to the recruitment of new staff, in particular when activities are implemented in a short timeframe.

Recommendation 5: The collection and use of monitoring data should be strengthened for a second phase of the project, more precisely in terms of how responsibilities associated with the M&E system are shared, understood, and implemented by project staff.

Related to findings: 8	**Priority**: Medium
Relevant stakeholders: REFRAME Project Team, MIGRANT	**Resource implications**: Medium

The findings highlight a perception among some project staff that M&E tasks are complicated, seen as “someone else’s job”, or an extra burden added to other project-related tasks. If a second phase of REFRAME is implemented, MIGRANT should ensure project staff are clear on their respective roles and responsibilities in collecting and using monitoring data and should provide staff with appropriate capacity building and/or guidance so that they can carry out these tasks effectively.

Appendix I Terms of reference

Terms of Reference

FINAL INDEPENDENT EVALUATION of

Global Action to Improve the Recruitment Framework of Labour Migration

Project code	DCI-MIGR/2015/364-227 – GLO/15/41/EUR – REFRAME
Award no	501923
Project duration	15 January 2017 – September 2020 (pending confirmation of no-cost extension until March 2021)
Geographical coverage	Pakistan, Sri Lanka, Guatemala, Mexico and Madagascar, with limited action in Lebanon and Kuwait, the corridor Nepal-Malaysia and Kenya
Donor	European Commission, ILO
Project Budget	€ 8,000,000 (EC); € 400,000 (ILO)

Terms of Reference

EVALUATION of

FINAL INDEPENDENT EVALUATION of

Global Action to Improve the Recruitment Framework of Labour Migration

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1. Introduction

1. These Terms of Reference (TOR) are for the independent final evaluation of the REFRAME project DCI-MIGR/2015/364-227 – GLO/15/41/EUR – REFRAME. The project's overall objective is to reduce abusive practices and violations of human and labour rights during the recruitment process and maximize the protection of migrant workers in the recruitment process and their contribution to development.
2. The final evaluation will assess the level of achievement of the intended results with a focus on higher level results, and propose recommendations for improved design and delivery of a possible second phase.
3. This evaluation will cover the period from January 2017 to the end of the project (no-cost extension requested until March 2021).
4. These TOR were prepared by the Evaluation Manager – Laura de Franchis - based upon an initial document review and consultation with stakeholders. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Evaluation

5. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale and objectives

6. The final evaluation is undertaken in accordance with the ILO Evaluation Policy Guidelines (3rd edition) adopted in 2017, which provide for systematic evaluation of projects in order to improve quality, accountability, transparency of the ILO's work, strengthening of decision making processes and support to constituents in forwarding decent work and social justice.
7. As per ILO's evaluation policy and the REFRAME Comprehensive Monitoring and Evaluation Strategy Guidelines, the project is subject to both a mid-term and final independent evaluations.
8. The final evaluation will have the following uses for the ILO:
    a. Accountability: Assess the level of achievement of the project's intended higher level results
    b. Learning: Provide an overview the internal and external factors that explain the level of achievement
    c. in light of the project's achieved results, the evaluation will establish the validity and the relevance of the project's theory of change and implementation strategy (eg: Assess if the strategies and implementation modalities chosen and partnership arrangements were appropriate in view of constraints and opportunities in the project operating environment);
    d. Strategic planning: Provide recommendations on how to design and implement a possible second phase of the project that would result in increased project effectiveness, efficiency and long term sustainability.

9. The REFRAME final independant evaluation will provide essential elements for the design of an eventual second phase to be submitted to the European Union.

2.2. Stakeholders and Users

10. A number of stakeholders both inside and outside of the ILO have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.

11. The ILO is comitted to including gender and non discrimination in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

12. The primary clients of the evaluation are the national constituents; project partners; the European Union/ Commission; labour recruiters (both private employment agencies and public employment services); other business enterprises; civil society actors and media outlets (external clients) and the project management team; responsible ILO field office; field technical specialist(s) and the ILO technical unit at headquarters, which backstop the project (internal clients).

13. The ILO office, the tripartite constituents and other parties involved in the execution of the project will use, as appropriate, the evaluation findings and lessons learnt for further interventions in this area.

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Responsible ILO field offices [in Pakistan, Sri Lanka, Guatemala, Mexico and Madagascar, Lebanon and Kuwait, the corridor Nepal-Malaysia and Kenya]	Responsible for the planning and implementation of interventions at country level. Have a direct stake in the evaluation and an interest in learning from experience to inform future interventions in this area. Are also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes.
Field technical specialist(s)	Responsible for technical guidance and support, the field technical specialists have an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other projects and programmes
HQ [The project management team; and the ILO technical unit at headquarters, which backstop the project]	ILO HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. Internally to the ILO, in addition to PARDEV, BUD/CT, EVAL, JUR and PROCUREMENT, the project main collaborating units include: FUNDAMENTALS, ACTRAV, ACTEMP, STAT, DCOMM, and INWORK, for activities on Domestic workers in particular in Madagascar as well NORMS, LABADMIN/OSH, GED as ITC-ILO.
Evaluation office [EVAL]	EVAL has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
ILO Governing Body [GB]	The ILO governing body has an interest in being informed about the effectiveness of ILO programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes. It will also feed into the Fair recruitment initiative and the P&B strategy for the biennium (outcome 7)

EXTERNAL STAKEHOLDERS	
National and global constituents [For example: • Globally: workers and employers' organizations, ITUC and IOE, WEC, IFJ, and, • at national level migrant workers associations, representatives of Ministries of labour, foreign employment, MFA, National migration institutes as relevant and more if appropriate.]	National constituents are partners in the design and implementation of activities, they have a direct interest in knowing whether activities in the country are aligned with their priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest.
UN and international organizations [World Bank and IOM and others]	Harmonized action with the UNCT and other international partners should contribute to the realisation of the government developmental objectives. The UN and international organisations therefore have an interest in ensuring that ILO programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of the ILO at policy and activity level, A lot of coordination with other agencies took place at global level within the framework of the FRI as well as interagency cooperation such as the UN network on migration or in relation with the GFMD..
NGOs and Civil Society actors [e.g MFA, IHRB]	NGOs and Civil society actors are ILO's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Beneficiaries	As the ultimate recipients of the intervention, beneficiaries have a stake in determining whether the assistance provided through the programme is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Donor [European Union/comission]	Donors have an interest in knowing whether their funds have been spent efficiently and if the ILO's work has been effective and contributed to their own strategies and programmes.

3. Context and subject of the Evaluation

3.1. Background

14. In 2014 the ILO Director-General proposed to the International Labour Conference the Fair Migration Agenda which includes fair recruitment as one of its main pillars. The purpose of this initiative was to, among other things protect the rights of workers, including migrant workers, from abusive and fraudulent practices during the recruitment process (including pre-selection, selection, transportation, placement and possibility to return) that were increasingly being recognized by the international community as an important element of reducing labour migration costs and thus improving development outcomes for migrant workers and their families.
15. Grounded on the Fair Migration Agenda, the Fair Recruitment Initiative aims at improving labour recruitment practices worldwide and it is implemented through various activities and projects at global and field levels. The project "Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME)", funded by the EU, is implemented under the framework of the ILO Fair Recruitment Initiative and seeks to supports the dissemination and operationalization of the ILO General principles and operational guidelines for fair recruitment, at global, regional and national level is. This is a global, multi-stakeholder project that aims at reducing abusive practices and violations of human and labour rights during the recruitment process and maximizing the protection of migrant workers and their contribution to development.

3.2. Project rationale and theory of change

16. The REFRAME project was designed as a response to poor governance of labour migration and insufficient or weakly enforced recruitment regulations that can lead to high cost of migration, unscrupulous recruitment practices, workers' abuse, deception and exploitation, discrimination and inequalities at the workplace as well as to skills underutilization and job mismatches. Fair and effective labour recruitment policies and innovative solutions are required to address these challenges, protect men and women migrant workers, and ensure labour market efficiency. Its overall objective is to reduce abusive practices and violations of human and labour rights during the recruitment process and maximize the protection of migrant workers in the recruitment process and their contribution to development.
17. The development objective of the project is to reduce abusive practices and violations of human and labour rights during the recruitment process and maximize the protection of migrant workers in the recruitment process and their contribution to development.
18. The REFRAME project adopts a comprehensive, rights-based and gender-sensitive approach based on International Labour Standards, guided by the Decent Work Agenda, and in support of disseminating and operationalizing the ILO General Principles and Operational Guidelines for Fair Recruitment. The ultimate targeted beneficiaries are women and men migrant workers who will be directly and indirectly impacted through the interventions at the national and global level.
19. Overall the project intended to contribute to reduce abusive practices and violations of human and labour rights during the recruitment process and maximize the protection of migrant workers in the recruitment process and their contribution to development.
20. The project has the following three immediate objectives/outcomes:

- **Outcome 1:** Undertake integrated action on fair recruitment across migration corridors to demonstrate the benefits and feasibility of fairer recruitment models
- **Outcome 2:** Enhance capacities of social partners, business, civil society organizations and the media to deliver better information and services to migrant workers throughout the recruitment process to demonstrate the benefits and feasibility of fairer recruitment models.
- **Outcome 3:** Produce and disseminate global knowledge and tools to inform policies and build capacities of relevant actors at different national, regional and international levels

3.3. Project fit into the ilo's strategic frameworks and link to the work of other partners at global, regional and country level

21. The mid term evaluation team found that REFRAME is strongly aligned to international commitments made on labour migration, ILO's strategic priorities, and the European Union's development agenda.
22. In regard to the Sustainable Development Goals (SDGs), REFRAME is fully aligned to SDG 8 on Decent Work and Economic Growth and to some of its specific targets and indicators. More specifically, the project is in full alignment to SDG 8.7, 8.8, and 10.7.
23. The REFRAME project is contributing to at least 3 of the 23 objectives of the Global Compact for Safe, Orderly, and Regular Migration. Additionally, the REFRAME project is aligned with ILO's strategic priorities. Specifically, it is aligned with outcomes 6 and 9 of the ILO's Programme & Budget Outcomes 2016-17 and 2018-19. REFRAME is also fully aligned with at least five of the eight fundamental rights conventions.
24. In regard to Gender equality and nondiscrimination, the project document (PRODOC) calls for gender-sensitive policy solutions and improvements to policy dialogue regarding the migration of women in specific sectors of the economy. Finally, REFRAME is clearly aligned to the European Agenda on Migration from May 2015.
25. At the country level, while governments from origin countries participating in the REFRAME project do not always perceive migrant worker FR as a top priority, the evaluation team noted increased governmental attention to issues related to FR as a result of project implementation.
26. The lack of government buy-in in some destination countries, particularly in Arab and Gulf States, poses a significant challenge to the implementation of FR approaches within REFRAME. The project acknowledged this challenge since the design of the project. As a result, the project focuses most of its efforts in countries of origin.
27. REFRAME is highly relevant for employers' organizations (EOs) and workers' organization (WOs) at the global level, particularly the World Employment Conference, the International Organization for Employers, and the International Trade Union Confederation. At the country level, FR is an important and relevant issues for EOs and WOs. However, for some EOs and WOs, FR and labour migration were new topics, and their engagement with REFRAME, according to the mid-term evaluation, has been sometimes curtailed by misperceptions, lack of a common understanding on the role of WOs and EOs on labour migration, and prioritization.
28. The REFRAME project complements other projects on themes closely related to FR and migration. REFRAME integrated lessons learned from other projects and built upon other projects' work, notably FAIR (Integrated Program on Fair Recruitment) and BRIDGE (A Bridge to Global Action on Forced Labour), and to a limited extent with ILO Qatar project, Safe and Fair project and TRIANGLE project in South east Asia.
29. REFRAME seeks to collaborate and coordinate with other relevant organizations active in this areas, notably IOM and IHRB.

3.4. Management set up and implications of the COVID-19 pandemic on project implementation

30. The REFRAME project started in January 2017 for an initial period of 3 years, a first no cost extension brought it up to September 2020 and a second one is being foreseen to extend it to January, possibly March 2021.
31. The project combines a Country/corridor approach with a global one. In some cases opportunities to influence the debate at reagional level have been regularly pursued, in particular with the Central American context. Countries involved in the project include Pakistan, Sri Lanka, Guatemala, Mexico and Madagascar, with limited action in Lebanon and Kuwait, the corridor Nepal-Malaysia and Kenya,
32. While the project did not take a sectorial approach, in some countries it has focused, due to the caracteristics of migration and recruitment, on specific sectors, such as agriculture and domestic work, and in the Nepal-Malaysia corridor on the electronic sector.
33. The Reframe project is funded by the European union, for a total budget of 8 million Euro. In addition the ILO is contributing 400.000 Euro of its own funds to the project.
34. Partners in the REFRAME project include representatives of Ministries of labour and Minsitries of foreign employment, MFA and the national migration institute for Mexico, as relevant in pilot countries; workers and employers' organizations, Private recruitment agencies associations, civil society organization, media organization, international organizations such as the World Bank and IOM. Internally to the ILO, the project main collaborating units include (in addition to in addition to PARDEV, BUD/CT, EVAL, JUR and PROCUREMENT) FUNDAMENTALS, ACTRAV, ACTEMP, STAT, DCOMM, INWORK, NORMS, LABADMIN/OSH, GED and ITC-ILO.
35. The project staff team comprises of global team made of a Project manager (CTA), technical and other support officers based in ILO Headquarters (both in MIGRANT and FUNDAMENTALS) and national staff. At the national level, based on the identified needs in each of the pilot countries, full or part time National Project Coordinators (NPCs) and Finance and Administrative Assistants have been hired. Recognizing the complexities of the issues at stake and with a view to support interdisciplinarity and and availability of expertise froma variety of areas, the project team cuts across departments and field/HQ units and offices and the budget, and financial accountability in some cases decentralized to relevant departments. The CTA holds the overall project management and coordination responsibility, under the supervision of MIGRANT Chief, while Department Directors and Office Directors have the financial accountability for the portion of budget and and staff under their direct supervision. This, in practice, means that work plans and budget need to be initially discussed and agreed with the CTA but are implemented with a certain degree of authonomy by the relevant unit/staff. While this allows the above mentioned interdisciplinarity, it requires regular coordination and monitoring mechanisms within the team. During the course of implementation the project team has been expanded to include expertise on areas such as communication and programming, after the Mid-term evaluation pointed to certain gaps.
36. In April 2020, countries were facing different intensities of lockdowns and travel restrictions were in place everywhere. The work plans of all the country projects are being adapted to reflect the impact of the COVID-19 Pandemic on project implementation. At the moment of requesting a no cost extension in May 2020, the project team had been revsing global and country level workplans, including a simple risks assessment table, to be able to consider possible scenarios for project implementation in light of COVID-19 crises. Such work plans, which included addition of targeted COVID19 specific activities and alternative online options

to face to face meetings, are regularly monitored and revised and web-based platform (www.slack.com) has been set up to ensure that project staff, all working from home, had rapid and common access to relevant informations and resources.

4. Evaluation Approach

4.1. Previous evaluations and reviews

37. As per ILO's evaluation policy and the REFRAME Comprehensive Monitoring and Evaluation Strategy Guidelines, the project is subject to both a mid-term and final independent evaluations. The mid-term evaluation covered the period from January 2017 to July 2018 and was submitted by the ILO to the European Commission in July 2019.

38. Overall it concluded that REFRAME was a well designed innovative project that was on track to achieving sustainable results at global and country level. At mid-point, REFRAME still had more than half of its budget to implement.

39. Different ILO projects on Fair Recruitment and labour migration had interacted quite organically with each other under the Fair Recruitment Initiative. These interactions created synergies, increased the quality of outputs produced, and allowed for the development of ILO staff expertise.

40. The corridor approach used by REFRAME was considered an adequate and useful framework to implement the Fair Recruitment Principles and Guidelines. While the project faced several constraints in working in countries of destination of the selected corridor, the project was flexible enough to adapt to emerging constraints and opportunities during its implementation.

41. The mid term evaluation formulated a set of 6 recommendations for the remainder of the project. The first one was to request a no cost extension.

4.2. Scope

42. The Final evaluation will cover the period from the start of the project in January 2017 up to its end (up to the date of the cost extension currently expected to be March 2021); all components (global, regional and country level) and all partners of the project.
43. The evaluation will follow UNEG guidelines on gender responsive evaluations, thus ensuring that adequate gender representation is maintained during data collection and that a gender equality lens is used during analysis and presentation of findings. Important references in this regard are provided at the end of this ToR.
44. The evaluation will comply with UNEG ethical guidelines for evaluations and EVAL's code of conduct.

4.3. Evaluation Criteria and Questions

45. The final evaluation will follow the revised 2019 OECD-DAC evaluation criteria, namely addressing
    e. **Relevance:** is the intervention doing the right things?
    f. **Coherence:** How well does the intervention fit?
    g. **Effectiveness:** is the intervention achieving its objectives?
    h. **Efficiency:** How well are the resources being used?
    i. **Impact:** What difference does the intervention make?

j. **Sustainability:** Will the benefits last?

46. Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007); the manual for gender audit facilitators and the ILO participatory gender audit methodology, 2nd Edition. The evaluation will be conducted following UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC). In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the initiative using the logical framework indicators.
47. Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the REFRAME project, which could inform future strategic and operational decisions.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	1. How valid was the project's theory of change? 2. To what extent was the project implementation gender inclusive and set the basis for non discrimination? 3. Based on this project's experience what conditions need to be in place for the intervention to make a difference in a country (balancing existing political commitment versus other considerations such as the magnitude and severity of the issue)? 4. To what extent was the project able to remain relevant and adapt in reponse to the COVID-19 crisis as well as to the local contexts?
Coherence	5. To what extent did the project collaborate with other ILO programmes and with other stakeholders in the country/region to increase its effectiveness and impact? • were partnerships built on strategic added value and complementarity of different partners and organizations • has the project been able to create synergies and leverage resources from other departments/technical projects/International Organizations? • Look into the different types of partnerships and in particular look into engagement with private recruitment agencies/public recruitment services/recruitment agency associations, trade unions and employers organizations. Look at whether the project has been able to engage and support networks nationally or through the corridor approach (need more clarity here) 6. To what extent project succeeded in preserving ILO's strategic role and values while working with others? 7. In the event of a second phase what further synergies can be built with other projects, International Organisations, etc?
Effectiveness	8. Taking their relative importance into account, to what extent has the project achieved its intended objectives and results? • Were outputs produced and delivered as per the work plan? Has the quantity and quality of these outputs been satisfactory?

Criteria	Evaluation Questions
	• How do the stakeholders perceive them? • How have the different target groups benefited from the project? 9. To what extent was the media engagement work effective in contributing to: • The production of more and better quality media articles • Infleuncing the public discourse on labour migration positively • Raising awareness and informing all actors involved in the fair recruitment process on how to engage in fair recruitment 10. To what extent have the REFRAME research/working papers met their objectives? 11. When and where support to service delivery was part of the project approach, how effective and far-reaching has it been?
Efficiency	12. To what extent was the combination of global/country and corridor level approach valuable and functioning in practice? What elements have driven or hindered the implementation of the combination of global/country and corridor level approach? 13. How adequate were the project management and coordination mechanisms to adress the identified needs and challenges? Did the project receive the required administrative, technical and political support? 14. How effectively did the project management monitor project performance and results? • Was the monitoring & evaluation system in place, sufficiently resourced and how effective was it? Was relevant information systematically collected and collated? Was the data disaggregated by sex (and by other relevant characteristics if relevant)? Did monitoring data and results drive implementation strategies? • How can progress in policy reform be best measured when it is by definition a longer term process whose impact on direct beneficiaries would likely be, if at all, after project closure?
Impact	15. What evidence is there to support that the project's emphasis on policy/legislative level and to a more limited extent on support to service delivery was effective in generating a broader and longer term effect on workers? 16. Where and how has the project best been able to strengthen accountability of key stakeholders to ensure decent work and fair recruitment for migrant workers?
Sustainability	17. What evidence is there to support that any of the results led to substantial and/or long-term changes for one or more of the target group(s)? 18. Under what conditions would a second phase of the project be relevant? a. Overall b. In the current COVID 19 pandemic and the upcoming recovery period

4.4. Data Availability

48. The main sources of information available to the evaluation team include:

    k. Technical project progress reports and publications
    l. Mid-Term Evaluation results
    m. Meeting reports and evaluations
    n. ITC-ILO traning reports and evaluations
    o. Reports from implementation partners
    p. Project monitoring and tracking tables
    q. Technical publications/studies
    r. Project webpage

49. Concerning the quality of data and information, the evaluation team should:

    s. assess data availability and reliability as part of the inception phase
    t. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

It should be noted that most data is of qualitative nature, with the exception of data on traning courses and meetings organized by the project. The project did not count on an available baseline for most of its indicators.

4.5. Methodology

50. The methodology will be designed by the evaluation team during the inception phase. The adjustment shall be done in consultation with the project manager and the evaluation manager. The review shall be carried out in adherence with the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2013.

51. It should:

- Employ the relevant evaluation criteria above.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods to consider proper representation of female and male respondents as well as of especially disadvantaged groups such as people with disabilities.
- Gender concerns should be addressed in accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects" . All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the evaluation process. The

evaluation should ensure that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used.

4.6. Quality Assessment

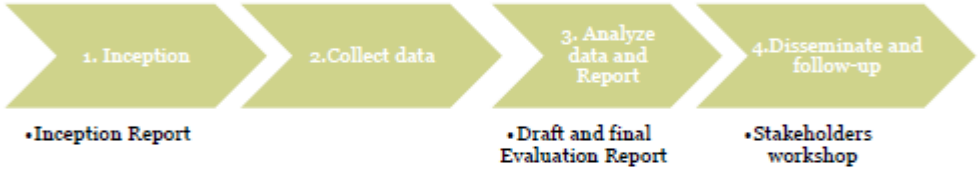
52. The ILO has developed a set of Quality Assessment Checklists for its evaluations. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

53. All final evaluation reports will be subjected to a post hoc quality assessment by EVAL.

5. Phases and Deliverables

54. The evaluation will proceed through the following phases.

Figure 1: Summary Process Map



5.1. Inception

55. The consultant will receive a briefing by the project team, review the project document, work plans, operational and financial progress reports, and other documents that were produced through the project. The briefing on the project will also include identifying the stakeholders to be interviewed and possible locations to visit as part of the evaluation mission.

56. Based on the evaluations purposes and the aspects suggested above; the document review and briefing from the project team, the consultant will develop an inception report. The inception report will present a summary of review of project documents, refine the evaluation questions, outline the interview tools for different stakeholder groups and provide a workplan for the evaluation. A guidance in this regard is available at: http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

5.2. Collect data

57. This phase will start once the inception report is finalized and the data collection plan is agreed upon. Data collection will primarily use qualitative methods including individual and group interviews. It will include conducting interviews/group discussions with selected stakeholders during evaluation mission(s) to select project location(s) as well as interviews through telephone and/or skype. Regarding the evaluation missions, the final selection of field visit locations should be based on criteria defined by the evaluation consultant during the inception phase after interacting with the project team and the Evaluation Manager.

58. The selection of respondents should follow the principles of purposive sampling and adequate representation of stakeholders.

5.3. Analyse data and report

59. Based on the document review and primary data collected by the evaluator(s), the draft report will be developed and shared with the Evaluation Manager for internal circulation and quality review. The observations and responses will be compiled by the Evaluation Manager and communicated to the evaluator(s) for consideration during finalisation of the report. The report will follow ILO-EVAL's quality assurance mechanism. In particular, the following should be considered:
    u. Recommendations are based on findings and conclusions of the report,
    v. Recommendations are clear, concise, constructive and of relevance to the intended user(s),
    w. Recommendations are realistic and actionable (including who is called upon to act and recommended timeframe).
60. In terms of formatting, recommendations should be written in two to three sentences of concise text; should be numbered (no bullet points); no more than 12 and should be presented at the end of the body of the main report, and the concise statement should be copied over into the Executive Summary and the Evaluation Summary (that is, the concise statements of recommendations should be verbatim identical in the recommendation section of the main body of the report, the Executive Summary, and the Evaluation Summary).

5.4. Disseminate and follow up

61. The findings from the data collection will be discussed and validated in a workshop of the project stakeholders, which will be the prime objective of the workshop. It is envisaged that the workshop will make recommendations to improve those areas that may be found during the analysis to be hindering smooth project implementation, affecting the intended results. In the event the COVID-19 pandemic does not allow for an in person meeting, the workshop may be organised via Video Conferencing.

5.5. Deliverables

62. The deliverables and deadlines for each phase are as follows:
    x. An inception report outlining the approach, methodology, evaluation questions, draft tools by stakeholder group, workplan and list of stakeholders.
    y. Draft report (including executive summary, conclusions, recommendations, good practices and lessons learnt)
    z. Final Evaluation Report no longer than 30-35 pages (excluding the annexes) as per the proposed structure in the ILO evaluation guidelines:
        i. Cover page with key project and evaluation data
        ii. Executive Summary (in the prescribed template which will be provided by the Evaluation Manager)
        iii. Acronyms
        iv. Description of the project
        v. Purpose, scope and clients of the evaluation
        vi. Methodology and limitations
        vii. Clearly identified findings for each criterion
        viii. Conclusions
        ix. Recommendations

x. Lessons learned and Good practices in the EVAL template (as part of the main report)
xi. Annexes

63. All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

6. Organization of the Evaluation & Ethics

6.1. Evaluation Conduct

64. The evaluation will be conducted by a lead evaluator in close communication with the ILO evaluation manager.

65. The evaluator will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

66. The Evaluator will report to the evaluation manager and receive technical and logistical support from the project manager. He/she should discuss any technical and methodological matter with the Evaluation Manager. The Evaluation Manager and project team will ensure that any relevant documents, weblinks and any other sources of information relevant and used during the course of the evaluation are attached to the final report.

67. This mid-term evaluation will be managed by Ms. Laura de Franchis, Senior Evaluation officer, based in the ILO Geneva office as assigned by ILO EVAL.

6.2. Work plan & time frame

68. The evaluation is expected to commence in October 2020 and conclude by February 2021. Once agreed, the timelines are expected to be strictly adhered to.
69. Because the final evaluation should feed into the design of the possible second phase of the project the final report needs to be available at the latest in February 2021.
70. Since most field operations are likely to end by the end of 2020, the window of opportunity for field missions does not extend beyond December 2020. Closer to the time of the field visit, in light of the current Covid 19 pandemic situation, if local health authorities do not permit on site field visits, the international team may decide to engage national evaluators to facilitate country level data collection in selected countries as they have the advantage of location, language and required flexibility in undertaking data collection in this situation.

71. The following is the preliminary timetable for the evaluation exercise, to be adjusted during the inception phase of the Evaluation.

Activity	Dates (TBD)	Work days	Responsible
Desk review, project briefing by the project team and development of inception report	Oct	7 days	Consultant with project support
Interviews with key stakeholders:	Oct/Nov	15 days	Consultant
Missions and field visits Countries TBD	Nov	15 days	Consultant
Stakeholder Workshop in Geneva (including preparation and discussion time)	Dec	3 days	Consultant with project support
Prepare draft evaluation report	Dec/Jan	10 days	Consultant
Finalize the evaluation report taking into account the consolidated comments	Jan	4 days	Consultant
TOTAL		54 days	

6.3. Evaluator appointment and qualification

72. The evaluation consultant will have knowledge and previous experience in the field of labour migration, force labour and trafficking in persons, with proven experience in project evaluations. Previous experience in evaluating EU funded projects is an asset.

73. The Evaluator should have the following qualifications:

- Advanced university degree in social sciences or related graduate qualifications;
- A minimum of 10 years of professional experience in conducting programme or project evaluations, experience in the area of child labour/forced labour/social dialogue will be an added advantage but not required;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English is required, working knowledge of Spanish or French is also an asset;
- Knowledge and experience of the UN System is desirable;
- Understanding of the development context of the Project Countries is an added advantage;
- Excellent consultative, communication and interviewing skills;
- Demonstrated excellent report writing skills in English; and

- Demonstrated ability to deliver quality results within strict deadlines.

6.4. Ethics

74. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

75. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

Appendix II Evaluation Matrix

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
RELEVANCE			
1. How valid was the project's theory of change?	a. Do project outputs and interventions causally link to the intended outcomes (results) that in turn link to the broader development objective?	I. Alignment of the project objectives with ToC II. Plausibility of logical links between project activities, outputs, outcomes, and their respective indicators. III. Stakeholders' perception on the extent to which the risks and assumptions upon which the project logic was based were realistic.	**Documents** • PRODOC • ToC • Logframe **Individual or group remote interviews** • ILO global and regional staff • Donor • National Project Coordinators – (NPCs) in non-visited countries **Individual or group interviews in sampled countries** • ILO staff.
2. To what extent was the project design gender inclusive and set the basis for non-discrimination?	a. Was the project's design based on appropriate gender analysis? b. To what extent does the project factors-in interventions that seek to advance gender equality and inclusiveness? c. How well does the project address the strategic needs of women and men?	I. Evidence that the project design was informed by a gender analysis/studies and an understanding of how women and men experience recruitment problems differently. II. Evidence that the project seeks to address human rights, as well as the situation of people with disabilities and on gender equality III. Stakeholders' and tripartite constituents' perception suggesting that the project sought to respond to the	**Documents** • PRODOC • ToC • Logframe • Corridor analysis • Monitoring products (Objective and results tracking table; Implementation, external factors and other issues tracking table; Narrative reports) **Individual or group remote interviews**

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
		needs of labour migrant including women IV. Evidence that monitoring mechanisms and reports captured relevant gender concerns/data (including of usage of sex-disaggregated data)	• National Project Coordinators – (NPCs) in non-visited countries • Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs
3. To what extent was the project able to remain relevant and adapt in response to the COVID-19 crisis as well as to the local contexts?	a. To what extent was the project relevant to the different national contexts in which it is being implemented? b. To what extent was the project able to adapt and remain relevant in the context of the COVID-19 pandemic providing solutions on FR tailored to this particular context.	I. National stakeholders' perception on the relevance of REFRAME at country, regional and global level. II. Stakeholders' perception on the adequateness of mitigation measures put in place by the project to address emerging challenges, including the COVID-19 pandemic. III. Type of changes or of activities introduced to adapt to the context of the COVID-19 pandemic.	**Documents** • Logframe • Workplans • Monitoring products • Project outputs **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) • Beneficiaries (global business network, IOE, WEC)

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
			Individual or group interviews in sampled countries • ILO staff. • Tripartite constituents (Government, WOs, and Eos).
COHERENCE			
4. To what extent did the project collaborate with other ILO programme and with other stakeholders at the country/regional/global levels to increase its effectiveness and impact?	a. Were partnerships built on strategic added value and complementarity of different partners and organizations b. Has the project been able to create synergies and leverage resources from other departments/technical projects/International Organizations? c. How well does the project complement other ILO and non-ILO programme in the same technical area? d. To what extent project succeeded in preserving ILO's strategic role and values while working with others?	I. Evidence of the value added of ILO and REFRAME to tackle labour/fair migration issues II. Evidence that coordination (formally/informally) with other ILO, UN and non-ILO/UN labour migration occurred at the resource mobilization, design, implementation and monitoring levels. III. Degree of alignment of REFRAME with the priorities of its tripartite constituents and with recruitment agencies/associations IV. # of similar ILO programme referring to the Fair Recruitment Initiative and its affiliated tools as guiding international instruments. V.	**Documents** • PRODOC • ToC • Workplans • Monitoring products • Project outputs **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • ILO global and regional staff • Donor • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Other UN agencies staff, and international development organization staff • European Delegations

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
EFFECTIVENESS			
5. To what extent has the project achieved its intended objectives and results?	a. Were outputs produced and delivered as per the work plan? b. Taking their relative importance into account, to what extent were the project's objectives/outcomes achieved? c. Has the quantity and quality of these outputs been satisfactory? d. How have the different target groups, including women and tripartite constituents, benefited from the project? e. When and where support to service delivery was part of the project approach, how effective and far-reaching has it been?	i. Degree of achievement of outputs and outcomes, disaggregated by gender, countries of implementation. ii. Level of satisfaction of stakeholders with the products and services delivered by the project. iii. Evidence of progress towards intended outcomes, disaggregated by gender, countries of implementation, and strategic objectives. iv. Extent to which the project's outputs and outcomes contributed to gender equality v. Level of satisfaction of stakeholders with the products and services delivered by the project, in particular regarding ILO's technical assistance in service delivery. vi. Extent to which research products generated by the project are used and perceived as relevant by project partners as well as the ILO in designing and implementing other projects	**Documents** • Logframe • Workplans • Monitoring products • Project outputs • Documents on project expenditures **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ, IDWF) and beneficiaries (global business network, IOE, WEC) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
			• Other UN agencies staff, WB, IHRB, and international development organization staff • European Delegations
6. To what extent was the media engagement work effective in achieving intended results?	a. To what extent was the media engagement work effective in contributing to: ▪ The production of more and better-quality media articles ▪ Influencing the public discourse on labour migration positively ▪ Raising awareness and informing all actors involved in the fair recruitment process on how to engage in fair recruitment	i. Quantity and quality of media articles produced by stakeholders on labour migration issues. ii. Perceptions on the effects of project's engagement efforts with the media, in particular training and ToT with journalist organization, on the quality of media articles. iii. # of events, policies, and events drafted and organised by project beneficiaries that include references to the General Principles and Operational guidelines for Fair Recruitment and / or the definition of recruitment fees and related costs	**Documents** • Logframe • Workplans • Monitoring products • Project outputs • Documents on project expenditures **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) and beneficiaries (global business network, IOE, WEC) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private)

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
			• CSOs • Other UN agencies staff, and international development organization staff • European Delegations
7. To what extent was the combination of global/country and corridor level approach valuable and functioning in practice?	a. What elements have driven or hindered the implementation of the combination of global/country and corridor level approach? b. What contextual and country-level factors have enabled or limited the ability of the ILO to meet projected targets, and how did the project adapt to different contexts?	i. Perceptions on the appropriateness of the corridor, country-level approach and global approach to tackle current labour migration issues ii. Types of factors that drove or hindered the effective implementation of the above-mentioned approaches iii. Factors influencing the implementation of the combined global/country and corridor approach iv. Contextual/External factors influencing the implementation of the project. v. Evidence that outputs from global components of the project were used in country and corridor components of the project, and vice versa	**Documents** • PRODOC • Logframe • Workplans • Monitoring products • Project outputs • Documents on project expenditures **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
EFFICIENCY			
8. How adequate were the project management and coordination mechanisms to address the identified needs and challenges?	a. Did the project receive the required administrative, technical and political support? b. Were the management and governance arrangements of the project satisfactory? c. Was there a clear understanding of roles and responsibilities by all parties involved?	i. Existence of TOR describing roles and responsibilities of parties involved in the project. ii. Alignment between the perceived administrative, technical and political needs and support provided by different ILO departments and units. iii. Level of satisfaction of stakeholders on the clarity and usefulness of the management and governance arrangements. iv. Evidence of adaptation/changes made to the planning/design documents to meet new/evolving needs. v. Stakeholders' perception suggesting the communication between the project team, the donor, ILO departments, and other stakeholders were effective.	**Documents** • PRODOC • Logframe • Workplans • Monitoring products **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • ILO global and regional staff **Individual or group interviews in sampled countries** • ILO staff.

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
9. How effectively did the project management monitor project performance and results?	a. Was the monitoring & evaluation system in place, sufficiently resourced and how effective was it? b. Was relevant information systematically collected and collated? c. Was the data disaggregated by sex (and by other relevant characteristics if relevant)? d. Did monitoring data and results (positive or negative) informed decision-making? e. To what extent was the implementation of the recommendations from the MTE was useful in increasing the effectiveness of management arrangements, the efficiency of the project, and the achievement of results?	i. Coherence and logic between project activities, outputs, outcomes, and their respective indicators ii. Proportion of SMART and sex-disaggregated indicators in the logframe iii. Evidence that an M&E system has been established and utilized systematically for reporting and decision making iv. Proportion of (sex-disaggregated) indicators for which monitoring data are available v. Existence of a baseline in the project M&E system, and evidence that the baseline was referenced in reporting products. vi. Evidence of involvement of ILO constituents (and other stakeholders) in the M&E process as prescribed by ILO policy vii. Stakeholder' perception on the impact of the recommendations of the MTE on the efficiency and effectiveness of the project.	**Documents** • Logframe • Workplans • Monitoring products **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries • ILO global and regional staff • Donor **Individual or group interviews in sampled countries** • ILO staff.
IMPACT			
10. What evidence is there to support that the project's emphasis on policy/legislative level and to a more limited extent on support to service delivery was effective in generating a	a. To what extent did the project's support to policy and legislative changes was effective in generating a broader and longer-term effect on workers? b. To what extent did the project's support to service	i. Evidence of unintended effects, positive or negative. ii. Perceptions on the plausibility that the project's contribution might have a long-term effect.	**Documents** • Monitoring products • Project outputs **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
broader and longer-term effect on workers?	delivery in general was effective in generating a broader and longer-term effect on workers?	iii. Evidence that the project had differentiated, positive effects on the fair recruitment of labour migrants. iv. Stakeholder's perception on the role of the project's technical assistance in increasing the quality and ensuring the use of amended policy and legislative pieces.	• Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) and beneficiaries (global business network, IOE, WEC) • Ultimate beneficiaries (migrant workers) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs • Other UN agencies staff, and international development organization staff • European Delegations
11. Where and how has the project best been able to strengthen accountability of key stakeholders to ensure decent work and fair	a. Has the project supported social dialogue on fair recruitment issues in global and regional fora and in countries of implementation?	i. Evidence that the project has supported the creation of accountability mechanisms between social partners on labour migration issues, and that these accountability mechanisms have been used.	**Documents** • Monitoring products • Project outputs **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
recruitment for migrant workers?	b. Has the project supported the capacity of stakeholders in collecting and generating evidence for monitoring commitments towards international and national commitments on fair recruitment issues?	ii. Evidence that the project has supported social dialogue on labour migration and fair recruitment issues in global and regional fora as well as among constituents in countries of implementation. Evidence include research papers produced with TA from REFRAME being referenced or used by constituents. ii. Evidence that the project has supported stakeholders' capacity to collect and monitor data and report on their national and international engagement on labour migration and fair recruitment issues.	• Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) • Beneficiaries (global business network, IOE, WEC) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs • Other UN agencies staff, and international development organization staff • European Delegations
SUSTAINABILITY			
12. To what extent has the project led to substantial and/or long-term changes for one or more of the target group(s)?	a. To what extent has the project developed and implemented exit strategies to ensure results will be sustainable? b. What stakeholders or target groups are the most likely to	i. Existence of exit strategies at country, regional or global level ii. Constituents' and stakeholders' perception on the sustainability of results to which the project contributed at: a. Individual level	**Documents** • Monitoring products • Project outputs **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
	benefit from the results of the project on the long-term?	b. Institutional level c. Policy/enabling environment level iii. Evidence that the project contributed to the ILO's and constituents/stakeholders approach to fair recruitment strategy and policy formulation. iv. Perception of the donor and constituents/stakeholders of their ownership of the project's results since inception.	• Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) and beneficiaries (global business network, IOE, WEC) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs • Other UN agencies staff, and international development organization staff • European Delegations
13. Under what conditions would a second phase of the project be relevant?	a. In the event of a second phase, what opportunities exist for the ILO to a) build on the results achieved in the first phase; b) sustain and deepen results achieved in the first phase; c) use outputs and results from the first phase to build the capacity of new partners in	i. Stakeholders' openness and willingness to continue working with the ILO on FR issues. ii. Stakeholders' perception on gaps in their capacity to address FR issues on which they would welcome assistance from the ILO	**Documents** • Monitoring products • Project outputs • Corridor analysis • Workplans **Individual or group remote interviews** • National Project Coordinators – (NPCs) in non-visited countries

KEY QUESTIONS	SUB-QUESTIONS	INDICATIVE MEANS OF MEASUREMENT (OR INDICATORS)	DATA COLLECTION METHODS AND SOURCES
	addressing fair recruitment issues? b. In the event of a second phase, what further synergies can be built with other projects, International Organisations, etc?	iii. Stakeholders' perception on ILO's possible reach in addressing FR issues with new partners.	• Tripartite constituents (Government, WOs, and Eos) in non-visited countries (Mexico and Guatemala). • ILO global and regional staff • Donor • Implementing partners (ITUC, IFJ) • Beneficiaries (global business network, IOE, WEC) • Other Un agencies staff, and international development organization staff **Individual or group interviews in sampled countries** • ILO staff. • Tripartite constituents (Government, WOs, and Eos). • Labour recruiters (public and private) • CSOs • Other UN agencies staff, and international development organization staff • European Delegations

Appendix III Overall Methodological Approach

Use of evaluation approaches

The evaluation uses mix of evaluation approaches, described in detail below:

1. **Utilization-focused Approach** This consultative and iterative approach is well-tested and widely used, seeing to increase the relevance and uptake of recommendations by stakeholders as it clarifies expectations and objectives in terms of quality, content and use of the evaluation. Concretely, this means that the evaluation team consulted with ILO at all steps of the evaluation process to ensure the usefulness of the approach, tools, findings and recommendations.
2. **Participatory Approach** The evaluation allowed for stakeholders (ILO Tripartite Constituents, ILO staff and strategic partners, including UN Agencies, donors) to provide input during key phases of the evaluation process. To achieve this, the team consulted stakeholders throughout the process and presented information in a clear and succinct fashion. The team ensured that it understood the information imparted by participants through probing and additional questions if necessary, as well a summarising the points made during the interviews to validate the information.
3. **Gender Equality** The evaluation team sought to recognize gender and power relations that pre-exist in a given development context. It made targeted efforts to ensure that the selection of stakeholders consulted for the evaluation solicited a diversity of perspectives. Gender equality was mainstreamed in the evaluation through: (i) applying gender analysis by involving both men and women in consultation; (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; and (iii) forming a gender-balanced evaluation team. Thus, analysis of gender-related concerns were based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects, UNEG Ethical Guidelines, and EVAL's code of conduct. It also relied on ILO's EVAL Guidance Note 3.1 on *Integrating gender equality in monitoring and evaluation* (2020).
4. **Qualitative Approach** The evaluation team utilized a range of methods to assess each evaluation criterion through its associated key evaluation questions. As much as possible, key findings were derived from at least two and preferably three sources of data. Triangulation of data is of critical importance in evaluating interventions that involve complex political and social change in dynamic country contexts where there is little scope for a thorough statistical analysis. The evaluation team used on approach to triangulation that cross-checks information and analysis across three research areas – **perception**, **validation** and **documentation** – to identify evaluation findings.

Sampling and data collection

Given the nature of this evaluation and the short timeframe to prepare and conduct data collection, the evaluation team relied on nonprobability sampling using a mix of convenience sampling and of purposive sampling.

At country level, as per the TOR, the evaluation team conducted more in-depth data collection process in a sample of three countries, namely, Madagascar, Pakistan and Sri Lanka. Several criteria were taken into account to inform this decision. First, Guatemala and Mexico were the two countries that were visited in 2019 for the MTE of REFRAME. Since the final evaluation relied on the data and on the findings of the MTE

to support its analysis, focusing data collection efforts on other countries not visited during the MTE provided the evaluators a more diverse and complementary set of data on which it can support the evaluation findings.

Second, preliminary consultations allowed the evaluation team to verify with National Project Coordinators (NPCs) whether stakeholders would be generally available to participate in an evaluation and whether other external factors (COVID-19, political situation, emergencies, etc.) could compromise the feasibility of the evaluation in their countries. NPCs indicated that in all countries, except Mexico, project's stakeholders would most probably be available in January and early February to participate in the evaluation.[70] No major external constraints (beyond COVID-19) were identified for most countries, except Guatemala, whose political situation remains complicated and where responses to recent emergencies affected stakeholders' availability.

Third, the level of implementation of activities was deemed acceptable in all countries. In addition, it was determined that relying on national consultants in Pakistan and Sri Lanka would facilitate the interview process (regardless of whether it would be conducted in person or virtually). Consulted project staff in both countries mentioned that working with national consultants for data collection would prevent issues related to language and cultural barriers that could bias stakeholders' responses during interviews. Finally, issues related to time zone differences between Asia and Eastern Canada were overcome by relying on national consultants in both of these countries and in Madagascar. The evaluation team was able to conduct required virtual interviews in Guatemala and Mexico virtually with none of these constraints, since they are located in the same time zone and they have significant working experience in these two countries.

Approach to the final evaluation in the context of COVID-19

Like other organizations, evaluators have to adapt their approaches and activities to respond to the COVID-19 pandemic and its consequences. Universalia's approach to conducting the final evaluation of REFRAME in the context of the current global pandemic was based the following principles which were applied throughout the assignment.

1) **Virtual meetings and mobilization of national consultants:** International travel was not permitted, limiting the ability of international consultants to carry out in-person data collection in sampled countries. The evaluation team worked with national consultants for the delivery of this mandate, including face-to-face meetings with stakeholders on the ground, if global pandemic protocols allow for this. Once the selection of the three countries for in-depth data collection was approved by the Evaluation Manager and REFRAME's team, the evaluation team hired national consultants in the three sampled countries to carry out part of the data collection.

2) **Do-no-harm:** Decisions about methods were guided by the overarching aim to minimize the risk of contracting COVID-19 for the Evaluation Team members as well as for all informants contacted in the context of the assignment. A do-no-harm principle currently justified the execution of components of this assignment using a combination of technologies and methods that allowed for remote communications, meetings, workshops, data collection and the presentation of results. Based on Universalia's recent positive experiences conducting evaluations from afar, the Evaluation Team was confident that a remote approach allows the collection of credible data and could yield robust evaluation results.

[70] Mexico underwent other evaluations and stakeholders were said to be less likely to be available for additional interviews (virtual and in-person).

- **Adaptive management:** The Evaluation Team applied a structured, iterative approach to assignment management. The Team Leader, in collaboration with the ILO Evaluation Manager, continuously monitored and took decisions about various components of the assignment (e.g. interviewing) based on the evolving global, regional and country-level contexts and their implications for the methodology, workplan and budget.

Appendix IV Data Collection Tools (Interview Protocols)

General Introduction to the Evaluation

Universalia, a consulting group based in Montreal, Canada, was commissioned by the International Labour Organization (ILO) to conduct the Final Evaluation of the Global Action to Improve the Recruitment Framework of Labour Migration (a project also known as REFRAME). The project's implementation started in 2017 is should be completed in early 2021.

The objective of this evaluation is to assess relevance and validity of the project's implementation strategy, its coherence, the degree of achievement of results, their potential sustainability and the project's efficiency. review the design, strategies and implementation of REFRAME to assess whether the project is on track to achieve its objectives by 2020.

You have been identified as a key informant for the study, and we appreciate your participation in this interview. The content of this [45/60] minutes interview will remain confidential. Your specific contribution to the study will be anonymous and we will not associate your name to any specific statement contained in the evaluation report. You may withdraw from the interview at any time.

Important Note on the interview guides

There are many questions/themes, with sub-questions, outlined below, while 13-15 can typically be asked in a semi-structured interview. These questions have been designed to cover the range of issues addressed by the evaluation. Thus, the interviewer will select the pertinent ones to ask respondents, depending on who they are, how early in the process the interview takes place, the type and level of experience of interviewee, the interviewee's level of knowledge on the project, how much time is allotted to the interview, and perhaps others. The actual formulation of questions will depend on these factors and relies largely on the interviewer. This should also be used to guide an experienced interviewer through a more conversational exchange – ideally keeping fairly close to the order of questioning. This interview guide is situated with the tradition and method of semi-structured interviewing.

Name, Surname:	Location:	Date:
Position:	Organization:	Sex:
Outcome area:	Key activity:	Interviewer initials:

Generic Interview protocol

Background questions

1. Please describe your position, your organization, and the nature of your collaboration with ILO/REFRAME. In what specific activities were you involved?

Note: The interviewer should already know in which activities the interviewee is involved

Relevance and design

2. Please describe the main characteristics of the project design. Do you believe that the activities that were implemented were appropriate to reach the expected output and outcome level results?

Note: The interviewer can remind the interviewee the overall objective of the project and its 3 specific objectives/outcomes

3. During the design phase, what steps were taken to ensure REFRAME would contribute to the promotion of gender equality? That it would benefit to most vulnerable populations?
    a. *Where any situation/baseline studies conducted to identify division of labour and specific needs of women and men.? To identify the needs of most vulnerable populations?*
    b. *Where any interventions or activities designed to promote gender equality and the inclusion of most vulnerable populations?*

4. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

5. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

6. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. Did these (dis)advantages evolve in recent years?
    b. Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

7. How would you describe the quality of the collaboration of the ILO, through REFRAME, with its tripartite constituents at global and country level? With other non-traditional partners?

Effectiveness and impact

8. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. *Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors*
    b. *Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment*
    c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

9. What, if any, were the effects of the project (*impact question*):
    a. *At the enabling environment/legislative/policy level?*
    b. *On the visibility and attention paid to FR in global and regional fora?*
    c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to deliver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

10. Have the project's activities and interventions actually promoted gender equality? Responded to the specific needs and vulnerabilities of female migrant workers? of other vulnerable populations impacted by labour migration?

11. What have been the effects of the project on the quality or quantity of the coverage of labour migration by the media? Did it have any spillover effect on other actors?

12. To what extent did the design of the project facilitate or hinder the achievement of high-level results? What was the role of:
    a. the country-level approach / activities ?
    b. the corridor level approach/ activities
    c. the global level approach / activities
    d. the combination and interactions (if any) between the three approaches mentioned above
    e. other (regional/continental approach in Central America)

13. What other contextual or external factors facilitate or hinder the achievement of high-level results?

Note: external factors can be political, economical, social, technological, cultural, ecological, legal, etc.

Efficiency

14. Did the project receive the required administrative, technical and political support from MIGRANT? FUNDAMENALS? Other relevant departments and units?

15. Were the internal management and governance arrangements of the project satisfactory?

16. Was the monitoring and evaluation system used during the project to generate relevant data, including sex-disaggregated data, to inform decision-making?

Sustainability

17. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

18. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

19. What opportunities exist for the ILO to
    a. Build on the results achieved in the first phase;
    b. Sustain and deepen results achieved in the first phase;
    c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

20. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Interviews with ILO HQ, regional, and local Staff

Background questions

1. Please describe your position, and the nature of your collaboration with ILO/REFRAME. In what specific activities were you involved?

Note: The interviewer should already know in which activities the interviewee is involved

Relevance and design

2. Please describe the main characteristics of the project design. Do you believe that the activities that were implemented were appropriate to reach the expected output and outcome level results?

Note: The interviewer can remind the interviewee the overall objective of the project and its 3 specific objectives/outcomes

3. During the design phase, what steps were taken to ensure REFRAME would contribute to the promotion of gender equality? That it would benefit to most vulnerable populations?
    a. *Where any situation/baseline studies conducted to identify division of labour and specific needs of women and men.? To identify the needs of most vulnerable populations?*
    b. *Where any interventions or activities designed to promote gender equality and the inclusion of most vulnerable populations?*

4. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

5. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

6. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. Did these (dis)advantages evolve in recent years?
    b. Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

7. How would you describe the quality of the collaboration of the ILO, through REFRAME, with its tripartite constituents at global and country level? With other non-traditional partners?

Effectiveness and impact

8. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. *Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors*
    b. *Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment*
    c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

9. What, if any, were the effects of the project (*impact question*):
    a. *At the enabling environment/legislative/policy level?*
    b. *On the visibility and attention paid to FR in global and regional fora?*
    c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to diver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

10. Have the project's activities and interventions actually promoted gender equality? Responded to the specific needs and vulnerabilities of female migrant workers? of other vulnerable populations impacted by labour migration?

11. What have been the effects of the project on the quality or quantity of the coverage of labour migration by the media? Did it have any spillover effect on other actors?

12. To what extent did the design of the project facilitate or hinder the achievement of high-level results? What was the role of:
    a. the country-level approach / activities ?
    b. the corridor level approach/ activities
    c. the global level approach / activities
    d. the combination and interactions (if any) between the three approaches mentioned above
    e. other (regional/continental approach in Central America)

13. What other contextual or external factors facilitate or hinder the achievement of high-level results?

Note: external factors can be political, economical, social, technological, cultural, ecological, legal, etc.

Efficiency

14. Did the project receive the required administrative, technical and political support from MIGRANT? FUNDAMENALS? Other relevant departments and units?

15. Were the internal management and governance arrangements of the project satisfactory?

16. Was the monitoring and evaluation system used during the project to generate relevant data, including sex-disaggregated data, to inform decision-making?

Sustainability

17. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

18. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

19. What opportunities exist for the ILO to
    a. Build on the results achieved in the first phase;
    b. Sustain and deepen results achieved in the first phase;
    c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

20. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Interviews with Implementation Partners for Global Components

Background questions

1. Please describe your position, your organization, and the nature of your collaboration with ILO/REFRAME. In what specific activities were you involved?

Note: The interviewer should already know in which activities the interviewee is involved

Relevance and design

2. Were you involved in the Design phase of the Project? If so, what steps were taken to ensure REFRAME would contribute to the promotion of gender equality? That it would benefit to most vulnerable populations?
    a. *Where any situation/baseline studies conducted to identify division of labour and specific needs of women and men.? To identify the needs of most vulnerable populations?*
    b. *Where any interventions or activities designed to promote gender equality and the inclusion of most vulnerable populations?*

3. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

4. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

5. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. *Did these (dis)advantages evolve in recent years?*
    b. *Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?*

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

Effectiveness and impact

6. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. *Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors*
    b. *Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment*
    c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

7. What, if any, were the effects of the project (*impact question*):
    a. *At the enabling environment/legislative/policy level?*
    b. *On the visibility and attention paid to FR in global and regional fora?*
    c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to diver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

8. Have the project's activities and interventions actually promoted gender equality? Responded to the specific needs and vulnerabilities of female migrant workers? of other vulnerable populations impacted by labour migration?

9. What have been the effects of the project on the quality or quantity of the coverage of labour migration by the media? Did it have any spillover effect on other actors?

10. What contextual or external factors facilitate or hinder the achievement of high-level results?

Note: external factors can be political, economical, social, technological, cultural, ecological, legal, etc.

Efficiency

11. Was the monitoring and evaluation system used during the project to generate relevant data, including sex-disaggregated data, to inform decision-making?

Sustainability

12. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

13. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

14. What opportunities exist in a possible second phase of REFRAME to continue collaborating with your organizations to
    a. Build on the results achieved in the first phase;
    b. Sustain and deepen results achieved in the first phase;
    c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

15. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Interview with country-level stakeholders (tripartite constituents, public and private recruiters, media, CSO, and others) during in-country data collection (Sri Lanka, Pakistan, and Madagascar) and remote consultations (Guatemala and Mexico)

Background questions

1. Please describe your position, your organization, and the nature of your collaboration with ILO/REFRAME. In what specific activities were you involved?

Note: The interviewer should already know in which activities the interviewee is involved

Relevance and design

2. Were you involved in the Design phase of the Project? If so, what steps were taken to ensure REFRAME would contribute to the promotion of gender equality? That it would benefit to most vulnerable populations?
    a. *Where any situation/baseline studies conducted to identify division of labour and specific needs of women and men.? To identify the needs of most vulnerable populations?*
    b. *Where any interventions or activities designed to promote gender equality and the inclusion of most vulnerable populations?*

3. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

4. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

5. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. *Did these (dis)advantages evolve in recent years?*
    b. *Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?*

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

Effectiveness and impact

6. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. *Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors*

b. *Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment*

c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

7. What, if any, were the effects of the project (*impact question*):
   a. *At the enabling environment/legislative/policy level?*
   b. *On the visibility and attention paid to FR in global and regional fora?*
   c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to diver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

8. Have the project's activities and interventions actually promoted gender equality? Responded to the specific needs and vulnerabilities of female migrant workers? of other vulnerable populations impacted by labour migration?

9. What have been the effects of the project on the quality or quantity of the coverage of labour migration by the media? Did it have any spillover effect on other actors?

10. What contextual or external factors facilitate or hinder the achievement of high-level results?

Note: external factors can be political, economical, social, technological, cultural, ecological, legal, etc.

Efficiency

11. Was the monitoring and evaluation system used during the project to generate relevant data, including sex-disaggregated data, to inform decision-making?

Sustainability

12. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

13. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

14. What opportunities exist in a possible second phase of REFRAME to continue collaborating with your organizations to
   a. Build on the results achieved in the first phase;
   b. Sustain and deepen results achieved in the first phase;
   c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

15. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Interview with Other UN Agencies and International Organizations

Background questions

1. Please describe your position, your organization, and the nature of your collaboration with ILO/REFRAME. In what specific activities were you involved?

Note: The interviewer should already know in which activities the interviewee is involved

Relevance and design

2. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

3. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

4. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. Did these (dis)advantages evolve in recent years?
    b. Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

Effectiveness and impact

5. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors
    b. Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment
    c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

6. What, if any, were the effects of the project (*impact question*):
    a. At the enabling environment/legislative/policy level?
    b. On the visibility and attention paid to FR in global and regional fora?

c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to diver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

7. Have the project's activities and interventions actually promoted gender equality? Responded to the specific needs and vulnerabilities of female migrant workers? of other vulnerable populations impacted by labour migration?

Sustainability

8. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

9. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

10. What opportunities exist in a possible second phase of REFRAME to continue collaborating with your organizations to
    a. Build on the results achieved in the first phase;
    b. Sustain and deepen results achieved in the first phase;
    c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

11. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Interview with Donor

Relevance and design

1. Please describe the main characteristics of the project design. Do you believe that the activities that were implemented were appropriate to reach the expected output and outcome level results?

Note: The interviewer can remind the interviewee the overall objective of the project and its 3 specific objectives/outcomes

2. During the design phase, what steps were taken to ensure REFRAME would contribute to the promotion of gender equality? That it would benefit to most vulnerable populations?
    a. Where any situation/baseline studies conducted to identify division of labour and specific needs of women and men.? To identify the needs of most vulnerable populations?
    b. *Where any interventions or activities designed to promote gender equality and the inclusion of most vulnerable populations?*

3. How did the project ensure its continued relevance despite the rapidly evolving context at national and global level (COVID-19, political instability, other emergencies, etc.)?

Coherence

4. What type of partnerships and collaborations with other ILO projects (if any) were sought to promote and advance the fair recruitment agenda? With other UN and non-UN development partners?

Note: *please discuss both internal and external coherence*

5. In your opinion, what were the key comparative advantages of REFRAME (internally within the ILO) and of ILO (externally among development partners) that made them desirable strategic partners to promote the faire recruitment agenda? What where their key disadvantages?
    a. Did these (dis)advantages evolve in recent years?
    b. Are there any foreseeable threats or opportunities related to ILO's and REFRAME comparative advantage in the field of labour migration?

Note: *please discuss both internal and external comparative advantages, and like it to the coherence of the partnerships established.*

Effectiveness and impact

6. In your opinion, what were the key changes that resulted from the activities in which you took part with ILO' constituents and key stakeholders? Please emphasize on results rather than on activities.
    a. Related to SO1: Key stakeholders take integrated/articulated action towards implementing fair recruitment approaches in the two countries of the selected corridors
    b. Related to SO2: Social partners, business and the media start implementing actions/initiatives on fair recruitment
    c. *Related to SO3: Global/regional discussion on fair recruitment influenced by ILO generated knowledge on fair recruitment and on FR Principles and Guidelines*

7. What, if any, were the effects of the project (*impact question*):
    a. At the enabling environment/legislative/policy level?
    b. On the visibility and attention paid to FR in global and regional fora?
    c. *On actual measures taken by constituents and key stakeholders (or duty-bearers) to diver services that directly contribute to the realization of workers and migrants (or right-holders) rights?*

8. To what extent did the design of the project facilitate or hinder the achievement of high-level results? What was the role of:
    a. the country-level approach / activities ?
    b. the corridor level approach/ activities
    c. the global level approach / activities
    d. the combination and interactions (if any) between the three approaches mentioned above
    e. other (regional/continental approach in Central America)

9. What other contextual or external factors facilitate or hinder the achievement of high-level results?

Note: external factors can be political, economical, social, technological, cultural, ecological, legal, etc.

Efficiency

10. Did the project receive the required administrative, technical and political support from MIGRANT? FUNDAMENALS? Other relevant departments and units?

11. Were the internal management and governance arrangements of the project satisfactory?

12. Was the monitoring and evaluation system used during the project to generate relevant data, including sex-disaggregated data, to inform decision-making?

Sustainability

13. What measure or strategies (if any) were put in place to ensure the sustainability of the actions implemented and results achieved during the lifecycle of the project?

14. What actors (constituents or other stakeholders) are the most likely to take ownership of the work related to FR implemented during the lifecycle of the project? At what level (global, regional, country, corridor-level)?

15. What opportunities exist for the ILO to
    a. Build on the results achieved in the first phase;
    b. Sustain and deepen results achieved in the first phase;
    c. Use outputs and results from the first phase to build the capacity of new partners in addressing fair recruitment issues?

Lessons and recommendations

16. What are, if any, the key lessons and recommendations that could be drawn from the implementation of the REFRAME project?

Appendix V Generic Protocol for Consultation with Ultimate Beneficiaries

This protocol will be refined according to the groups selected to participate in the focus groups.

Number of participants (total):	Type of group:	Date:
# Women:	# Men:	Location :

Facilitator: _____

Introduction, presentation of the process and tour de table by the evaluation team

[Consent forms discussed, signed and collected in advance]

Hello. Thank you for being here and being part of the discussion today. My name is _____ and I will facilitate the discussion today. We have asked for your participation today because your views are very important. We know that everybody is very busy, and we thank you for your time.

We are here today to talk about [the activity or project in question] or [service] that the ILO (or partner) has put in place in [location of implementation]. We want to know how you feel about [the activity or project in question] or [service].

BASIC RULES Feel free to speak up and say what you think. Don't be shy. Everyone's opinion is very important to us. There are no right or wrong answers. Please respect other people's opinions - we don't have to agree; we are interested in listening to different points of view. You don't have to speak in any particular order. When you have something to say, please speak one at a time. There are many of you in the group and it is important that we listen to everyone's views, so please give everyone an equal opportunity to participate in the discussion. If you are uncomfortable talking about certain aspects, or if you don't want to answer a specific question, that's not a problem. Participating in a focus group is voluntary.

Anything you say will be treated confidentially. When you share something, we will take notes but will not put your name next to it. Please respect everyone's privacy and confidentiality. After the focus group, do not talk about what was said by anyone else during the meeting.

This focus group will last about an hour. Do you have any questions before we begin? If you have any questions or additional information to bring forward after this meeting, you can contact one of the members of the evaluation team:

- **Juan-David Gonzales**, Lead evaluator (jdgonzalez@universalia.com)
- **Name of national consultant**

Relevance

1. Please tell us about the initial situation that led you to participate at _____ [activity or project in question] or to use _____ [service].
2. Please briefly describe the activity you took part in or the service you used?
3. What is your level of participation/use? Since when and how often have you participated in the activity _____ / do you use the service_____?

Effectiveness

4. What did you think of the activity / service received? Tell us why you think this.
5. What did you retain or learn from this experience whether it was an [activity or service] received? If there are any, name the learnings you have gained from it [pointers include: your rights as migrant workers; resources and services available to you as workers who plans to emigrate; presence and types of channels for recruitment to work abroad; working conditions in destination countries].
6. As a result of this experience, have you or do you intend to change your habits regarding _____ [pointers include: your desire to seek employment abroad; the way you engage with recruiters]?
7. In your opinion, what are the main strengths and weaknesses / advantages and disadvantages of the activity _____ or the service _____?
8. What would you recommend to improve the activity or service in question?

Appendix VI List of consulted documents

REFRAME Programme & FAIR Initiative

2nd extension (2020)

ILO (2020). Amended Communication and Visibility.

ILO (2020). Amended Project Document Narrative.

ILO (2020). Amended Work Plan.

ILO (2020). Budget revision.

ILO (2020). Logframe matrix of the project (unchanged as of October 2019).

ILO (2020). Revised Workplan, January 2017-April 2021.

ILO (2020). Justification. Request for No Cost Extension & Budget Revision.

1st extension (2019)

ILO (2019). Signed Addendum between the ILO and the European Commission.

ILO (2019). Revised Logframe matrix of the project.

ILO (2019). Revised Project Document Narrative.

ILO (2019). Budget Revision.

ILO (2019). Justification. Request for No Cost Extension & Budget Revision.

Initial Project Documentation

ILO (2018). Project Document (PRODOC). Integrated Programme on Fair Recruitment (FAIR) - Phase 2. Hong Kong SAR (China), Jordan, Nepal, Philippines, Tunisia.

ILO and European Commission (2018). Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME): Comprehensive Monitoring and Evaluation Strategy Guidelines.

ILO and European Commission (2018). Action mondiale pour améliorer le cadre du recrutement de la migration de travail (REFRAME). Atelier de lancement officiel du projet REFRAME à Madagascar et renforcement de capacités en migration de main-d'œuvre. 23-24 avril Antananarivo, Hôtel Colbert. Compte-rendu.

ILO and European Commission (2018). Action mondiale pour améliorer le cadre du recrutement de la migration de travail (REFRAME). Country Brief: Madagascar (Clean version February 12th, 2019).

ILO (2018). Reframe Project Objectives and Results: PRODOC and Proposed Formulation. Summary of adjustments/revisions of the Logframe's Specific Objectives and Results

ILO (2018). Activities Planned Under RERAME in Sri Lanka.

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Appendix VII List of stakeholders consulted

Table vii.81 Stakeholders consulted at the global level.

NAME	POSITION	ORGANIZATION	LOCATION	M/F
REFRAME HQ MIGRANT Core team				
Maria Gallotti	REFRAME Chief Technical Advisor and Specialist in Migration Policies	ILO	Geneva, Switzerland	F
Clara Van Panhuys	Technical Officer, MIGRANT	ILO	Geneva, Switzerland	F
Eliza Marks	Technical Officer MIGRANT	ILO	Geneva, Switzerland	F
Audrey Goetz	Finance & Admin Assistant, MIGRANT	ILO	Geneva, Switzerland	F
Melanie Belfiore	Jr Technical Officer, MIGRANT	ILO	Geneva, Switzerland	F
Jesse Mertens	Programme and Advocacy Officer, MIGRANT	ILO	Colombo, Sri Lanka (previously)	M
REFRAME HQ FUNDAMENTALS				
Hélène Bohyn	Technical Officer, FUNDAMENTALS	ILO	Geneva, Switzerland	F
Laura Greene	Business Engagement Officer, ACTEMP	ILO	Geneva, Switzerland	F
Other HQ				
Michelle Leighton	MIGRANT Branch Chief	ILO	Geneva, Switzerland	F
Heike Lautenschlager	Technical Officer, MIGRANT	ILO	Geneva, Switzerland	F
Lisa Wong	Sr Technical Officer, FUNDAMENTALS	ILO	Geneva, Switzerland	F
Gurchaten Sandhu	Programme Support Officer, MIGRANT	ILO	Geneva, Switzerland	M
Gaëla Roudy Fraser	FAIR CTA, FUNDAMENTALS	ILO	Geneva, Switzerland	F
Henrik Moller	Sr Relations Specialist, ACTEMP	ILO	Geneva, Switzerland	M

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Victor Hugo Ricco	Specialist, ACTRAV	ILO	Geneva, Switzerland	M
Mustafa Hakki Ozel	Sr Statistician, STAT	ILO	Geneva, Switzerland	M
Audrey Le Guével	Programme and Operations Officer	ILO	Brussels, Belgium	F
Miriam Boudraa	Senior Programme Officer	ITC-ILO training centre in Turin	Turin, Italy	F
Charles Autheman	Consultant for media related work		Bordeaux, France	M
ILO Regional Specialists				
Francesco Carella	Regional Specialist, RO-Latin America and the Caribbean	ILO	San Isidro Lima, Peru	M
Ryszard Cholewinski	Sr Specialist, RO-Arab States/DWT	ILO	Beirut, Lebanon	M
Nilim Baruah	Regional Specialist, DWT - RO-Asia and the Pacific	ILO	Bankok, Thailand	M
Gloria Moreno-Fontes	Regional Labour Migration and Mobility Specialist, RO-Africa	ILO	Abidjan, Côte d'Ivoire	F
Alix Nasri	Technical Specialist	ILO	Qatar	F
Project partners and beneficiaries at the global level				
Stepahnie Winet	Head of Stakeholder Engagement	International Organization for Employers (IOE)	Geneva, Switzerland	F
Jochem de Boer	Global Public Affairs Manager	World Employment Conference (WEC)	Brussels, Belgium	M
Elizabeth Tang		IDWF (international Domestic Workers federation)	Hong Kong	F
Vicky Kanyoka		IDWF (international Domestic Workers federation)	Hong Kong	F
Ira Rachmawati		Trade Union Confederation (ITUC)	Brussels	F
William Gois		Migrant Forum in Asia	Manila, Philippines	M
Other UN Agencies and International Organizations				

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Sonia Plaza	KNOMAD	World Bank	Washington D.C., USA	F
Ganesh Kumar	KNOMAD	World Bank	Washington D.C., USA	M
Philip Hunter	Senior Labour Migration Specialist	International Organization for Migration – IOM).	Geneva, Switzerland	M
Pawel Szalus	Programme Manager	International Organization for Migration – IOM).	Geneva, Switzerland	M
Neil Wilkins		IHRB	London, U.K.	M
Donors				
Ron Hendrix	Programme Manager Migration, INTPA/G6 Migration and Forced Displacement	European Commission		M
Hanspeter Wyss	Programme Manager, Global Programme Migration & Development	Swiss Agency for Development		M

Table vii.2 Stakeholders consulted in Sri Lanka

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Nayana Godamunne	NPC Sri Lanka	ILO	Colombo, Sri Lanka	F
Government				
Keerthi Muthkumarana	Deputy General Manager - Legal	Sri Lanka Bureau of Foreign Employment (SLBFE)	Colombo, Sri Lanka	M
Shyamali Karunaratne	Director Division 9	Department of Census and Statistics	Sri Jayawardenepura, Sri Lanka	F
Pathmini Ratnayake	Former Member of the Advisory board Ministry of Foreign Employment and Skill Development 2015-2019	Freelance consultant on Labour Migration	Colombo, Sri Lanka	F
Civil Society Organizations				
Andrew Samuel	Executive Director	Community Development Service	Colombo, Sri Lanka	M
Workers' Organizations				

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Methsiri de Silva	Advisor	National Trade Union Federation of Sri Lanka (NTUFSL)	Sri Jayawardenapura, Sri Lanka	M
Employers' Organizations				
Arshad	Secretary	Association of Licensed Foreign Employment Agents (ALFEA)	Sri Jayawardenapura, Sri Lanka	M
Organizations related with the Media Component				
Viranjana Herath	Member ex-committee. resource personal and consultant to REFRAME Project	Free Media Movement	Colombo, Sri Lanka	M
Bernard Edirisinghe	Project Manager REFRAME	Free Media Movement	Colombo, Sri Lanka	M
Other Donor Agency				
Madushika Lansakara	Senior Programme Officer, Safe Labour Migration Programme	Swiss Agency for Development and Cooperation	Colombo, Sri Lanka	F

Table vii.3 Stakeholders consulted in Madagascar

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Coffi Agossou	Directeur ILO Madagascar, Comores, Seychelles et Maurice	ILO	Antananarivo, Madagascar	M
Noémie Razafimandimby	NPC Madagascar	ILO	Antananarivo, Madagascar	F
Government				
Oellerick Basile Andriatsimandatsy	Responsable de la planification et du suivi-évaluation	Bureau National de Lutte contre la Traite des Etres Humains (BNLTEH) - Primature	Antananarivo, Madagascar	M
M. Fenitra Andriatianarisoa	Directeur de la migration professionnelle	Ministère du Travail, de l'Emploi, de la Fonction Publique et des Lois Sociales (MTEFPLS)	Antananarivo, Madagascar	F
Jedidia Vololoniaina Farasoa	Inspecteur du travail	Ministère du Travail, de l'Emploi, de la Fonction Publique et des Lois Sociales (MTEFPLS)	Antananarivo, Madagascar	F

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Mme Jessie Razafison	Directeur de la diaspora	Ministère des Affaires Etrangères	Antananarivo, Madagascar	F
Mme Jeannie Bazezy	Chef de service des visas de séjour	Ministère de l'Intérieur et de la Décentralisation	Antananarivo, Madagascar	F
Workers Organizations				
M. Henri Remy Botoudi	Coordonnateur de la Conférence des Travailleurs Malagasy	Conférence des Travailleur malagasy	Antananarivo, Madagascar	M
Mme Fetra Harinoro Malalatiana Lovasoa	ex Coordonnatrice	Conférence des Travailleur malagasy	Antananarivo, Madagascar	F
Mme Myriam Raharilantosoa	Présidente syndicat des travailleuses domestiques à Madagascar	Syndicat-n'ny Mpiasa an-trano Malagasy (SENAMANA)	Antananarivo, Madagascar	F
Mme Sahondra Marie Constance	Vice- présidente du syndicat des travailleuses domestiques à Madagascar et représentant région Haute Matsiatra	Syndicat-n'ny Mpiasa an-trano Malagasy (SENAMANA)	Antananarivo, Madagascar	F
M. Basola	Secrétaire Général et Président	Syndicat Général Maritime de Madagascar (SyGMMa)	Antananarivo, Madagascar	M
Emloyer Organizations				
Béatrice Chan Hanitra Ratsirahonana		Organisation des employeurs/ Groupement des Entreprises de Madagascar (GEM)	Antananarivo, Madagascar	F
Mme Hanitra Ratsirahonana		Organisation des employeurs/ Groupement des Entreprises de Madagascar (GEM)	Antananarivo, Madagascar	F
EU delegation				
Franck Porte	Chef de la coopération	Délégation de l'Union européenne auprès de la République de Madagascar et de l'Union des Comores	Antananarivo, Madagascar	M

Table vii.4 Stakeholders consulted in Pakistan

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Munawar Sultana	former NPC Pakistan	ILO	Islamabad, Pakistan	F
Zishan Ahmad Siddiqi	NPC Pakistan	ILO	Islamabad, Pakistan	M
Saad Gilani	Senior Programme Officer	ILO	Islamabad, Pakistan	M
Government				
Kashif Noor	Director General	Bureau of Emigration and Overseas Employment (BE&OE) Government of Pakistan	Islamabad, Pakistan	M
Workers' Organizations				
Sabir Farhat	Secretary General	Pakistan Rural Workers Social Welfare Organization (PRWSWO)	Bahawalpur, Pakistan	M
Saad Muhammad	Deputy Secretary General	Pakistan Workers Federation	Islamabad, Pakistan	M
Organizations related with the Media Component				
Alweera Waqas	Freelance Writer	Punjab Lok Sujag	Sahiwal, Punjab, Pakistan	F
Bashir Chaudry	Reporter	Urdu News	Islamabad, Pakistan	M
Kamal Siddiqi	Director	Center of Excellence in Journalism (CEJ) Institute of Business Administration (IBA), Karachi	Karachi, Pakistan	M
Ayesha Mazhar	Programme Officer	Center of Excellence in Journalism (CEJ) Institute of Business Administration (IBA), Karachi	Karachi, Pakistan	F
Aoun Sahi	Lead Trainer	Center of Excellence in Journalism (CEJ) Institute of Business Administration (IBA), Karachi	Islamabad, Pakistan	M
Civil Society Organizations				
Shahzad Mansoor	Director Operations	Mera Maan	Islamabad, Pakistan	M

NAME	POSITION	ORGANIZATION	LOCATION	M/F
EU delegation				
Francois Zablot	Counsellor, Counter Terrorism	European Union	Islamabad, Pakistan	M

Table vii.5 Stakeholders consulted in Mexico (remote interviews, not a sampled country)

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Georgina Vázquez de los Reyes	National Project Coordinator for Mexico	ILO	Mexico City, Mexico	F
Government				
Ingrid Amalia Ceballos Gaystardo	Directora de la Unidad de Asuntos Internacionales	Secretaría del Trabajo y Previsión Social (STPS)	Mexico City, Mexico	F
Antonio Alonso		Secretaría del Trabajo y Previsión Social (STPS)	Mexico City, Mexico	M
Emloyers' Organizations				
Yunyuney Martínez		Asociación de Hortifurticultores	Mexico City, Mexico	F
Organizations related with the Media Component				
María Canchola		Periodistas	Mexico City, Mexico	F

Table vii.6 Stakeholders consulted in Guatemala (remote interviews, not a sampled country)

NAME	POSITION	ORGANIZATION	LOCATION	M/F
Ana María Méndez Chicas	National Project Coordinator for Guatemala	ILO	Guatemala City, Guatemala	F
Government				
Pablo Blanco	Viceministro de Previsión Social y Empleo	Ministerio de Trabajo y Previsión Social	Guatemala City, Guatemala	M
Kelvin Aguilar	Director General de Empleo Lic	Ministerio de Trabajo y Previsión Social	Guatemala City, Guatemala	M
Alberto Lujan	Jefe Departamento de Movilidad Laboral	Ministerio de Trabajo y Previsión Social	Guatemala City, Guatemala	M
Aimeé Rivas	Jefe de Gabinete	Ministerio de Trabajo y Previsión Social	Guatemala City, Guatemala	M
Workers' Organizations				
Emloyers' Organizations				
Marlene Mazariegos		Cámara del Agro	Guatemala City	F
Organizations related with the Media Component				
Margarita Segura	Productora Expedientes		Guatemala City	F

Appendix VIII Lessons Learned and Good Practice

ILO Lesson Learned

Project Title: Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME)

Project TC/SYMBOL: GLO/15/41/EUR

Name of Evaluators: Luc Franche, Sophie Pénicaud, Dalia Gesualdi-Fecteau, Anne-Marie Dawson (Universalia Management Group Limited)

Date: May 2021

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Based on the ILO's experience of implementing the REFRAME project in multiple countries, the evaluation team observed that project effectiveness can be affected both positively and negatively by the presence of other projects working in similar thematic areas in a given country.
Context and any related preconditions	REFRAME is a project that works with tripartite constituents in establishing fair recruitment initiatives. REFRAME does so in multiple countries in different regions, namely in Sri Lanka, Pakistan, Madagascar, Mexico and Guatemala. In countries where REFRAME was seen as the only project addressing issues of labour migration, REFRAME had privileged access to stakeholders who were receptive to its interventions. The project's effectiveness was challenged in countries where REFRAME was competing with other ILO projects also working on labour migration issues for constituents' attention and space. The implementation of REFRAME was observed to be more effective in countries where there is a vacuum in terms of initiatives already being implemented in the same thematic area.
Targeted users / Beneficiaries	Project managers responsible for selecting countries of implementation, particularly projects that are implemented in multiple countries.

Challenges /negative lessons - Causal factors	A selection of countries for implementation where stakeholders are already significantly engaged with the ILO in a given thematic area can result in limiting space and availability to engage with a new ILO project, and hence decrease the project's effectiveness.
Success / Positive Issues - Causal factors	A selection of countries for implementation where stakeholders are available to engage with the ILO in a given thematic area can result in enabling project effectiveness since stakeholders are receptive and available to engage with the project.
ILO Administrative Issues (staff, resources, design, implementation)	None

ILO Emerging Good Practice

Project Title: Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME)

Project TC/SYMBOL: GLO/15/41/EUR

Name of Evaluators: Luc Franche, Sophie Pénicaud, Dalia Gesualdi-Fecteau, Anne-Marie Dawson (Universalia Management Group Limited)

Date: May 2021

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Working with media organizations with the objective to improve journalists' capacity to investigate and report on specific issues and inform the general population as a whole can be an effective complementary strategy to a project's system-level results.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	While the REFRAME project works with tripartite constituents at the institutional and system levels, improving institutional capacities, laws, and norms towards the establishment of fair recruitment initiatives, the project also worked with media organizations with the objective to improve journalists' capacity to investigate and report on migrant workers' rights and inform the general population as a whole on the reality of labour migration. In working with media organizations, the project was able to complement institutional system-level changes it brought about with a change in awareness and understanding on labour migration issues on the part of the general population. More precisely, as a result of the project's engagement with the media, people can have better access to relevant and useful

	information on labour migration issues and fair recruitment. This access to better information on labour migration may in turn prompt the general population to demand that governments improve regulatory frameworks and practices surrounding the protection of migrant workers.
Establish a clear cause-effect relationship	The project's engagement with media organizations led to journalists' increased capacity to report on labour migration issues, which can lead to increased awareness from the population as a whole on labour migration issues.
Indicate measurable impact and targeted beneficiaries	Increased capacity of journalists to report on labour migration issues, and increase awareness of the population as a whole on the same topic.
Potential for replication and by whom	Engagement with media organizations to raise awareness in the general population, as a complementary strategy to system-level changes, can be replicated by other ILO development cooperation projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	None specifically.
Other documents or relevant comments	None.

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Date: May 2021

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GP Element	Text
Brief summary of the good practice (link to project goal or specific	Combining global- and country-level actions with the objective of facilitating exchange of knowledge and experience between regions and between country- and global-levels initiatives, can contribute to results achievement.

deliverable, background, purpose, etc.)	
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	One of the key strengths of the REFRAME project is its objective of exchanging knowledge and experience across regions and between the country and global levels. To this end, REFRAME combines direct support to specific countries with global initiatives of knowledge generation and sharing, capacity building, and awareness raising. The interactions between country and global levels of implementation resulted in the achievement of expected results.
Establish a clear cause-effect relationship	As a result of the interaction between global- and country-level activities, the project provided input from global level activities that was relevant to country-level actions which were well adapted to each country's context when contextualized for country-level actions. For example, the media toolkit (an output from global level activities) is highly relevant to the work of journalists covering issues related to forced labour and labour migration in specific countries. Another example is the methodology that was developed for measuring the SDG indicator 10.7.1 as part of the global-level activities of the project, which was subsequently implemented at the country-level.
Indicate measurable impact and targeted beneficiaries	The impact is the level and quality of communications between teams at regional, country, and global levels. Targeted beneficiaries are project teams at regional, country, and global levels.
Potential for replication and by whom	Potentially replicable by ILO development cooperation projects which seek to implement norms, standards, or tools developed at the global, country or regional levels.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	None specifically.
Other documents or relevant comments	None.

ILO Emerging Good Practice

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Date: May 2021

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	A flexible implementation of the corridor approach to implementing actions can lead to the achievement of regional-level results.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The REFRAME project centres its interventions on migration corridors, identifying both origin and destination countries for each corridor. While the project originally aimed to work with both destination and origin countries, it faced challenges and opportunities in the actual implementation. REFRAME showed flexibility and adapted accordingly, leading to a significant level of achievement of results. REFRAME has adapted the corridor approach, which entails bilateralism, to regional and national migration trends. This has allowed the project to respond to the specific needs of stakeholders. Concretely, the project has supported the Ministry of Labour and Social Welfare of Guatemala and the Ministry of Labour and Social Welfare of Mexico to participate in the regional conference on labour migration, which led to increased attention paid to Fair Recruitment issues in the regional conference. Moreover, the project adapted its tools and focus on Fair Recruitment to its work with constituents in Mexico and Guatemala to account for the fact that these countries are both destination and origin countries, as well as countries with significant internal migrant trends. For example, the project built the capacities of employers' organizations, the Chamber of Agriculture (CAMAGRO) in the case of Guatemala and the International Horticultural Alliance for the Promotion of Social Responsibility (AHIFORES) in the case of Mexico, in implementing concrete actions on Fair Recruitment with regard to national migrations trends.
Establish a clear cause-effect relationship	The flexible adaptation of the corridor approach (i.e. working with national constituents in regional-level activities) yielded results at the regional level.

Indicate measurable impact and targeted beneficiaries	Improved awareness on fair recruitment in the regional conference on labour migration.
Potential for replication and by whom	Can be replicated by any project adopting a corridor approach to implement actions.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	None specifically.
Other documents or relevant comments	None.