



Evaluation Summary



International
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Integrated Programme on Fair Recruitment (FAIR), Phase II End-term Evaluation

Quick Facts

Countries: *Global and Hong Kong SAR (China), Jordan, Nepal, Philippines, and Tunisia*

End-Term: *14 October 2021 - 31 March 2021*

Evaluation Mode: *Independent*

Administrative Office: *FUNDAMENTALS (HQ);*

Technical Office: *FUNDAMENTALS and MIGRANT*

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Evaluation Firm: *The Development Solutions;*

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Project Code: *GLO/18/08/CHE*

Donor & Budget: *Swiss Agency for Development and Cooperation (SDC), Swiss Confederation, USD 4,099,718*

Keywords: *Labour migration; fair recruitment; migration and development; forced labour*

The project “Integrated Programme on Fair Recruitment (FAIR)” Phase 2 (the Project), is a 44-month, US \$ 4,099,718 million, funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by the International Labour Organization (ILO).

The phase 2 of the project was launched in November 2018 and aims to consolidate and expand the achievements produced in Phase 1, through the upscaling of the pilots as well as implementation of new fair recruitment interventions across migration corridors in North and West Africa, the Middle East, South and South-East Asia. The second phase of the Project ends in June, 2022.

Project Background

At the 106th International Labour Conference (ILC) General Discussion on Labour Migration in 2017, ILO constituents re-affirmed that implementing and promoting the ILO Fair Recruitment Initiative (FRI), the General Principles and Operational Guidelines for

fair recruitment, the 2014 Protocol to the Forced Labour Convention of 1930 and its accompanying Recommendation was a key priority to prevent and address recruitment abuses.

The ILO's FRI launched in 2014, underpins the "Integrated Programme on Fair Recruitment (FAIR)" Phase 2 (the Project) and other ILO Fair Recruitment projects, and has been revised for the period 2021-25. The FAIR II is one of two globally managed projects, along with Global Action to improve the Recruitment Framework of Labour

Migration (REFRAME) Project, that are focused on implementing the FRI strategy.

The project strategy is based on a three-pronged approach: 1) implementing fair recruitment processes in selected migration corridors and sectors; 2) providing reliable information, improved services including facilitating access to justice to migrant workers in the recruitment process; and 3) producing and disseminating global knowledge and guidance about fair recruitment, including through the media.

The project was implemented in Jordan, Nepal, Philippines, Tunisia, and Hong Kong SAR (China). The project applies a multi-stakeholder approach in conjunction with governments, trade unions, employers' organizations, civil society actors and the media at the country and global level.

The Project is jointly implemented by the Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) and the Labour Migration Branch (MIGRANT), as an integral part of the ILO Fair Recruitment Initiative.

Evaluation Background

The evaluation covers the duration of Phase 2 from its start in November 2018 and up to December 2021 and the geographical coverage both at Headquarters and in the countries with the highest volume of activities, Hong Kong SAR (China), Jordan, Nepal, the Philippines, and Tunisia.

The scope of this evaluation doesn't include Qatar and Malaysia due to the low share of activities. The evaluation targeted all outcomes of the project, with particular attention to coherence and synergies across its components. The evaluation was conducted from 14

October 2021 to 31 December 2021. The goal of this end-term Evaluation is to review the project performance and enhance learning within the ILO and among stakeholders.

The primary end users of the evaluation are the project management team, MIGRANT and FUNDAMENTALS management team, respective ILO Country Offices, other field and headquarter staff, ILO's tripartite Constituents, strategic and development partners (including donors).

Evaluation Methodology

The evaluation applied a mixed-method approach, with the main focus being on the qualitative techniques, including quantitative data obtained through the review of project documents and reports, monitoring matrices, observation and testing of innovative tools piloted by the Project.

The primary data was collected directly from stakeholders through an online survey, individual and group interviews conducted via virtual mode.

Project reports and documents, including evaluation reports, from the first phase of the project as well as key policy papers, country strategic plans and research reports were analyzed as secondary data sources.

Evaluation Findings

Relevance and strategic fit: *Strategic relevance of the Project is rated high by this evaluation that was confirmed by all stakeholder groups. Migration issues are of great importance for all target states. The Project adopted the migration corridors' approach working in the countries of origin (the Philippines and Nepal) and in the countries of destination (Hong Kong - SAR of China and Jordan). In the countries of origin, governments and trade unions acknowledge the importance of fair recruitment and protection of migrant men and women. In the countries of destination, the goal of the project is less relevant to the priorities of constituents. For example, the Project demonstrates high level of relevancy for women's empowerment in the origin countries of the target corridors. The Jordan – Nepal corridor opened opportunities for migrant women and similar interventions could use lessons learnt to enhance fair recruitment and extend the protection of migrant women who come to Jordan from India and Bangladesh*

to work in the garment sector. The Philippines – SAR of China Hong Kong migration corridor has been relevant to the needs of female domestic workers from the Philippines who are in need of decent work and human rights protection as the place of the employment puts them at risks. The experience of this corridor to establish human rights protection mechanisms could be applied in various regions such as South-East Asia and the Pacific which hosts the largest number of women migrant domestic workers.

More generally, fair recruitment is highly relevant for Nepal, Tunisia and Philippines taking into account the intention of these states to follow international human rights protection agenda. The Philippines ratified the ILO Convention 189 on Decent Work for Domestic Workers and local government is mainstreaming the domestic workers rights protection. The government of Nepal has a bilateral labour agreement with Jordan. The Nepali Government nominated itself the champion for objective 6 of the Global Compact for Migration (GCM) which is basically on fair recruitment.

According to the Tunisian National Strategy for Migration, protection of rights of migrants and the insertion of migration in development remain among the main priorities.

The Project remained responsive to political, legal, economic, institutional changes in the target countries, including within the context of the COVID-19 pandemic as confirmed by key informants and secondary data sources. The impact assessments conducted as a part of the project's spontaneous and adaptive response to the pandemic in Tunisia, the Philippines and Nepal contributed to a meta-analysis on the global impact of COVID-19 on migrant worker rights and recruitment. The Rapid Assessments revealed the impact of the pandemic on recruitment business operations and migrant workers (Nepal, Tunisia), and contributed to the inclusion of the issues of migrant workers' rights protection in the COVID response plans.

The Project was also supportive to the delivery of the strategy and objectives of the FAIR Recruitment Initiative. In particular, in collaboration with the ILO REFRAME Project, the Project initiated several high-level initiatives at the global level to raise the visibility of recruitment issues amongst global policy makers,

business networks, civil society groups, and advocates for migrant workers' rights (e.g. Global Forum on Responsible Recruitment jointly with the International Organization for Migration (IOM) and the Institute for Human Rights and Business (IHRB), and the development of the next phase of the ILO Fair Recruitment Initiative strategy).

The evaluation exercise has not revealed any efforts by the Project to address the issues on the environmental sustainability as one of the main ILO's cross-cutting policy drivers. Environmental sustainability was not included in the Project design, Results' Frameworks, Workplans and activities implemented.

Validity of Design and Coherence: Overall, the Project strategy, objectives and assumptions were appropriate for achieving the planned results. The corridor-based approach adopted by the Project has proved to be appropriate in terms of demonstrating a good model for a proper system of fair recruitment. The involvement of stakeholders on both sides of the corridor, ability to coordinate and leverage migration flow within a particular corridor and finally clear understanding of where and how migrant workers go, provide good opportunities to manage the recruitment process. The Project strategy was successful in integrating these key elements, engaging with the stakeholders, providing them with the necessary tools and building their capacities so that they can apply them in future.

The goals of the project contribute to the SDG 8, hence all three project outcomes correspond with target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. The goals of the Project relevant to the Goal 10 correlating with the target 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status and 10.7 facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. At the same time, there are also significant drawbacks in the design of the Project. The Project was aligned with the overall strategy of ILO's 2018-19 and 2020-21 Programme and Budget (P&B). However, the particular targets and indicators were not specified.

The design of the Project as stipulated in the ProDoc is linked with the Goal 8 (Decent Work and Economic Growth) and Goal 10 (Reduced Inequalities) yet the particular targets and indicators were not specified.

The selection of the migration corridors suffers from at least two weaknesses: a) Asymmetrical importance of chosen corridors for countries of origin along with the disproportionate volume of labour migration flows to the country of destination (cross-national comparison of the relevance of corridors should be taken in consideration); b) The selection of corridors is highly dependent on the well-established operational ILO practice in countries of migration corridors and preferences of the funding partner, but not empirically and statistically proving the importance of corridors chosen for migrants needs.

The theory of change of the Project translated in the logical framework misses the important pillars on policy development in the countries of destination and origin of migrant workers and the desired cooperation of the respective governments in order to achieve the long-term goal of the project.

The differential needs of men, women, boys and girls were well reflected in the project interventions i.e., gender responsive services, trainings, targeting women or men for specific interventions, etc. However, the Project design was not formulated strategically to address the promotion of gender equality, inclusion of people with disabilities and other non-discrimination issues. The Project did not set any specific gender-related goals in its results framework or reflect the intention to address gender-related goals in the Project rationale, even taking into account that the Project's strategy focused on two particular migration corridors within particular industries where the majority of migrants are women (domestic workers Philippines – Hong Kong and garment workers Nepal – Jordan).

The Evaluation revealed that the principles of Results-Based Management (RBM) were not fully applied in the design of the project. RBM principles were addressed at all stages of the Programme Cycle to moderate extent. Assumptions and Risks Analysis Matrix were developed, but the Stakeholder's Analysis was not conducted to inform the Risk Analysis Matrix. The fact that the Project could not achieve the goal on establishing the migration corridor with Qatar may reflect the lack of proper consultation with the

powerful stakeholders, namely governments and employers in the region. The sustainability strategy was developed although the exit strategy was not yet specified for the countries where project interventions was envisaged to terminate at the end of the second phase, i.e. Nepal, the Philippines, Jordan and Hong Kong (SAR).

Effectiveness: *This evaluation found the overall project's performance in terms of effectiveness is high. The project has successfully achieved the results for **Outcome 2, Migrant workers have greater access to reliable information and improved services throughout the recruitment process.** As for **Outcome 3 Global knowledge and policy guidance about fair recruitment produced and disseminated including through the media,** overall, the Project has met all the targets set at 100%.*

*As for the **Outcome 1, Fair Recruitment corridors and sectors are expanded or created,** the evaluators faced difficulties in the assessment of whether the project achieved its purpose and expected results as stated in its logical framework due to a number of limitations. One such limitation, for instance, was that reporting on achieved results against targets set was not always corresponding to the formulation of the indicators. The indicators set by the Project to assess project performance against **Outcome 1,** were limited to Nepal – Jordan corridor and didn't reflect the progress of the whole Project's scope across two migration corridors (Jordan - Nepal; the Philippines – Hong Kong SAR China) and Tunisia. If the success is measured across the targets set by the Project, then the Project can be said to have achieved the result with good progress estimated at a rate of 80%.*

The Project achieved meaningful results at the institutional level reinforcing fair recruitment practices for migrant workers, increasing international cooperation between the trade unions, strengthening human rights protection mechanism and contributing to the unionization of migrant workers. In the Philippines and Hong-Kong (SAR) China corridor the Project has developed, tested and handed over online Post-Arrival Orientation learning system and Online pre-departure package to the Philippine Overseas Employment Administration (POEA). Thus, these e-tools developed by the Project have been instrumental for 525 of the POEA, accredited Hong-Kong based foreign employment agencies. The lesson learnt from

this corridor is that trade unions could protect migrant workers abroad using electronic services and modern ways of communication.

In Nepal the trade union GEFONT assisted 41 group cases of grievances of migrant workers against employers representing about 900 Nepali migrant workers from Qatar, Malaysia and Jordan. In spite of a signed Memorandum of understanding between GEFONT and the General trade union of workers in textile, garment and clothing industry in Jordan, the latter didn't report on work on protection of migrant workers from Nepal. Also, the evaluation didn't reveal efforts on the part of the Project to promote the unionization of Nepalese migrant workers in Jordan. Thus, the prospects of further protection of labour rights of migrant workers from Nepal in Jordan is quite uncertain.

The development and piloting of specific systems and digital tools to drive fair recruitment practices, facilitating access of migrant workers to the tools and enhancing capacities of key partners directly involved in the recruitment process were key factors that supported the achievement of results.

At the same time, legal and institutional arrangements which lack clear provisions for operationalising fair recruitment practices were the main constraining factors for successful Project implementation. In the Nepal-Jordan corridor the Project effectively succeeded in piloting the system on fair recruitment but failed to scale-up numbers of recruited migrant workers in the second phase, with only 30 workers fairly recruited from Nepal to Jordan versus the set target of 300 workers (sex disaggregated data is not available). This was largely due delays in the issuance of approvals for workers to migrate on the part of the Nepalese government. It is worth mentioning here that the Project in both Nepal and Jordan made tremendous efforts to break this situation and reopen the corridor, finally having been successfully achieved.

Addressing existing constraints at the political, legal, and institutional level, supporting the development of practical operational tools for implementation of fair recruitment mechanisms as well as building the capacities of all key stakeholders directly involved in migrant workers recruitment processes would be essential for future interventions, scaling the results achieved and overcoming the constrains.

The work done by the Project at the policy level is remarkable. One important pillar of the fair recruitment is zero recruitment fees and related costs charged from migrant workers as it leads to indebtedness and reduces the prospects of workers to leave the employer. The Project has provided technical inputs to the draft amendment of article 12 of the national labour law of Jordan, introducing a provision to prohibit the charging of fees to migrant workers. The Collective Bargaining Agreement for the garment sector was reviewed at the end of 2019, and now includes for the first time a provision to prevent the charging of fees to workers.

In Tunisia the Project contributed to institutional and policy changes enabling the promotion of safe and fair recruitment and rights protection of migrant workers supported through the Public Employment Services. New public recruitment e-services were launched, that include a function to lodge a complaint online for Tunisian citizens working abroad. The project supported the Tunisian General Labour Union (UGTT) to establish migration centers enjoyed by more than 1,500 migrants (sex disaggregated data is not available). With technical assistance of the Project, the government of Tunisia introduced the amendments into the law 2010-49 based on the decree 2010-2948 envisaging dissuasive penal sanctions for private recruitment agencies which exercise unfair recruitment practices against migrant workers.

To address the COVID-19 crisis challenges the Project adapted its approach to assist stakeholders at the global and country level in the Philippines, Nepal and Tunisia to learn about how the COVID-19 crisis had affected migrant workers and the recruitment practices. The Project conducted rapid assessments which informed the development of interventions aimed at addressing the consequences of the COVID-19 crisis on recruitment practices and migrant men and women.

One of the main achievements of FAIR Project is contribution to women empowerment. Project's performance within the corridors had a very strong women empowerment effect although it was not articulated in the project design. The major asset of the Project is that it clearly demonstrates that migration is a right and women should enjoy safe and regular migration as it gives them financial independence, acquisition of new skills and social autonomy. While improving women's mobility in general, the project

also contributed particularly into gender equality through the capacity building of leaders of migrant's communities on rights protection and enhancing their legal literacy. The pre-departure trainings along with post arrival orientation impacted to a greater extent female migrant workers who became aware of legal rights and mechanism of legal protection. Multiple efforts were made by project in Jordan to address the persistent issue of harassment towards female migrant workers.

The success of the Project in including minority groups, physically challenged, women and other groups in vulnerable situations as beneficiaries is mixed. The evaluation did not find evidence that the Project paid special attention at the implementation phase to develop special interventions to tackle needs of minority groups and/or physically challenged people. Although neither the project Logic Matrix nor the project document identified female migrants as the most vulnerable category, the evaluation revealed that FAIR II specifically addressed the needs of migrant women, by considering them as key beneficiaries in the Philippines - Hong Kong and Nepal-Jordan corridors.

The Project paid due attention to the recommendations provided by the Mid-term Evaluation conducted in 2020. For instance, one recommendation was made to cancel two outputs for the Qatar corridor, which were duly cancelled and reported in the 2020 project progress report.

Cross-cutting issues:

The Project demonstrated strong expertise in mainstreaming international labour standards (ILS), human rights and social dialogue across its interventions. Relevant ILS were mainstreamed in capacity building and awareness raising events, the human rights agenda was promoted through tailored-made research and social dialogue was strengthened by enhancing capacity of social partners.

With regard to gender mainstreaming, gender issues have not been addressed in a strategic manner. The Project's design and Results Framework did not include specific initiatives contributing to Gender Equality and a Gender Mainstreaming Strategy was not developed. Yet the evaluation observed that the Project contributed to the empowerment of female migrant workers from Nepal and the Philippines. The importance of this unintended result was noted by

stakeholders in Nepal, where women face particular challenges while making a choice for labour migration. According to the opinions of the stakeholders in Nepal by promoting safe recruitment and decent work the Project was able to send the important message that "migration is a right and women should not be deprived of that choice". Thus, the Project takes a unique position in contributing to the achievement of the SGD #5 Gender Equality and Women Empowerment, SDG #8 Decent work and Economic Growth and SDG #10 Reduce Inequality within and among countries.

Disability Inclusion and Environmental Sustainability issues were not included in the Project design and not addressed by the Project during implementation. The project neither included specific outputs nor activities at design stage nor implemented specific initiatives to address the specific needs of persons with disabilities or promote environmental sustainability. The Mid-Term evaluation did not assess the disability inclusion and the environmental sustainability as the cross-cutting issues.

Efficiency of resource use:

The Evaluation confirms the overall efficient use of Project resources to achieve the planned results in terms of quantity, quality and timeliness.

The Project was relatively moderate in efficiently utilizing financial resources, primarily as it was based on a model of using existing human resources. Human resources have been planned and allocated efficiently except for the evident need of hiring a Part-Time Assistant at the HQ level to support the Chief Technical Advisor (CTA) in the operational implementation of the project including monitoring of project activities.

The evaluation found that available funds were adequate given the envisaged catalytic nature of the Project. In its role as catalyst, the main purpose of the Project was to provide a model and pilot new approaches. This function, however, may not have been commonly and thoroughly understood by national partners. In several cases, expectations at the country level were oriented towards the numbers of migrants recruited through the pilots rather than the role of the Project as a catalyst.

The project has leveraged financial resources and established technical collaboration with many ILO

projects in all countries and globally to maximize impact to a great extent: Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME), FAIRWAY programme, Better Work, Work in Freedom, Appui à la migration équitable pour le Maghreb (AMEM), Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM) and others. The cooperation with the UN projects were established to some extent. In Hong Kong SAR (China) the project leveraged collaboration with the IOM and civil society organisations.

The evaluation observed that existing M&E systems were not efficiently utilized by the Project to ensure efficient project management. The Comprehensive Monitoring and Evaluation Strategy (CMES) that was developed was not operational as it was not supported by the corresponding Monitoring and Evaluation Plan and due implementation practices to ensure efficient monitoring and evaluation procedures.

Effectiveness of institutional and management arrangements:

The evaluation found that institutional and management arrangements of the Project were effective. The shared technical oversight across two technical Branches (Fundamentals and Migrant) and demonstrated ownership of the Project by the two departments facilitated the running of two large scopes of work, which has resulted in the achievement of two major results achieved at the global level in particular relevant to the expected Outcome 3:

a) Wide promotion and dissemination of the ILO General Principles and Operational Guidelines on Fair Recruitment and the Definition of Fees and Costs (GP&OG) which recognize the principle that workers shall not be charged directly or indirectly, in whole or in part, any fees or related costs for their recruitment;

b) Developed tools, practices and methods such as addressing the Fair Recruitment theme at the ILO Global Media Competition, Media toolkit for journalists and piloted trainings for journalists which enhanced the capacity and interest of media to report on issues of fair recruitment of migrant men and women.

The project management arrangement was found to be effective, and it is noted that no operational changes

were made within the context of COVID-19 pandemic. Project activities were effectively implemented virtually in spite of travel restrictions arising from COVID-19 measures in target countries. Although the Project team noted the laborious nature of arranging virtual events, it could be concluded for the next phase of the project that certain activities such as high-level events, trainings, global competitions for the media among others could be successfully implemented virtually.

The Project strategy applied direct engagement approach to enable tripartite Constituents and other stakeholders to contribute to the achievement of the overall development goals of the Project. The Project has consulted, cooperated and sub-contracted a wide range of institutions to implement project activities, including workers' and employers' organizations, business associations, civil society organizations, media institutions including journalism schools and media associations. This approach has resulted in a high level of participation of project stakeholders at the self-mobilization level as the latter have come up with their own initiatives to promote fair recruitment principles and human rights protection of migrant workers (men and women).

Impact Orientation and Sustainability:

This evaluation found that the Project's performance in terms of impact orientation and sustainability is quite promising. The project strategy outlined measures and desired results to ensure political and institutional sustainability and the potential replicability of the achieved results.

To ensure sustainability of the results, in particular, in Nepal, Jordan and the Philippines where the project will end with Phase II, the Project has undertaken several strategies:

1. Capacity Building Strategy through trainings, webinars and developed tools to be used by stakeholders;
2. Advocacy activities to enhance awareness and promote Fair Recruitment principles;
3. Human Rights protection activities aimed to protect rights of migrant men and women;
4. Building partnerships with various stakeholders and projects to maximize impact gained, reach out for more users and enhance the sustained results.

The other important impact of the Project was the formulated definition of recruitment fees and related costs in accordance with the tripartite principles and social dialogue which has been adopted by the ILO as the inseparable part of the ILO's General Principles and Operational Guidelines for Fair Recruitment.

The project has been effective in securing national ownership of the project results. This evaluation revealed results with high potential of sustainability demonstrated by trade unions, associations of the private recruitment agencies and state institutions in the target countries. The evaluation observed the commitment on the part of the tripartite constituents to develop policies and establish fair recruitment practices in line with the adopted ILO's General Principles and Operational Guidelines for Fair Recruitment, which provide a normative framework to justify and guide field-based activities, thereby giving a basis for sustainability.

The Project has not formulated exit strategies, thus limiting the sustainability of the results in the corridors where project will end, namely in Nepal. It was agreed by the key informants that exit strategy in this country should be fully implemented including piloting fair recruitment of migrant workers from Nepal to Malaysia, piloting fair recruitment of Nepali workers to Qatar led by the Nepali Foreign Employment Board, piloting fair recruitment of migrant workers from Nepal to Jordan including monitoring of the working conditions of Nepali workers by trained Jordanian labour inspectors.

Lessons learnt:

Four key lessons learnt were identified through the evaluation.

Lesson One: Business associations and associations of the recruitment agencies are willing to incorporate ILO's General Principles and Operational Guidelines for Fair Recruitment into their policy and normative framework to justify and guide field-based activities. This provides a basis for sustainability and an opportunity to collaborate with business associations in a proactive way in various sectors.

Lesson Two: Though labour inspectors in Jordan received training in ILO labour standards including fair recruitment in 2019 and 2020, key informants expressed the doubt on their engagement into future

monitoring on working conditions of migrant workers in the garment sector or oversee fair recruitment practices. Thus, pilots should include the monitoring practices as the part of the exercise to be piloted and reinforced by all parties;

Lesson Three: Engaging trade unions in the protection of migrant workers, research activities and international cooperation increases ownership of results, strengthened social dialogue and sustainable partnerships between trade unions across the borders;

Lesson Four: Fair recruitment process should be efficient and prompt to meet the employers' needs in the labour force and accompanied by comprehensive system of human rights protection including monitoring mechanisms with the participation of wide range of stakeholders.

Good Practices:

Three emerging good practices were identified by the evaluation with potential for replication on the part of tripartite constituents: governments, trade unions.

Good practice One: E-Desk services run by the GEFONT in Nepal allowed assisting more than thousand Nepali migrant workers abroad;

Good Practice Two: Post-Arrival Orientation learning system "Online pre-departure package" installed in Hong Kong by the Philippine Overseas Employment Administration (POEA) is instrumental for domestic workers and PRA to upscale fair recruitment processes;

Good Practice Three: ANETI e-services in Tunisia provides the opportunity to the Tunisian citizens working abroad to file their complaints online from any destination country.

Recommendations

1. For ILO HQ Administration: *To develop a resource-mobilization and cooperation strategy with other ILO and UN projects including the IOM projects in the area of fair recruitment in the target countries to avoid duplication, maximize impact and ensure the accountability of the Project's results.*

2. For ILO Project management: To build on the achieved results in promoting ILO visibility and the fair recruitment concept to enhance project visibility and external public communication in the target countries at national and global levels.

3. For ILO Project management: To sustain the migration corridor approach in similar interventions including the third phase of the FAIR project but select the migration corridors based on the thorough rationale and high potential of the positive impact on migrant workers (men and women) and reduced impact on the environment.

4. For ILO Project management: to build on the experience gained in engaging trade unions in Nepal, the Philippines, Tunisia and Hong Kong (China) in protection of human rights of migrant men and women, to continue promoting the unionization of migrant workers in other countries, establishing international cooperation between the trade unions in human rights protection of migrant men and women.

5. For ILO Project management: To ensure that promoted fair recruitment includes the monitoring of the working conditions and protection of human rights of migrant men and women in the countries of destination by introducing the specific activities within the piloted fair recruitment initiatives targeting governments and employers, beyond the trade unions.

6. For ILO Project management and ILO Gender, Equality, Diversity and Inclusion Branch (GEDI): To study, analyze and build on the Project experience to safely recruit and protect migrant women in order to promote women's rights for migration especially in the context of the patriarchal societies where migrant women are deprived of the rights of dignified migration sending the messages that migration is a human right.

7. For ILO Project management: To improve
a) project design to better integrate gender equality, disability inclusion and environmental sustainability in the Project results' framework; b) to conduct independent evaluability exercise including evaluability of human rights and gender equality aspects; c) to improve data collection, reporting and monitoring performance to enhance the efficiency of the management for results; d) to continue good

practice of Comprehensive Monitoring and Evaluation Strategy (CMES) but accompany it with the action-based Monitoring and Evaluation Plan and due data collection forms to enhance its implementation and data collection to inform the delivery of the Project's results vis-à-vis Results' Framework on a regular basis with at least 6 months periodic internal reporting shared with the Donor.

8. For ILO Project management: To continue active promotion and dissemination of the knowledge products and tools developed by the project in cooperation with the FRI knowledge hub, including presentation of the opportunities to the journalists' schools to use the developed tools on raising capacity of journalists to report on safe recruitment into their curricula.