

JOINT INDEPENDENT FINAL EVALUATION

Priority Implementation Actions of the **AU-ILO-IOM-ECA**
Joint Programme Migration Governance for Development and
Integration in Africa (**JLMP priority**)

TYPE OF EVALUATION: EXTERNAL
EVALUATION TIMING: FINAL
EVALUATION NATURE: INDEPENDENT

Project countries: Africa. The project includes the African Union Commission, the Regional Economic Communities in Africa (especially EAC, ECOWAS and SADC) and African Union Member States
SDGs: Nr.8 (Decent Work and Economic Growth), and Nr.10 (Reduced Inequality)

Date when the evaluation was completed by the evaluator: 26 June 2022

Joint evaluation agencies: The African Union Commission (AUC), the International Organization for Migration (IOM), the International Labour Organization (ILO)

Project duration: 01 July 2018 to 31 March 2022

Donor and budget: Swedish International Development Agency (Sida) USD 8,786,564

Name of Consultant(s): Cecilia Deme, PhD (Lead); Paola Chianca; Lejla Sunagic

Name of Evaluation Manager(s): Sharif Faisal (IOM); Josephine Etima (AUC); Ricardo Furman (ILO)

Evaluation Budget: USD 25,500

Key Words: labour migration governance, migrant workers, social partners, skills, labour migration data, capacity building, protection, tripartism, regional integration, Inter-State Consultative Mechanisms (ISCMs)

TABLE OF CONTENTS

Table of Contents	3
Table of Acronyms	4
List of Figures and Tables	5
Executive Summary	5
Project Background	5
Evaluation Purpose and Objectives	5
Evaluation Methodology	8
Main Findings	9
Conclusions	15
Lessons Learned	16
Emerging Good Practices	16
Recommendations	17
1.Introduction	20
1.1.Project Background	21
1.2.Evaluation Background	23
1.3.Methodology and limitations	27
2.Evaluation Findings	29
3.Conclusions	62
4.Lessons Learned	64
5.Emerging Good Practices	66
6.Recommendations	68

ANNEXES

Annex 1: Terms of Reference
Annex 2: Evaluation Matrix
Annex 3: Performance Indicator Table
Annex 4: Documents Reviewed
Annex 5: List of Key Stakeholders Interviewed
Annex 6: Project Results and Indicators Table
Annex 7: Evaluation Schedule
Annex 8: Lessons learned and Good Practices
Annex 9: Survey Questions and Results

ACRONYMS

ACBF	African Capacity Building Foundation
ACLAE	Arab Center for Labor Administration and Employment
ACTRAV	Bureau for Workers` Activity
ADD	Abu Dhabi Dialogue Secretariat
AfCFTA	African Continental Free Trade Agreement
ALLPI	African Leather and Leather Products Institute
APRM	African Peer Review Mechanism
ARLAC	Africa Regional Labour Administrative Centre
AU	African Union
AUC	African Union Commission
AU FMP	AU Free Movement of Persons Protocol
AWIM	African Women in the Media
BLMA	Bilateral Labour Migration Agreement
CEN-SAD	Community of Sahel-Saharan States
COMESA	Common Market for Eastern and Southern Africa
CRADAT	Centre Régional Africain d'Administration du Travail
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOSOCC	Economic, Social and Cultural Council
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EU	European Union
FES	Friedrich Ebert Foundation
FMM	Free Movement and Migration
GCC	Gulf Cooperation Council States
GCM	Global Compact for Safe, Orderly and Regular Migration
GFMD	Global Forum on Migration and Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICRMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
IGAD	Intergovernmental Authority on Development
IOE	International Organisation of Employers
ILO	International Labour Organization
IOM	International Organization for Migration
ITC-ILO	International Training Centre of the ILO
ITUC - Africa	International Trade Union Confederation - Africa
JLMP	Joint Labour Migration Programme
LMAC	Labour Migration Advisory Committee
LMAP	Labour Migration Action Plan
M&E	Monitoring and Evaluation
MPFA	Migration Policy Framework for Africa
NSA	National Schools of Public Administration
NOBW	National Organisation of Business Women
NGO	Non-Governmental Organisation
NSPA	National School of Public Administration
OATUU	Organization of African Trade Union Unity
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
PAFoM	Pan African Forum on Migration
PAP	Pan African Parliament
PSU	Project Support Unit
RECs	Regional Economic Communities
RBM	Results Based Management
SADC	Southern African Development Community
SAMM	South-Africa Migration Management Programme
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SIFA	Skills Initiative for Africa
STC	AU Specialized Technical Committee
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UAE	United Arab Emirates
UMA	Arab Maghreb Union
UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UN-ECA	United Nations – Economic Commission for Africa
WHO	World Health Organisation

LIST OF FIGURES AND TABLES

Table 1:	Evaluation Questions
Table 2:	Table 2: Number of respondents per type of institutions/actor and their gender
Table 3:	JLMP Priority budget expenditure till 31 March 2022

EXECUTIVE SUMMARY

PROJECT BACKGROUND

The AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (known as the Joint Labour Migration Programme, or JLMP) in Africa is a long-term joint undertaking among AU-IOM-ILO-UNECA, in coordination with other relevant partners operating in Africa. It is the instrument dedicated to the implementation of the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication, and Inclusive Development, which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015) in Addis Ababa, Ethiopia. In addition, the JLMP is a critical instrument for implementing the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030).

The JLMP Priority project (2018-2021) was developed to facilitate a strong beginning of the JLMP, by a Consortium of equal Partners, under the leadership of the African Union (AU) alongside the International Organization for Migration (IOM), the International Labour Organization (ILO), and the UN Economic Commission for Africa (ECA). It is considered an essential component of the four cooperation initiatives implementing JLMP, with financing from the Swedish International Development Cooperation Agency (SIDA) and strong support from the EU cooperation and initial consultations with German, Swedish and Belgian donors. The Project was funded by the Swedish International Development Agency (SIDA), with a total budget of USD 8,786,564, and implemented by a Consortium of equal Partners under the leadership of the AU and in partnership with IOM, ILO and UN-ECA.

The objective of this project was “to contribute to improved labour migration governance to achieve safe, orderly and regular migration in Africa as committed in relevant frameworks of the African Union (AU) and Regional Economic Communities (RECs), particularly EAC, ECOWAS and SADC, as well as relevant international human rights and labour standards and other cooperation processes.”

EVALUATION SCOPE, PURPOSE AND OBJECTIVES

The final Evaluation focused on the entire implementation period of the JLMP Priority project, with a duration of 45 months (01 July 2018 to 31 March 2022). The project's geographical scope covered three RECs-the East African Community (EAC), the Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC) -and the evaluation assessed all the results and contributions of the project to migration governance within these RECs and all member States (MSs). SIDA funded the project with a grant of 79,000,000 Swedish Krona or USD 8,786,564. The project received two no-cost extensions after the original project closure in July 2021. The first extension ended on 31 December 2021, while the second extension lasted from 1 January - 31 March 2022.

The Monitoring and Evaluation Framework for the JLMP Priority project, IOM, and ILO Evaluation Policies and Guidance notes defined the overall scope of this Evaluation.

The evaluation aimed to assess accountability, learning and building knowledge, and it provided an evidence-based analysis that was not limited only to (1) determining the extent to which the Programme has achieved its outcomes against the set indicators and targets but also looked at 2) how the project outputs, deliverables and activities achieved immediate impact, particularly capacity development activities and 3) assessed the extent to which the deliverables and outcomes can be used to develop follow-up actions building on the results of the project. The evaluation also provided recommendations on how to deal with identified challenges in the future, the ones that impacted project results while developing research studies, conducting advocacy, communication and visibility activities, as well as gender mainstreaming.

The evaluation followed the six standard criteria of the Organisation for Economic Co-operation and Development's Development Assistance (OECD-DAC): relevance, coherence, effectiveness, efficiency, sustainability, and impact.

The objectives of the Evaluation were formulated as follows:

- Assess the relevance of the project design, implementation strategy and results achieved in relation to the AU, Member States, IOM, ILO, RECs, and global development frameworks, policies, and priority needs
- Assess the extent to which the project has achieved its stated objectives at outcome and impact levels, identifying the supporting and constraining factors
- Analyse the implementation strategies of the project regarding their effectiveness in achieving the project outcomes and impacts, including unexpected results and supporting and constraining factors
- Assess the efficiency of project implementation
- Assess the extent to which the project outcomes will be sustainable
- Assess gender-responsiveness of the project
- Identify lessons learned and potential good practices.
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

The findings, recommendations and lessons learnt from the Evaluation will be used by the MSs, RECs, the African Union Labour Migration Advisory Committee (AU-LMAC), SIDA, the AU, and ILO, IOM and project teams.

Other relevant target groups interested in the evaluation results are Ministries of Labour, employers' and workers' organizations, development partners, migration authorities, diaspora associations, migrants and women organizations, civil society, the private sector and academia.

EVALUATION METHODOLOGY

The evaluation followed IOM and ILO Data Protection Principles, the United Nations Evaluation Group (UNEG) Norms, and Standards for evaluations and relevant ethical guidelines.

The evaluation used qualitative and quantitative methods to collect information. After a document review, the evaluation team conducted remote Key Informant Interviews (KII) with project staff and selected stakeholders. Intended and unintended results were compared against the project Theory of Change (ToC), the results matrix and the logframe. Data were collected across the six evaluation OECD-DAC criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability.

A remote planning meeting was held on 10 February 2022 with the AU, ILO and IOM Evaluation Management Committee (EMC). Following feedback on the draft Inception report on 8 March 2022, the data collection phase commenced shortly after.

The evaluation was conducted remotely. The facts and data gathered from the literature review have been triangulated with information obtained from semi-structured interviews and surveys, which have been used with project staff, technical experts, RECs, MSs representatives and other key stakeholders.

Key stakeholders involved in the project were: the donor; ECOWAS, EAC, SADC, COMESA; social partners, such as Business Africa, ITUC-Africa, the International Organisation for Employers (IOE); National Organization of Business Women (NOBW) under FEMCOM; Academia, such as the Pan African University; National Authorities, like the Pan African Parliament; Ministries of Labour representatives, other ministries; migration authorities; migrants' and women organisations; civil society; private partners, including recruitment agencies.

The total number of stakeholders consulted for this evaluation was 46 (20 women and 26 men), of which 29 participated in Key Informant Interviews (KIIs) and 17 completed online surveys. Out of 47 surveys sent out using the SurveyMonkey online platform, 17 surveys have been answered (14 men and three women), representing a 36 % success rate. Among the main challenges of this evaluation was the limited timeframe to carry out the assessment, the low level of engagement of stakeholders for Key Informant Interviews (KII), and the low survey completion rate.

MAIN FINDINGS

RELEVANCE: -

Relevance is a measure of the extent to which intervention objectives and design respond to beneficiaries' global, country, and partner/institution needs, policies, and priorities and continue to do so if circumstances change.

The Project's relevance was demonstrated by the political decision to support the AUC through JLMP Priority, which was strongly demand-driven as it came from the needs expressed by the AU and MSs through political declarations and decisions and the challenges related to the advancement and implementation of the labour migration agenda. However, from the stakeholders' and constituents' perspectives, the initial design of the Project should have been more inclusive, which would have strengthened the relevance and overall ownership of the Project. At the same time, the Project managed to find channels for assessing key stakeholders' and constituents' needs through the several needs assessment that have been carried out since the project inception phase.

The answers to the survey question, "Has the project addressed your/your organisation's needs?" 47 % of respondents declared "Somehow", 29 % mentioned "Not really", and 24 % replied, "Very much", demonstrating perceptions about existing needs and the project's objectives.

The project's formal approach to M&E was explicitly results-based. However, within the results matrix and narrative reports, the JLMP Priority project did not incorporate a robust and systematic methodology to track and capture results or impact from project activities beyond the tracking of outputs. The project's overall monitoring and evaluation could have been substantially stronger, particularly concerning outcome monitoring and assessment. However, most assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period.

Most stakeholders agreed that protection was successfully mainstreamed into the project design, showcased by the AU Declaration of the Protection and Promotion of the Rights of Migrant Workers, the Model Migrant Welfare Programme, the Draft Guidelines for the Member States on Development of Bilateral Labour Migration Agreements (BLA), and the Free Movement of Persons Protocol (AU FMP), that focus on migration, social protection and gender to a certain extent. The Labour Migration Advisory Committee (LMAC), for example, was also active in monitoring the situation of migrant workers during the COVID-19 pandemic, resulting in publishing an issues statement about the necessity of protecting migrant workers and developing a policy brief about the condition of migrant workers in the informal economy.

The evaluation found that gender-sensitivity represented a focus of the project designers. The gender-responsive labour migration policies and training curricula, the studies conducted with a gender lens and the workers' and employers' guides proved that JLMP Priority highly valued gender equality and gender mainstreaming principles. However, many interviewees mentioned that addressing women's needs got more traction in the project than those of youths and people with disabilities. The JLMP Priority programme also lacked a proper gender study that could flesh out relevant gender gaps and give specific and detailed directions for addressing gender inequality in the Program's area of work.

Many interviewed stakeholders considered the project less realistic in its implementation approach. Processes that were initially thought would work for a continental-level project were not suitable for profoundly engaging with existing mechanisms at the three RECs – SADC, EAC, ECOWAS - and MS levels.

This structure caused difficulties and challenges for project teams, stakeholders and partners to engage, own the results and support project implementation properly. However, despite these challenges, the project contributed to an improved labour migration governance in Africa, as stated by all respondents and corroborated by the survey results.

The project contributed to facilitating social dialogue, and project partners have been consulted, at different stages and varying levels of project implementation, including having access to information without discrimination. However, at the RECs level, participation is understood as informing the stakeholders rather than influencing the design. The participation process during the design stage was facilitated mainly through the Steering Committee and Technical Committee, and LMAC, by which RECs and social partners influenced the project implementation strategy. All stakeholders acknowledged that active participation with this many stakeholders might not be possible. Although the project invested considerable efforts in the inclusion of social partners, the level of engagement with workers' and employers' organizations was sometimes weak

or not entirely representative during consultative processes, especially concerning employers' organizations. Survey results corroborate the divergent opinions of social partners related to their involvement in the project design, as answers to the question "Did you/your institution participate in the design of this project" received 53 % negative answers and 47 % affirmative responses.

COHERENCE: -

Coherence is a measure of the compatibility of the intervention with other interventions in a country, sector or institution. The criterion of "coherence" was included in the revised OECD/DAC criteria of December 2019, which noted that a "lack of coherence can lead to duplication of efforts and undermine overall progress.

The project is aligned with strategic frameworks at the AU level -the Migration Policy Framework for Africa (MPFA) and its Plan of Action (2018-2028)- and has a good anchoring in a wider intervention related to labour migration because it links to the Support to Free Movement and Migration in West Africa (FMM West Africa) Initiative and informs the consultation on the African Continental Free Trade Area Agreement (AfCFTA). The JLMP Strategic Framework and Monitoring and Evaluation Plan (2020-2030) was also revised by the project following the AU MPFA outcomes and other projects implemented under the JLMP umbrella framework since 2015. The focus on implementing SDG 10 and SDG 8 by the AU, IOM and ILO can be seen in the alignment with other projects in labour migration statistics, capacity development, policy development and inter-regional cooperation, among others.

However, the project's alignment with priorities at the regional level is slightly different. Interview respondents highlighted that some RECs have divergent opinions about their regions' needs and capacities to support specific components of JLMP Priority (such as the development of labour migration policies). Many stakeholders agreed that without a proper mapping and contextualization of the project in the RECs, the development and adoption of regional migration policies is challenging because RECs need more time to clarify strategic directions and collaborations. Survey answers to the questions "Does the project support the implementation of priorities and needs of the AU, RECs, social partners and other stakeholders in labour migration governance?" corroborate the findings because 47 % of respondents answered: "Very much", 35 % thought "Somewhat", and 18 % replied "Not really".

Most stakeholders think the best way to optimize JLMP work spread among several projects funded by different donors is the attempt to ensure that learning is incorporated, and duplication of activities is avoided. In this aspect, the project successfully included in the JLMP Strategic Framework the AUC's guideline on assessing complementarities and synergies within JLMP interventions and IOM and ILO's analysis of ongoing and future programming on labour migration at the AUC, RECs, and national levels. In addition, relevant ongoing projects funded by the EU, SIDA and SDC ensured collaboration with SADC, EAC and ECOWAS and combined social security, youth employability and skills recognition areas through skills anticipation training, fair recruitment courses, and labour migration statistics workshops. The overall MPFA objectives were followed up by organizing the Intra-African Symposium on Labour Mobility, where government representatives of 12 East and Horn of Africa (EHOA) countries agreed to develop the Africa Migration Report informed by results of the JLMP Priority.

Additionally, AUC, ILO and IOM proved their comparative advantage in labour migration mobility by benefitting the project with the previous experience and in-house knowledge the three organizations acquired in designing training and capacity development activities. The tools and training manuals, especially the "Handbook on Developing Labour Migration Policies in Countries of Origin and Destination", resulting from a flagship OSCE-IOM-ILO collaboration, were inspirational for JLMP Priority's training modules within the LMCB curriculum. The project incorporated sustainability perspectives at the project design stage, in the Risk and Assumptions Matrix, with associated risk management measures, which were always followed up in the narrative reports.

EFFECTIVENESS: -

Effectiveness is a measure of the extent to which an intervention achieved, or is expected to achieve, and its results, including any differential results across groups. Effectiveness is evaluated by comparing what results have been obtained with what was planned and analysing the factors that have contributed to the achievement and non-achievement of project objectives.

The Project made substantial contributions to labour migration governance, evidenced by many interview responses and answers to the distributed questionnaire. As such, 35 %% of survey respondents answered

the question "How visible has the project been in contributing to improved labour migration governance in Africa?" with "Very much", 53 % responded "Somewhat", and 12 % thought "Not really". The feedback received to the question "Do you think the project will improve the services and protection provided for labour migrants, especially of those most vulnerable, such as women, youth and people with disabilities?" were even more optimistic because 59 % of respondents answered, "Very much", 24 % thought "Somewhat" and 18 % mentioned "Not really".

An analysis of the Project's progress against outcome-level indicators for all outcomes makes it clear that it has achieved its expected results to a large extent. There was considerable progress towards the realization of **Outcome 1**, evidenced by the development and roll-out of the Labour Migration Capacity Building (LMCB) Programme in Africa. The first steps of its implementation suggest there is solid ground on which labour migration stakeholders improved their capacities more transparently because the post-training results after two training programs showed that more than 90 % of trained experts reported improved capacities after participating in these training events. Another significant achievement was the 2nd and 3rd Edition of the Report on Labour Migration Statistics in Africa, summarizing statistical information for ten years (i.e., 2008 to 2017), which has allowed identifying current, past and future trends, allowing the development of adequate, appropriate evidence-based migration policies. The Project also supported the Pan African Forum on Migration (PAFoM) in the organization of the September 2021 meeting in Dakar under the event entitled "Strengthening Labour Migration Governance in Africa in the context of a pandemic for accelerated socio-economic development and continental integration."

Results under **Outcome 2** focused on international cooperation and preparing gender-responsive labour migration policies by improving the policy and regulatory systems at MS and RECs levels. This work was evidenced by finalizing a gender-sensitive labour migration policy in the EAC and domesticating another labour migration policy in Lesotho. In addition, the Project successfully ensured compliance of these vital labour migration instruments with international and human rights and labour standards discussed in various international meetings and events with no-AU Member states, such as the Gulf Cooperation Council (GCC) states. As such, two intra-regional meetings were facilitated for MS to explore priorities for promoting international cooperation with Kuwait and the United Arab Emirates (UAE). One high-level political engagement led by the AUC, ECOWAS, and the Common Market for Eastern and Southern Africa (COMESA) to the Abu Dhabi Dialogue (ADD) Ministerial Meeting was established to promote inter-regional cooperation on labour migration. In addition, IOM and AUC finalized a Model Migrant Welfare Programme to support migrants to access services throughout the migration cycle.

As foreseen, one online training has been organized for 47 labour attachés from a range of countries in partnership with the International Training Center of ILO (ITC-ILO), the AU, ILO, IOM, Centre Régional Africain d'Administration du Travail (CRADAT) and the Africa Regional Labour Administrative Centre (ARLAC) on "Strengthening consular and labour attachés services for better governance and protection of migrant workers." This capacity development activity was complemented with efforts to finalize Guidelines for the Member States on developing BLAs, and Mapping reports for Pre-Departure Orientation (PDO) and Post-Arrival Orientation (POA) with African and Gulf pilot countries.

The Project made significant steps and improvements in enhancing multi-stakeholder policy consultation and practical coordination on labour migration under **Outcome 3**. Through consultations with RECs, LMCA members better understood regional labour migration governance frameworks and formulated recommendations relevant to the specific RECs. LMCA performed six field visits out of nine planned with the Economic Community of Central African States (ECCAS), the Arab Maghreb Union (UMA), COMESA, EAC, the Intergovernmental Authority on Development (IGAD) and ECOWAS. The visits aimed to enhance the role of the Committee in its advisory service on labour migration management and governance to MS, AU and RECs decision-makers. The Committee became very active in its engagement with AU policy organs such as the African Peer Review Mechanism (APRM), the Economic, Social and Cultural Council (ECOSOCC) and the Pan African Parliament (PAP). The LMCA video conferences, policy briefs, and issue statements addressed to African governments concerning advocating for migrant-inclusive measures on Covid-19 response plans contributed to the achievement of the overall objective of JLMP Priority.

The strengthening of AUC's technical and staff capacities under **Outcome 4** gained traction and visibility in consolidating the technical expertise provided to EAC and ECOWAS and the needs assessment carried out in three RECs. As an example, the coordination efforts carried out by the Project Support Unit (AUC-PSU) with RECs, IOM, ILO, civil society, social partners and UN agencies led to the development of background papers presented at the virtual Africa Regional Consultations for the 2020 Global Forum on Migration and Development (GFMD). These papers contained many recommendations on opportunities for collaboration,

especially inter-state partnerships between countries of origin and destination. EAC, ECOWAS and the SADC also conducted baseline assessments in 12 MSs, fostering JLMP Priority implementation at the MS level. The recruitment and placement of two JLMP labour migration officers to the EAC and ECOWAS strengthened their capacities in labour migration management, which helped conduct regular monitoring and strengthened accountability through periodic progress reports as well as completing the mid-term evaluation of the JLMP Priority project. The Project also supported the JLMP governance structures – Steering Committee, Technical Committee and the PSU.

The communication and visibility strategy successfully involved a women-led journalist network in raising awareness of the situation and lived experiences of women migrants.

Compared to the challenges, lessons learned and opportunities for achievement that have been identified in the JLMP Strategic Framework 2020-2030, the evaluation found the Project was successful in exploring opportunities on how to improve further the protection of migrant workers and strengthened LMAC for inter-regional cooperation; strengthened normative and protection-related work on labour migration through its support provided to the development of labour migration policies; provided solid technical expertise by conducting studies and research and contributing to the three African Labour Migration Statistics Reports; proved agility in adjusting workplans for delivering results; institutionalized capacity-building support through the work with ARLAC and with the labour attachés; proved the possibilities of implementing a joint program despite divergent opinions and modus operandi of implementing agencies. The Project strengthened inter-RECs cooperation and the exchange of good practices by organizing two inter-regional meetings in June and November 2021, conducting six field visits under LMAC's leadership, and the organization of the 6th Pan-African Forum on Migration in 2021, whose theme was "strengthening labour migration governance in Africa in the context of a pandemic for accelerated socio-economic development and continental integration." The formation and strengthening of LMAC was an excellent move to shift toward establishing and maintaining relationships and cooperation with relevant stakeholders and social partners and contributing to enhancing MS-level ownership.

However, the evaluation assessed that the challenges the project encountered in coordination were consistent as highlighted by the project Steering Committee and Technical Committee meeting minutes and many interviewed stakeholders. The Project has organized management-level coordination meetings since 2019 to strengthen coordination with the project beneficiaries, but the need to strengthen the level of engagement and the development of mutually beneficial communication channels with RECs and MS, project partners and targeted beneficiaries, were identified already at early stages of project implementation. COVID-19 contributed to slowing down the pace of implementation of the project, but at the same time, the Project sought ways to respond to and provide policy advice to address evolving challenges caused by the pandemic, evidenced by LMAC's statement about the pandemic's effect on African migrant workers, and the two no-cost extensions received by the intervention.

The evaluation encountered difficulties assessing the Project's effectiveness through the existing results matrix and log frame, mainly because the indicators, targets and achievement status differ across the project M&E documents, the result matrix and performed activities. Additionally, the indicators measure primarily the results of the activities (many refer to the presence of a specific deliverable), but they do not clearly show the contribution that achieving those outputs can provide to the achievement of outcomes. The evaluation could not find evidence of adverse effects of the Project on gender equality, nor how the Project impacted men and women differently.

EFFICIENCY: -

Efficiency is a measure of the relationship between outputs (intervention products or services) and inputs (the resources that it uses). A project is regarded as efficient if it utilizes the least costly resources that are appropriate and available to achieve the desired outputs.

The total budget for the project was USD 8,786,564, with an expenditure of USD 8,671,167, representing 100 % utilization of available funds. Whereas project goals, including the objective and targeted beneficiaries, have not changed during the period under review, the onset of the COVID-19 pandemic globally necessitated extensive adjustments to the project budget and work plan in coordination with partners and beneficiaries and endorsed by SIDA to enhance timely and cost-efficient use of the resources available. The evaluation assessed those resources allocated for hiring a gender employment consultant (Activity 4.1.2) represent an important initial step toward gender-based budgeting. Achieving gender-parity at capacity development activities and designing gender-sensitive policies have been mainstreamed and are visible in the project life cycle.

Many stakeholders agreed that coordination challenges were partly due to unrealistic timelines, the AUC's lack of experience in coordination and lack of human resources at all levels. The lack of enough human resources in coordination and management structures, and the existing processes among these structures, were seen as problematic by many interviewed stakeholders.

However, this process improved, compared to the beginning of the project, due to beneficial staffing adjustments and a better distribution of tasks among implementing agencies. The decision to create secondment positions was seen as a great initiative but, at the same time, less efficient in the long-term by acknowledging the importance of technical expertise and representation while assessing the side effects of funding project-based personnel.

To bridge the continental and regional level gap in structured labour market data collection and analysis, another successful step initiated by the project was hiring a statistician at the AUC, who coordinated all data and statistics-related activities, including coordination with AU STATAFRIC and with the statistical officers at the National Institutes for Statistics.

The coordination and collaboration processes were envisaged to be mutual between the AUC and partners. The Project Steering Committee and Technical Committee meetings, the PAFoM, LMAC events and the Inter-RECs collaborations formed part of the engagement strategy with RECs and MS and served as platforms to convey results, but the flow of information and receiving feedback from RECs and MSs proved to be challenging.

In this aspect, while cooperation between AUC, IOM and ILO was perceived as supportive and flexible, including the work with the Steering Committee and the Technical Committee, the picture was perceived as being more nuanced in the regions and in coordination aspects with RECs-as stated by many interviewees.

The technical expertise was seen as an added value, but many stakeholders expressed the need to include Regional Offices and RECs in conducting research and performing different studies.

The donor support for the overall JLMP Programme was acknowledged as supportive and responsible and considered imperative to address some of the demands in Africa's labour migration and mobility landscape. JLMP Priority considerably improved its gender expertise compared to the design stage, as there are staff members with gender expertise found at the level of each implementing agency, and the process of gender integration is ongoing.

IMPACT: -

Impact is the extent to which the intervention has generated or is expected to generate significant and potentially transformative positive or negative, intended or unintended, higher-level effects. Impact seeks to identify "social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion.

One of the most significant impacts of the JLMP Priority was creating a common understanding of labour migration governance through guidance and technical knowledge. For many stakeholders, the project is regarded as the flagship initiative of the AU. Important results and processes could be observed at the RECs level, where AUC, with IOM and ILO's guidance, supported the development of the EAC Labour migration policy framework, which is one of the project's main outputs.

The work on statistics and labour migration data proved to be very useful for producing the three Statistics report. The expansion of MSs in data collection and harmonization proved successful, bringing together organisations, donors, and other projects who could analyse the varying labour market conditions in sectors and value chains affected by different employment and social security laws, regulations and labour market institutions.

The knowledge-development activities, present in the form of studies, laid the seeds for designing coherent policies in different occupational sectors by mapping out the needs of skills, training, and mobility issues. For example, this was the case of the health workers' skills' portability study, which was backed up by the technical and expert support of IOM and AUC and took into consideration all the lessons and learning from the previous pieces of research conducted in this sector by ILO. Eventually, this research led to developing and rolling out skills partnerships along specific corridors. ILO provided support to AUC and IOM on coordinating two research studies on piloting the use of administrative data in labour migration management in Cameroon and South-Africa.

The support provided by IOM and ILO to AUC to develop the Labour Migration Capacity Building (LMCB) programme, by using international best practices, paved the way for further interventions based on gender-

sensitive principles and assessments that were included in training curricula, focusing on the special needs of women migrant workers.

With the No-cost extension granted by SIDA, the project-with the support of ILO- has also provided direct support to ARLAC to implement its capacity-building events. For example, the two training events conducted in February and March 2022 at ARLAC's training centre in Harare, Zimbabwe, provided an excellent opportunity to capacitate ARLAC trainers and create ownership of the materials produced under the JLMP as a way forward.

Another impactful intervention with visible results was the successful development of social partners' capacities to engage in labour migration governance at the national and RECs levels. A relevant example was developing one training guide for employers and one for the workers' organization. Both guides have been validated by social partners and are now widely used as a key tool for developing their capacity for labour migration.

Interview results conveyed that the capacity development component was impactful in the JLMP Priority, also highlighted by survey results. Among the 11 activities listed in the evaluation survey, 56 %% of surveyed participants indicated that training and workshops were the most useful for them and their institution. Answering the question "To what extent do you feel you/your institution contributed to improved labour rights and migrants' protection rights?", 59 %% of stakeholders surveyed thought "Somewhat", and 41 %% answered, "Very much".

LMAC was very successful in engaging with social partners through the support provided by AUC and IOM. Besides the two Inter-regional meetings organized for the RECs, LMAC visited six out of eight RECs, which is considered a big achievement. The consultative dialogues and workshops carried out under IOM's leadership, in partnership with AUC and ILO, facilitated policy dialogues with Middle East Countries and the Organization of Islamic Cooperation (OIC), which resulted in the signing of Bilateral Labour Agreements (BLA) and the development of the Model Migrant Welfare Program for the AUC, MSs, and RECs. The Pan-African Forum on Migration (PAFoM), organized in 2021, also leveraged experience-sharing and contributed to the inter-RECs dialogue on labour migration.

The project's communication strategy was fruitful because it leveraged the visibility of JLMP Priority with the support of IOM's Special Liaison Unit and the AU Department of Information and Communication.

The process that led to developing the human rights and labour rights documents entailed thorough research on labour laws and regulations in different countries. The validation of the ILO-led AU Declaration of the Protection of the Rights of Migrant Workers, together with the AU Guidelines on Developing BLAs, the Draft Guidelines for the Member States on Development of BLAs that will accompany the presentation of the AU Declaration and the Model Migrant Welfare Program led by IOM are essential processes that guide the GCM and where AU provided advice.

Stakeholders involved in discussions looked at how these laws can be improved, and the opportunities identified represent good starting points for future discussion. The evaluation assessed the possible institutionalization of trained individuals' knowledge and skills into policy work through responses to the question, "How successful was the project in improving relevant international human rights and labour standards in Africa? 71 %% of survey respondents indicated "Somewhat", 6 %% responded "Not really," and 18 %% thought "Very much".

SUSTAINABILITY: -

Sustainability is understood as the extent to which the net benefits of the intervention continue or are likely to continue.

The evaluation assessed existing opportunities the project successfully used, based on the recommendations of the revised JLMP Strategic Framework 2020-2030 . In line with the recommendation "Strengthening inter-REC cooperation, lesson learning and exchange of good practices among RECs", the project organized two inter-RECs meetings in 2021. The project leveraged the Pan-African Forum on Migration (PAFoM), a continental consultative process to provide policy guidance and recommendations to MSs and other stakeholders on how to improve labour migration governance at national, regional and continental levels for socioeconomic development and faster integration of the continent as per the aspirations of the AU Agenda 2063, the MPFA and the GCM among others. This event was aligned with another opportunity for improvement included in the JLMP Strategic Framework 2020-2030, stated as the "Use of Regional Consultative Processes on Migration (RCPs) which bring together representatives of states, international

organisations and, in some cases, non-governmental organisations (NGOs) for informal state-led and non-binding dialogue and information exchange on migration-related issues". The "Report of Inter-REC Experience Sharing and Capacity Building on Labour Migration Policies", that followed the virtual event organized in June 2021, touched upon the exploration of creating sustainability mechanisms for inter-REC non-binding dialogue and experience-sharing platforms, such as an inter-REC tripartite forum, an inter-REC tripartite labour migration sub-committee forum or a Pan-African tripartite Labour Authority forum.

The declared intentions for project continuation could be seen in the funding mechanisms of JLMP Priority, which already has projects in place, such as the JLMP Action and the JLMP Lead project, the latter still in the pipeline.

In terms of regional development and integration, a promising development where future JLMP projects could find their way is the already adopted proposal for the Decent Work for the Transformation of the Informal Economy Regional Programme, and the implementation of the Migration Welfare Funds and BLA Guidelines, with a few countries expressing their intention for implementation.

The Pre-departure orientation programme has a vast potential for sustainability through IOM's work in the UAE based on an initial assessment done in 14 countries.

Social partners' feedback revealed the importance of strengthening networks among key stakeholders, including developing cooperation platforms and applying peer-learning and peer-review mechanisms. The high level of ownership within JLMP Priority implementation, demonstrated by the AU, has been highlighted by most stakeholders as one of the most important signals to consider JLMP as standing on solid and sustainable grounds.

CONCLUSIONS

1. The decision to support the AUC through JLMP Priority was strongly demand-driven, and it comes from the needs expressed by the AU and MSs through political declarations and decisions and informed by the challenges relevant to the labour migration agenda. However, from the stakeholders' and constituents' perspectives, the project's initial design should have been more inclusive, which would have strengthened the relevance and overall ownership of the Project. In addition, the JLMP Priority project lacked a proper gender study that could have fleshed out relevant gender gaps and give specific and detailed directions for addressing gender inequality in the Program's area of work.
2. The project was assessed as less realistic in its implementation approach. Processes that were initially thought would work for a continental-level project were not suitable for profoundly engaging with existing mechanisms at the RECs and MS levels. This structure caused difficulties and challenges for project teams, stakeholders and partners to properly engage, own the results and support project implementation properly.
3. The project contributed to facilitating social dialogue, and project partners have been consulted, at different stages and varying levels of project implementation, including having access to information without discrimination. However, at the RECs level, participation was understood as informing the stakeholders rather than them influencing the design.
4. The project is aligned with strategic frameworks at the AU level, but it needs more contextualization at the RECs level, including considering strategic directions, existing capacities and partnerships. The already developed AUC, IOM and ILO programming guides included in the JLMP Strategic Framework are essential tools in creating synergies and avoiding overlapping of different project interventions.
5. An analysis of the Project's progress against output-level indicators demonstrates that JLMP Priority, to a large extent, has achieved its expected results, making substantial contributions to labour migration governance. However, the project's overall monitoring and evaluation strategy and framework could have been substantially stronger, particularly concerning outcome monitoring and assessment.
6. The project was successful in exploring opportunities on how to improve further the protection of migrant workers and strengthen LMAC for advocacy and lobbying; supported normative and protection-related work on labour migration; provided solid technical expertise and developed collaboration with the AU, RECs; proved agility in making quick changes for delivering results; institutionalized capacity-building support; proved the possibilities of implementing a joint program despite divergent opinions and modus operandi of implementing agencies.
7. The coordination and collaboration processes were envisaged to be mutual between the AUC and partners. The Project Steering Committee and Technical Committee meetings, the PAFoM, LMAC events and the Inter-RECs collaborations formed part of the engagement strategy with RECs and MS and served as

platforms to convey results, but the flow of information, coordination and receiving feedback from RECs and MSs proved to be challenging.

8. Some lessons learned from the JLMP Priority project, phase I have been already incorporated into the current JLMP Action project, namely the work with social partners that was assessed as beneficial and the need to place it on more sustainable grounds. The technical capacities developed during the project show promising signs of being absorbed and retained benefits in the long run and can be linked to increased ownership and the first steps taken by authorities and institutions towards applying the guides, tools and the process of ratifying conventions. As this process happens at the political level, some of these findings should be seen as possible results shortly. For example, the Council of Ministers/Regional Ministerial Migration in Africa has been named one of those institutions that showed strong ownership towards applying and using JLMP Priority results through regular joint coordination of government institutions at technical and political levels.

LESSONS LEARNED

1. Levels of coordination and structures of engagement are crucial in project implementation. Therefore, besides the leadership and ownership of the AUC, it is essential to invest in technical coordination structures at the RECs and MS levels. Experience-sharing and peer learning could be promoted between RECs and MS, using the already existing continental platforms, such as LMAC. In addition, the inter-regional collaboration between African and other destinations-such as the Gulf countries- could be sped up and supported.
2. Regional integration needs to be sped up by institutionalising capacity-building activities in all aspects of future work. The good examples of developing the workers` and employer`s guides and the Training Toolkit developed by ARLAC and the Pan-African University show that future projects should support institutions that can cascade down the acquired knowledge and skills. One area already identified that needs specific attention is matching skills anticipation with the offerings of the educational sector.
3. The donor, RECs, MSs, diaspora and social partners implementing agencies must ensure future projects address gender-based inequalities. In this regard, the work on gender-disaggregated data collection and analysis should be prioritized, which would allow designing targeted interventions to address the needs of different migrant workers.
4. Broader policy change happens at the MS level, therefore, the need to integrate results from the continental and regional level into operational work at the country level has utmost importance. The focus would be to share experiences through peer learning, build on existing partnerships and develop new ones, and explore trends through existing or potential migration corridors, population movements caused by socio-economic-political factors. This approach could shift the focus from not only providing capacity building and developing guides and different tools but also towards more practice-oriented actions, focusing on the protection of migrant workers.

EMERGING GOOD PRACTICES

1. Regional migration collaboration and cooperation with Gulf countries is considered an emerging focus of JLMP that needs special attention. The dialogue between Africa and the Arab States had already visible results and promising follow-ups by supporting the signing of BLAs, and MOUs, and initiating knowledge-sharing events between the African and the Gulf region about good practices other projects have achieved till now in Africa and Asia.
2. LMAC proved to be instrumental in conducting needs, assessments, and field visits and performing advisory services in RECs, MSs and the AU level. LMAC is very well placed to ensure the necessary buy-in of project partners and target beneficiaries at different levels and to engage with the Government, political actors, NGOs, Academia, and migration authorities.
3. The secondment to the AUC and RECs - EAC and ECOWAS was seen as a necessary and beneficial measure to optimize the coordination structure of JLMP. The secondment scheme should be continued, allocating a gender and a communication officer at the AUC and/or selected RECs levels.

RECOMMENDATIONS

RECOMMENDATION 1: Strengthen LMAC's advisory role in RECs in advocating for the human rights (social protection) and labour rights of migrant workers in gender-responsive and right-based intra-regional migration in Africa. Enhance support to national Governments in developing regular intra-regional cooperation and collaboration mechanisms and/or platforms.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; ILO and IOM; Donor; RECs; MS; LMAC; MS; social partners; NGOs, Academia; migration authorities.	High	Three years	High financial and human resources implications.

RECOMMENDATION 2: Develop or use indicators for project management purposes to show achievable milestones for monitoring advancement in policy, advocacy and labour migration and protection processes. Conduct prior consultations with institutions involved in the project to realistically match the desired changes of the project intervention with the expectations of stakeholders involved as beneficiaries.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; ILO and IOM; Donor; project stakeholders.	High	Three years	Medium financial and human resources implication.

RECOMMENDATION 3: Support workers' and employers' organisations by facilitating interactions with Parliamentarians at the MS level. These interactions would enhance social partners' abilities to influence systemic changes, like ratifying international human rights and labour rights conventions. Support social partners in developing the necessary lobby and advocacy skills so they can effectively use these skills in negotiations with political institutions and actors.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
ILO and IOM, AUC; donor; RECs; MSs, workers' and employers' organizations	High	Three years	High financial and human resources implications.

RECOMMENDATION 4: Peer learning and peer exchange should be mainstreamed at RECs and MS levels by involving different stakeholders with different approaches to labour migration, including non-discrimination and gender equality principles. The project could target 1) establishing regular consultations and consensus-building platforms and mechanisms between tripartite constituents; 2) establishing regular consultations between workers' and employers' organizations, migrant workers, NGOs, Academia, migration authorities etc. These horizontal-level networks would leverage extensive discussions about different aspects of labour migration, including connections with the diaspora, the issue of remittances, and the needs of returned migrants. Ultimately, these types of networks and interactions aim to improve the quality of labour migration services provided to migrant workers.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; IOM, ILO; RECs; MSs; workers` and employers` organisations; government institutions; migration authorities; labour attachés; civil society; Academia; in principle, all stakeholders and beneficiaries.	Medium	Three years	Medium financial and human resource implications.

RECOMMENDATION 5: Support the establishment of migrant workers` resource centres at the MS level. The centres would serve as a resource and knowledge hub for migrant workers and labour migration service providers.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; ILO, IOM; RECs, MSs and all key stakeholders and beneficiaries; donor	High	Three years	High human resources and financial implications.

RECOMMENDATION 6: Invest more human resources in the JLMP Lead by hiring more technical staff in administrative and technical structures: a) at the AUC, maintain/create the gender and communication officer position, b) create an M&E officer staff position responsible for the JLMP project

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; IOM and ILO HQ and Regional Offices; donor	High	Three years	High human and financial resources implications.

RECOMMENDATION 7: Invest in labour market data collection and analysis and internal resources to harmonize data collection methodology, research and comparability between the education sector and required skills in occupational sectors to advance labour mobility. Prioritize gender-sensitive data collection and analysis to identify the needs and skills necessary for migrant workers, focusing on women and youths at RECs and MS levels. The available data supports MSs in better preparing their labour force, matching occupational sectors with the required skills, and involving employment agencies, workers` and employers` organizations, NGOs, and Academia in developing tailored training.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; IOM, ILO; RECs; MSs; workers` and employers` organisations; government institutions; private sector; civil society; Academia; all stakeholders	Medium	Three years	High human resources and financial implications.

RECOMMENDATION 8: Support the development of labour migration service provision communication and visibility tools at the MS level. Facilitate knowledge-sharing between national and RECs levels so that labour migration service providers and migrants increase their awareness about the labour migration system, including best practices and lessons learned. Invest in TV, radio, and social media at the MS level to raise awareness about labour and human rights, including access to labour migration service provision for migrant workers.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC, IOM, government institutions; workers` and employers` organisations; RECs; Academia; private actors; NGOs; TV and radio stations; telephone companies; all national level stakeholders.	Medium	Three years	High financial and human resources implications.

RECOMMENDATION 9: Involve additional stakeholders in project implementation, such as labour inspectors and labour attachés through Home Affairs and/or External Affairs, who could effectively support labour migration and mobility.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
ILO HQ and Regional Offices; donor; RECs; MSs, workers` and employers` organizations	Medium	Three years	Medium financial and human resources implications.

RECOMMENDATION 10: Focus on retaining skilled and trained social partners and government officials, either as resource persons for future training or as advisors, representing workers` and employers` organizations at RECs and MSs level. Creating a pool of vetted national experts could enhance national ownership for the sustainability of the JLMP agenda at the sub-regional and MS levels.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
ILO HQ and Regional Offices; donor; RECs; MSs, workers` and employers` organizations	Medium	Three years	High financial and human resources implications.

RECOMMENDATION 11: Explore the possibilities of institutionalizing the JLMP within AUC by creating a permanent coordination unit that should not be project-based but constantly funded by external and internal resources to ensure sustainability. This step would allow moving from the secondment scheme to establishing permanent staff positions with a budget.

ADDRESSED TO	PRIORITY	TIMEFRAME	RESOURCES
AUC; ILO and IOM HQ and Regional Offices; RECs; donor	Medium	Six months	High human resources and financial implications.

1. Introduction



The AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (known as the Joint Labour Migration Programme, or JLMP) in Africa is a long-term joint undertaking among AU-IOM-ILO-UNECA, in coordination with other relevant partners operating in Africa, such as development cooperation actors, private sector organisations and civil society representatives. It is the instrument dedicated to the implementation of the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication, and Inclusive Development, which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015) in Addis Ababa, Ethiopia. Its strategy focuses on intra-African labour migration and supports achievements of the First 2023 Ten Year Plan of the African Union (AU) Agenda 2063 and of the Sustainable Development Goals (SDGs) recently adopted by the UN. In addition, the JLMP is a critical instrument for implementing the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030), which names the JLMP as one of the critical operational programmes for establishing regular, transparent, comprehensive and gender-responsive labour migration policies, legislation and structures at national and regional levels.

JLMP initially had a five-year implementation -between 2015-2019 – after which the AU Strategic Framework (2020-2030) represents the next ten-year period of JLMP, in line with and support for the achievement of the labour migration aspects of several global and continental policy and strategic frameworks.

During its implementation, the JLMP focused on two main thematic domains: governance and operational implementation. The governance component addresses the need to develop the four cardinal pillars of labour migration governance: 1) law based on international standards; 2) establishing viable and coherent policies; 3) strengthening the core institutions; 4) engaging tripartite participation and cooperation among the leading economic actors at national, regional and international levels.

The operational implementation component covers three other key interdependent technical, and operational areas: 1) decent work and social protection for migrant workers and their families; 2) addressing the fundamental constraint of skills shortages; 3) obtaining essential labour migration statistics and knowledge for the governance of labour migration and protection of migrant workers.

The JLMP promotes Africa’s intra- and inter-regional labour migration and mobility and the protection and promotion of African migrant workers’ human and labour rights. This implies strengthening the effective governance and management of labour migration and mobility in Africa, under the rule of law, through the consultation and the collaboration of institutions, employers’ and workers’ associations, business, social partners, international organizations, Non-Governmental Organizations (NGOs) and Civil Society Organizations.

JLMP identified a few key activity areas through the promotion of the free movement of workers in Africa, such as 1)transferable skills and the mutual recognition of qualifications, 2)the development of an African Qualifications Framework, 3) social security protection, 4)development of labour migration databases and statistics, 5)protection of the right of migrant workers, and the 6)ratification and effective implementation of UN and ILO labour standards on migrant workers,7) capacity building of labour market institutions, 8) improvement of labour market systems through an improved labour migration management etc.

1.1. PROJECT BACKGROUND

The JLMP Priority project (2018-2021) was developed to facilitate a strong beginning of the JLMP. It is considered the most important component of the AUC-IOM-ILO-UNECA cooperation initiatives that implement JLMP, funded by SIDA, having strong support from the EU cooperation and initial consultations with German, Swedish and Belgian donors. The project benefitted from a solid foundation laid down by ILO’s technical and financial support to conduct the first study on access to social security and portability for migrant workers in Regional Economic Communities (RECs) in 2016 and produce the First Labour Migration Statistics Report in 2017. The EU complemented these initiatives with a two-year social protection project.

The adoption of the Sustainable Development Goals in 2015 (SDG 8 and 10), the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees in 2018, enhanced the global efforts of combining global migratory issues with protection and especially, the security of women migrant workers. As recent studies show, women have accounted for around 45 per cent of migrants within Africa, and out of the 14.5 million international migrant workers in 2019, 6.7 million were young (defined as those aged between

15 and 35 years). Many of them are young women who face multiple forms of discrimination, exploitation, abuse and trafficking. These facts have been acknowledged by the AU itself, indicating in the AU Women and Gender Strategy (2017-2027) the issue of migration as Key Pillar 2 on security, dignity and resilience.

In this context, one of the most critical and persistent challenges identified by the MPFA already in 2013 was the “poor capacity to manage migration”. African social partners and international organisations have recognised this problem as overarching and persistent in the RECs and the AU.

To address the migration management challenge described above, the JLMP Priority was developed to ensure a strong “take-off” of the JLMP by a Consortium of equal Partners, under the lead of the African Union (AU) alongside the International Organization for Migration (IOM), the International Labour Organization (ILO), and the UN Economic Commission for Africa (ECA).

PROJECT GOALS AND OBJECTIVES

The project “Priority Implementation Actions of the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration in Africa” (JLMP Priority) has been implemented from 01 July 2018 to 31 March 2022, by ILO, IOM and AUC with financial support from the Swedish International Development Cooperation Agency (SIDA), totalling 79,000,000 Swedish Krona or USD 8,786,564.34. The project received two no-cost extensions from 01 July 2018 to 31 March 2022. The original project closure date was July 2021. The first extension ended on 31 December 2021, while the second extension lasted from 1 January – 31 March 2022.

The objective of this project was “to contribute to improved labour migration governance to achieve safe, orderly and regular migration in Africa as committed in relevant frameworks of the African Union (AU) and Regional Economic Communities (RECs), particularly EAC, ECOWAS and SADC, as well as relevant international human rights and labour standards and other cooperation processes.”

The project’s outcomes and outputs were the following:

Outcome 1: Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers and employers’ organisations, the private sector, recruitment industry and relevant civil society organisations, in delivering improved labour migration governance services.

Output 1.1:

A Labour Migration Training and capacity building programme for Africa (LMCB in Africa) developed utilizing already existing materials of IOM, ILO and partners and taking into account gender concerns, relevant international human rights and labour standards, environmental and other cross-cutting dimensions; and is available to guide labour migration capacity building efforts in Africa in a coherent and comprehensive manner.

Output 1.2:

Increased knowledge and skills among target labour migration stakeholders to deliver fair, effective and transparent and gender responsive labour migration services

Output 1.3:

Support the AUC and member states in the collection and analysis of labour migration data, including by producing a “Labour Migration Statistics” Report

Output 1.4:

Labour migration stakeholders in Africa are capacitated to address the skill dimension of labour migration governance, such as piloting skills mobility initiatives helping to reduce skills shortages; increasing recognition of skills and qualifications across Africa, contributing to the strengthened employability of migrants to prevent brain waste, deskilling and unemployment.

Output 1.5:

Progress on fostering safe and orderly labour mobility within and from Africa is monitored and evaluated through a regularly convening pan-African labour migration symposium

Outcome 2: Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.

Output 2.1:

Enhanced gender responsive labour migration policy and regulatory frameworks in MSs and RECs, taking into account relevant international human rights and labour rights and existing general migration and labour migration specific frameworks in Africa and globally including the AU MPFA and the GCM.

Output 2.2:

Active international cooperation to build the necessary cooperation framework on labour migration with non-AU Member states and other regions developed

Output 2.3:

Strengthening protection of migrant workers including through international cooperation.

Outcome 3: Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to decision-makers of MSs', AU's and RECs.

Output 3.1:

Roles of the AU Labour Migration Advisory Committee promoted.

Output 3.2:

Leverage the power of the social partners (workers' and employers' organisations) and other relevant civil society stakeholders to enhance the labour migration regulatory and policy systems at regional and national levels

Outcome 4: AUC strengthened capacity provides for continental and regional operational leadership in labour migration management, including spearheading/steering the implementation of the JLMP at all levels.

Output 4.1:

Strengthened/established AUC's technical and staff capacity to lead the implementation of the JLMP

Output 4.2:

Strengthened capacity of the 3 RECs on labour migration management

Output 4.3:

Promoted visibility of the JLMP through relevant communication initiatives

PROGRAMME GOVERNANCE STRUCTURE

JLMP Programme Steering Committee (PSC)

The JLMP Project Steering Committee (PSC) was instituted as a governance structure that provides strategic guidance to implement the ten-year AUC-IOM-ILO-ECA program. It was established to ensure joint ownership, information sharing and consensus among the program stakeholders, including RECs, social partners and donors. It gave strategic guidance and solutions to challenges the implementing partners face and beyond the JLMP program technical committee. The PSC ensured active participation and shared responsibility by different stakeholders at the regional and national levels.

Programme Technical Committee (PTC)

The Programme Technical Committee (PTC) was responsible for monitoring and implementing the JLMP Priority activities and providing technical expertise and guidance to the Programme Support Unit (PSU) throughout project activities. The PTC also agreed on annual workplans, continuous monitoring of the project implementation, and ways forward in case of changes in outcomes and outputs. The PSU presented annual progress, reports, etc., to the PTC. The PTC's suggestions for ways forward were presented to and approved by the PSC in cases of substantial changes to the objectives and outcomes. The PTC was accountable to the PSC for achieving the objectives and targets of the project.

Programme Support Unit (PSU)

The PSU managed the implementation of the programme in Addis Ababa, Ethiopia. The project coordinator ensured the overall coordination and management role and took responsibility for the project's performance. In addition, the project coordinator was responsible for the PTC and presented the programme's progress to the PTC. The project coordinator also oversaw coordination with the participating RECs and MSs. The PSU was responsible for the day-to-day coordination of the project implementation by the different implementing agencies (IOM, ILO and AUC).

PROGRAMME GOVERNANCE STRUCTURE

The JLMP Priority project doesn't have a TOC that is clearly expressed per se. Instead, it was a source of inspiration for the JLMP Strategic Framework (2020-2030) and the accompanied Result Framework. JLMP Priority started in 2018, and the experiences and the results that came across after the initial implementation period led to the designing of the ToC by SIDA-supported staff.

The ToC has the following logic:

If policy and legislative frameworks on labour migration and labour mobility are strengthened, adopted and enacted in line with regional and international human rights and labour standards and Governments provide resources for implementation and there is support from the civil society.

If institutions and organizations that implement policies and legislation have the commitment, capacity and are accountable in meeting their obligations; if labour institutions and social partners increase their capacity to conduct labour migration governance, policy and administration, if stakeholders increase tripartite cooperation, and coordination on labour migration law, policy and practice across Africa.

If, sex and age disaggregated, quality data on labour migration are collected, analysed, and used to inform laws, policies, and programmes; if there are increased opportunities for migrants (women and men) to obtain decent and productive work in conditions of freedom, equity, security and human dignity.

If migrant workers and their families are able to access social protection and social security and other essential services, are made available to and used by migrant workers and their families; and if there is mutual recognition of the educational qualifications and skills and migrants are given the opportunity to provide in-demand skills and competencies.

Then migrant workers and their families will see improvements in their overall social and economic well-being and ultimately contribute to growth and integrated sustainable development of the African Continent.

The evaluation analysed activities, outputs, outcomes and checking linkages/assumptions between them, verifying the intervention logic of the project and the validity of assumptions.

1.2. EVALUATION BACKGROUND

SCOPE OF EVALUATION

The AU, IOM, ILO and ECA have jointly implemented the project in liaison with national, regional and international actors. The Monitoring and Evaluation Framework for the JLMP Priority project, IOM, and ILO Evaluation Policies and Guidance notes defined the overall scope of this Evaluation.

This final Evaluation focused on the entire implementation period of the JLMP Priority project, with a duration of 45 months (01 July 2018 to 31 March 2022). The project's geographical scope covered three RECs-EAC, ECOWAS and SADC, and the evaluation assessed all the results and contributions of the project to migration governance within these RECs and all MSs.

The findings, recommendations and lessons learnt from the Evaluation will be used by the MS, RECs, LMAC, SIDA, the AU and the ILO, IOM, and AUC project teams.

Other relevant target groups interested in the evaluation results are Ministries of labour, employers` and workers` organizations, migration authorities, diaspora associations, migrants and women organizations, civil society, the private sector and academia.

EVALUATION OBJECTIVES AND CRITERIA

The evaluation assignment was to assess accountability, learning and building knowledge. This is to provide an evidence-based analysis that is not limited only to (1) determining the extent to which the Programme has achieved its outcomes against the set indicators and targets but also to look at 2) how the project outputs, deliverables and activities achieved immediate impact, particularly capacity development activities and 3) assessing the extent to which the evaluation results can be used to develop follow-up actions building on the results of the JLMP Priority I project.

The analysis provides recommendations, lessons learned, and good practices generated through the Project to inform the key stakeholders, partners and the project team, to improve implementation of other ongoing labour migration projects, particularly at the regional (REC) and country (Member States) levels, such as for the project “Catalytic Actions for the AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Action, 2021–2024)”.

The conclusions, lessons learnt, good practices and recommendations include analysis and assessment of mainstreaming cross-cutting issues into Programme approaches and implementation, like human rights and protection principles, gender, social dialogue and tripartism, and international labour standards.

The objectives of the Evaluation were formulated as follows:

1. Assess the relevance of the project design, implementation strategy and results achieved in relation to the AU, Member States, IOM, ILO, RECs, and global development frameworks, policies, and priority needs

2. Assess the extent to which the project has achieved its stated objectives at outcome and impact levels, identifying the supporting and constraining factors
3. Analyse the implementation strategies of the project regarding their effectiveness in achieving the project outcomes and impacts, including unexpected results and supporting and constraining factors
4. Assess the efficiency of project implementation
5. Assess the extent to which the project outcomes will be sustainable.
6. Assess gender-responsiveness of the project
7. Identify lessons learned and potential good practices.
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

EVALUATION QUESTIONS

The evaluation questions proposed in the ToR were clustered under the six OECD DAC criteria and are presented in Table 1. Due to the high number of questions, the evaluation team grouped the initial questions based on the criteria and measurement area. An evaluation matrix detailing the evaluation questions, measurement indicators, methods of data collection and sources is included in Annex 2.

RELEVANCE

1. Has the project addressed stakeholder and constituents' needs? Were the interventions demand-driven?
2. Have gender-specific needs been addressed? To what extent has the project responded to both women and men beneficiaries' needs, including in the output and outcome indicators?
3. Does the intervention design include all necessary elements such as results matrix, Theory of Change (ToC) and risk analysis?
4. To what extent were gender and migrant workers' protection issues mainstreamed in the design and implementation of the project?
5. Do the intervention's expected outcomes and outputs remain valid and pertinent either as originally planned or as subsequently modified?
6. Was the implementation approach valid and realistic?
7. How visible has the project been in acknowledging its contribution to improved labour migration governance in Africa and the contribution of migrant workers to Africa's development?
8. Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to equal gender participation identified during the design or implementation of the project, and was anything done to address these barriers?
9. Has the project provided for adequate tripartite involvement and consultations in project planning, implementation, monitoring and evaluation?

COHERENCE

1. How did the action align and support the implementation of: (i) the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015); (ii) the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030); and (iii) the Strategic Framework and Monitoring and Evaluation Plan (2020-2030) for the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (JLMP) outcomes, with special focus on labour migration governance and regional integration?
2. How did the action align, support/contribute to the implementation of the priorities, and needs of the AU, ILO, IOM, RECs, social partners, and other stakeholders in migration and labour migration governance including their policies frameworks and the SDGs?
3. How has the project promoted coherence with, and complemented and fitted in with other projects/programmes being implemented by the AUC and RECs?
4. Do synergies/complementarities exist with other interventions carried out by ILO, IOM, and SIDA national, regional and/or global strategies, frameworks, and projects/programmes?
5. To what extent has the JLMP Priority project add value/avoid duplication in its implementation context?
6. Did the project design include a strategy for sustainability?
7. Were project interventions, including capacity development and knowledge products, designed to maximize AUC, IOM, and ILO's comparative advantage in the field of labour migration governance?
8. Were any lessons learned from previous projects by AUC, IOM and ILO or policy interventions considered in the design and implementation of the project?

EFFECTIVENESS

1. To what extent has the project achieved its objectives in terms of stated targets in a timely manner?
2. Has this been done through the planned outputs or have new outputs been included? Why and how effective have these been?
3. What, if any, unintended results of the project have been identified or perceived? Have any adverse effects on gender equality been observed? Have women and men benefitted differently from the project's activities and results?
4. Which have been the main contributing and challenging factors towards project's success in attaining its targets?
5. Which is/are the project thematic area(s) of more and least success? What factors have contributed to it and why?
6. Did the project establish and maintain relationship and cooperation with relevant stakeholders (e.g., AUC, JLMP partners, REC Secretariats, the LMAC and development partners) to achieve the project results more effectively?
7. To what extent has the COVID-19 Pandemic influenced project results and implementation and how has the project addressed it? Can the adapted intervention models developed under COVID 19 be applicable for similar crisis response?

EFFICIENCY

1. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve broader project objectives?
2. Were specific resources allocated to achieve gender-related objectives?
3. To what extent were the disbursements and project expenditures in line with expected budgetary plans?
4. To what extent was the project able to build on other AUC, ILO and IOM initiatives/project and other actors (e.g., AU and RECs) and create synergies? How did this affect the efficiency in use of resources?
5. Assess the backstopping, guidance, and support on technical, programmatic, administrative, and financial services from relevant AUC, IOM, and ILO units (headquarters, Country Offices and Regional Offices).
6. Assess the project management and governance structure role on facilitating results and efficient delivery
7. How did the project establish and maintain cooperation with SIDA and other donors?
8. Does the management team have relevant gender expertise and has technical expertise on gender been sought where needed?

IMPACT

1. To what extent is there evidence of positive changes due to project contribution in areas such as policy development and capacity building of relevant stakeholders?
2. Did the JLMP Priority project take timely measures for mitigating any unplanned negative impacts?
3. To what extent has the project helped to ensure respect and protection of relevant human rights of migrant workers?

SUSTAINABILITY

1. Are structures, resources and processes supported by the JLMP Priority project in place to ensure the benefits generated by the project are continued after the external support ceases? Has the project developed and integrated an exit strategy in its work? To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?
2. Do the partners benefiting from the intervention have adequate capacities (technical, financial, managerial) for ensuring that the benefits are retained in the long run, and are they committed to do so? Do the target groups have any plans to continue making use of the services/ products produced?
3. How can the project stakeholders strengthen project achievements after the end of the project? To what extent have the AUC, RECs and other stakeholders built ownership of the project outcomes?
4. How has the sustainability approach of the project been affected/could be affected by the Covid19 situation in context of the national regional responses?

1.3. METHODOLOGY AND LIMITATIONS

EVALUATION METHODS

The Evaluation applied a mixed-methods data collection approach, using quantitative and qualitative methodologies. The evaluation methodology was structured according to the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) criteria for evaluating development assistance: relevance, coherence, effectiveness, efficiency, impact and sustainability.

The evaluation carried out data collection using remote/virtual data collection methods.

The evaluation used a purposive sample, based on a list of Key Informants provided by the AU to the evaluation team. Finally, the evaluation gathered information from 46 stakeholders (20 female, 26 male) through interviews and surveys.

The qualitative and quantitative methods used in the evaluation were:

- **Desk review** of project documents -the Performance Management Framework, JLMP Strategic Framework and M&E Plans - and other relevant information shared by the Project Team through an online link. The Mid-term Evaluation of the project has represented an essential source of information that has informed evaluation analysis and findings. Secondary data analysis has been gathered throughout the evaluation process by analysing briefings, policy documents, workshop materials, etc., and other bibliographies relevant to the Evaluation.
- **Key Informant** Interviews have been conducted with AUC, ILO and IOM staff, the donor, key RECs representatives, social partners, and NGO representatives. In total, 29 Key Informants contributed to the evaluation findings.
- **Online surveys.** The evaluation prepared online surveys to obtain quantifiable and comparable information. The electronic surveys were sent through Survey Monkey to 47 stakeholders, representatives of RECs, MSs, civil society, and other social partners. Out of 47 surveys, 17 stakeholders (14 men and three women) filled in the online survey, representing a 36 %% return rate. This response rate has been obtained by sending three e-mail reminders for three consecutive weeks.

The following stakeholders were interviewed and participated in the survey.

- AUC, IOM and ILO staff members, experts and advisors
- The donor; ECOWAS, EAC, SADC, COMESA; social partners, such as ITUC-Africa, the International Organisation for Employers (IOE); National Organization of Business Women (NOBW) under FEMCOM; National Authorities, like the Pan African Parliament;

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

	Female	Male	TOTAL
AUC	4	1	5
IOM	4	3	7
ILO	6	1	7
GIZ		1	1
Donors	1	1	2
Workers` organization	1	1	2
Employers` organisation	1		1
RECs		3	3
Academia		1	1
Survey respondents			
AUC representatives	N/A	N/A	2
Workers` organization	N/A	N/A	2
Employers` organization	N/A	N/A	1

REC` representatives	N/A	N/A	7
Civil Society	N/A	N/A	3
Other	N/A	N/A	2
Gender of surveyed respondents	3	14	-
TOTAL	20	26	46

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

EVALUATION MANAGEMENT AND RESPONSIBILITIES

The evaluation was managed jointly by the AUC, IOM and the ILO, represented by three evaluation managers, Mr Sharif Faisal from IOM, Ms Josephine Etima from AUC, and Mr Ricardo Furman from ILO. The administrative responsibility of the evaluation falls on IOM, but all evaluation managers were responsible for approving the submitted deliverables.

An evaluation team conducted the evaluation, composed of three external and independent Consultants, with one Consultant acting as the Team Leader. The evaluation's duration was 40 calendar days, and the three consultants worked in parallel during the outlined timeframe, with a different number of days allocated for their assigned tasks.

The evaluation was home-based, and it started on 7 February 2022. It was supposed to be completed by 31 March 2022, but due to the short timeframe and the lengthy process of finalising the interviews and completing the surveys, the evaluation has been extended until 30 April 2022.

The first planning meeting with AUC, ILO and IOM Evaluation Managers was organized on 10 February 2022. The inception report was submitted for approval on 18 February, and it was approved on 8 March. The data collection phase commenced on 8 March and was finalised on 4 April. The initial submission date of the draft evaluation report has been modified to 6 April due to the inability of the evaluators to interview a sufficient number of stakeholders in the initial timeframe. The evaluation team received the consolidated feedback on the Draft Evaluation report from the EMC on 31 May. The final evaluation report was submitted on 26 June, after addressing the comments from AUC and IOM and incorporating the EMC's written feedback. The final version of the Evaluation Report was submitted on 14 July, which included the comments and observations received from ILO.

In the entire process, the evaluation team received support from the AUC and IOM teams in (1) providing the necessary documentation for the desk review process, (2) providing lists of proposed stakeholders to be interviewed, (3) setting up a briefing meeting with representatives of the Project Teams.

LIMITATIONS OF THE EVALUATION

1. The online data collection process was time-consuming and had some limitations, like the availability of interviewees. Delays and postponements of agreed interviews happened; therefore, the Evaluation Management Committee made administrative arrangements to extend the data collection process to ensure buy-in and responsiveness from the interviewees.

2. The general survey designed for the evaluation consisted of gathering information from RECs and MSs, civil society, Academia, and other stakeholders involved in the project. The review assessed the return rate of the surveys as satisfactory because out of 47 surveys, 17 individuals filled out the online questionnaire (representing 36 %% response rate). However, more survey results from more stakeholders could better triangulate the information gathered from the online interviews and literature review.

3. Another limitation of this evaluation is that JLMP Priority ran concurrently with other projects under the overall JLMP Programme. In some cases, activities were funded by other projects simultaneously. At times, this raised questions of contribution and attribution during the evaluation, with stakeholders sometimes unclear whether an event or a particular example of impact was linked to one project or another.

4. The sampling utilized and applied during the evaluation was relatively small - considering the geographical scope of the assessment - and spread over many RECs and MSs. Therefore, the information the evaluation received from qualitative data was highly fragmented and varied a lot based on geographical location and the type of activity the interviewees were involved in.

2. EVALUATION FINDINGS



RELEVANCE

- EQ1.** Has the project addressed stakeholder and constituents' needs? Were the interventions demand-driven?
- EQ2.** Have gender-specific needs been addressed? To what extent has the project responded to both women and men beneficiaries' needs, including in the output and outcome indicators?

Finding 1: Relevance to stakeholders' and constituents' needs

The Project's relevance was demonstrated by the political decision to support the AUC through JLMP Priority, which was strongly demand-driven as it came from the needs expressed by the African Union (AU) and Member States (MSs) through political declarations and decisions and the challenges related to the advancement and implementation of the labour migration agenda. However, from the stakeholders' and constituents' perspectives, the project's initial design should have been more inclusive, which would have strengthened the relevance and overall ownership of the Project.

The project managed to find channels for assessing key stakeholders' and constituents' needs through the several needs assessment that have been carried out since the project inception phase. The gender-responsive labour migration policies and training curricula, the workers' and employers' guides proved that JLMP Priority highly valued gender equality and gender mainstreaming principles. Most interviewees agreed that addressing women's needs got more traction in the project than those of youths and people with disabilities.

The answers to the survey question also demonstrated the relevance of the Project, "Has the project addressed your/your organisation's needs?" 47 % of respondents declared "Somehow", 29 % mentioned "Not really", and 24 % replied, "Very much".

1.1. The project utilized existing channels to assess and address key stakeholders' and constituents' needs and place RECs and MS to the discussion table at the design stage. A positive example in this regard was the first needs assessment that was initiated by ILO and IOM with the support of GIZ in the mapping out of essential needs of key target groups through a multi-stakeholder consultative meeting entitled the "Review of existing capacity-building tools and resources on labour migration" organized in Morocco by GIZ, in September 2018. Eighty-three experts from RECs attended the workshop, from selected MSs, the African Capacity Building Foundation (ACBF), Centre Régional Africain d'Administration du Travail (CRADAT), Arab Center for Labor Administration and Employment (ACLAE), African Regional Labour Administration Centre (ARLAC), AUC, ILO and IOM. Participants conducted a needs assessment on capacity building and training on labour migration governance and identified 12 strategic components of the draft "Training and Capacity Building Programme on Labour Migration Governance", one of the main outputs of the JLMP Priority project.

These discussions also confirmed the role social partners can play in labour migration governance in Africa and recommended organizing a capacity-building training session for workers and recruiters' organizations to enable them to fulfil their roles.

The event in Morocco was followed by a roll-out of an assessment survey to identify labour market institutions' capacity-building needs in the governance and management of labour migration. The survey assessed needs in the following areas: a) perceived skill gaps and training needs, b) labour migration surveys capacity needs, 3) training facilities of institutions, and 4) preferred learning methods.

1.2. As a follow-up to the event in Morocco and the assessment survey, two training sessions organized for workers' and employers' organisations in Kenya and South Africa helped map out priorities for the

two target groups and common interests with the AUC-ILO-IOM. Specifically, the "Trade Unions Guide to Promote Migrant Workers' Rights and Foster Labour Migration Governance in Africa" was adapted to the African context, and it was inspired by a previous Bureau for Workers' Activities (ACTRAV)/ILO Guide from 2018, entitled "In Search of Decent Work-Migrant Workers' Rights."

In the workshop "Building African employers' organisations' capacity to engage in labour migration governance", conducted in South Africa in 2019, the project applied a needs assessment to develop an "Employers' organisations guide on fostering labour migration governance in Africa" and develop a network/platform for employers' organisations. This decision was finally concretized in 2021 when the guide on labour migration drafted by the International Organization of Employers (IOE), ACTEMP and the International Training Center of ILO (ITC- ILO) was produced.

1.3. Another needs assessment mission was carried out in 2019 when LMAC conducted field visits in six RECs to the Economic Communities of East and Central Africa (ECCAS), the Common Market for the Eastern and Southern Africa (COMESA), the Arab Maghreb Union (UMA), the East African Community (EAC) and the Intergovernmental Authority for Development (IGAD) and Economic Community of West African States (ECOWAS). To enhance the delivery of interventions, the project selected three priority RECs (EAC, ECOWAS and SADC) from the beginning. In addition, 12 Member States, namely Botswana, Lesotho, South Africa, Zimbabwe, Burundi, Uganda, Tanzania, South Sudan, Mali, Senegal, Nigeria and Cote d'Ivoire, were also assessed. This study looked at the status of labour migration management in the pilot RECs/Member States, including the state of social dialogue, but also the capacity of labour market institutions to carry out labour migration governance-related activities.

1.4. Still, in 2019, the AUC carried out preliminary assessment missions to the United Arab Emirates, Kuwait and the Abu Dhabi Dialogue (ADD) Secretariat to conduct consultations and information sessions with key countries of origin and destination. Under AUC's leadership, ECOWAS, IGAD, ECCAS, COMESA, LMAC and social partners were consulted to identify priorities and a common approach for policy cooperation with key destination countries, like the Colombo Process and ADD. In addition, MSs expressed great interest in engaging in policy dialogue with Middle East Countries and the OIC to address critical issues on labour migration governance, including protection measures for labour migrants throughout their migration cycle. As a result of the engagement between key African countries of origin and key countries of destination in the Gulf, facilitated by the AUC and LMAC, it was concluded that African labour migrants in most of the key destination countries have similar issues that will require meetings in Addis Ababa and to discuss commonly identified challenges.

1.5. Many interviewees agreed that women's needs got traction in the project regarding gender-specific needs, also evidenced by the context analysis provided in the Project Proposal and the gender-related indicators available in the Project's Result Framework. As such, the concern with women's participation and their access to opportunities and protection are more visible than those of youths or people with disabilities. Most stakeholders also agreed that JLMP Priority lacked a proper gender study that could have fleshed out relevant gender gaps and gave specific and detailed directions for addressing Labour Migration gender inequality in the project's coverage area. Gender sensitivity is more visible in the project's labour migration policies, training curricula, and capacity development activities. The Trade Union Guide mentioned in this report includes a gender-responsive approach to labour migration governance by promoting gender equality and women migrant workers' empowerment. The Labour Migration Capacity Building (LMCB) training also contains specific modules on gender. Interviewed stakeholders mentioned they requested that institutions and MSs nominate an equal number of men and women to participate in training, but still, the gender-parity approach was beyond the project control at partner institutions' level. An excellent example of picking up on gender equality in the project implementation is the cooperation with LMAC member - the National Association of Businesswomen, Malawi - and the African Women in Media (AWIM), which addressed the concerns of women in the cross-border trade and the training and recognition of female journalists, under outcome 4.

- EQ3.** Does the intervention design include all necessary elements such as results matrix, Theory of Change (ToC) and risk analysis?
- EQ4.** To what extent were gender and migrant workers' protection issues mainstreamed in the design and implementation of the project?
- EQ5.** Do the intervention's expected outcomes and outputs remain valid and pertinent either as originally planned or as subsequently modified?
- EQ6.** Was the implementation approach valid and realistic?
- EQ7.** How visible has the project been in acknowledging its contribution to improved labour migration governance in Africa and the contribution of migrant workers to Africa's development?

Finding 2: Project Theory of Change and Design

The project's formal approach to M&E is explicitly results-based. However, within the results matrix and narrative reports, the JLMP Priority project did not incorporate a strong, systematic methodology to track and capture results or impact from project activities beyond the tracking of outputs. The project's overall monitoring and evaluation could have been substantially stronger, particularly concerning outcome monitoring and assessment. For the most part, the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period.

Most stakeholders agreed that protection was successfully mainstreamed into the project design, showcased by the AU Declaration of the Protection and Promotion of the Rights of Migrant Workers, the Model Migrant Welfare Programme, the Draft Guidelines for Member States on Development of Bilateral Labour Migration Agreements (BLA), and the Free Movement of Persons Protocol (AU FMP), that focus on migration, social protection and gender to a certain extent. LMAC, for example, was also active in monitoring the situation of migrant workers during the COVID-19 pandemic, resulting in publishing an issues statement about the necessity of protecting migrant workers and developing a policy brief about the situation of migrant workers in the informal economy.

Many interviewed stakeholders considered the project less realistic in its implementation approach. Processes that were initially thought would work for a continental-level project were not suitable for profoundly engaging with existing mechanisms at the RECs and MS level.

This structure caused difficulties and challenges for project teams, partners, and experts to engage and support project implementation properly. However, despite these challenges, the project contributed to an improved labour migration governance in Africa, as stated by all respondents and survey results.

2.1. The JLMP Strategic Framework 2020-2030 reflects the results of the revisions/adjustments made at the participatory workshop organized in Morocco in 2018 and is accompanied by a Monitoring and Evaluation Framework of the JLMP. However, the JLMP Priority project funded by SIDA developed a project-based Monitoring and Evaluation Framework inspired by the logframe of the JLMP Programme that informed the JLMP Strategic Framework 2020-2030.

2.2. The evaluation found that, for the most part, the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period. Furthermore, no major political events altered or invalidated the Theory of Change's underlying assumptions, mainly referring to the "political and social situation remains stable in the region."

The assumption that "There is strong political will on the implementation of the Free Movement Protocol and other frameworks on fostering safe and orderly labour mobility within and from Africa by the Member States or in establishing free movement regimes in RECs where not yet in place" could be partially validated mainly because it is outside of the project influence to assume responsibility of political decisions. In line with this argument, the assumption of "There is a political will by RECs and the Member States to implement all planned activities" and "There is confidence and willingness among member states to domesticate the

regional policy and regulatory systems" could not be entirely validated. The Project hasn't engaged directly with MSs, and many planned activities were not implemented. The domestication of the regional policy and regulatory systems will be a long-term process, with results that will be seen in the future. These findings are supported by the answers provided to the survey question "Is there a strong REC and MS institutional engagement, commitment and coordination to domesticate the regional policy and regulatory systems on labour migration?" where 47 % of respondents answered "Somewhat", 35 % responded "Not really", and only 18 % thought "Very much."

The assumption of "There is strong coordination and willingness between the AU, RECs and Member states" shows little evidence, finding supported by the project design, the project documents highlighting coordination aspects as challenging, and the views of many stakeholders who communicated that the Project was less successful in this aspect.

2.3. The project's formal approach to M&E is explicitly results-based. However, within the results matrix and narrative reports, the JLMP Priority project did not incorporate a strong, systematic methodology to track and capture results or impact from project activities beyond the tracking of outputs.

This project's overall monitoring and evaluation could have been substantially more robust, particularly regarding outcome monitoring and assessment. It is important to note that the results matrix has been updated throughout the project's lifespan, reflecting the essential shifts the project underwent during its implementation.

2.4. An analysis of the Project's progress against output-level indicators for all outputs makes it clear that the Project, to a large extent, has achieved its expected results. However, as it was already flagged in the intermediate evaluation report, the indicators identified for the outputs, even after the revision in 2020, do not show a clear causal link with the outcomes. The indicators measure mainly the results of the activities (many refer to the presence of a specific deliverable), but they do not show clearly the contribution that achieving those outputs can provide to the achievement of outcomes. Since no indicator is focused on the migrant workers themselves, the collected data does not allow for analysing the effect the project might have had on them. Therefore, the achievement of the outputs does not necessarily provide evidence for achieving the outcomes or progress towards them. Another difficulty is that some indicators are not defined in a univocal, unambiguous way. This makes it challenging to keep track of the progress of values. Many inconsistencies have been found among different documents. In some cases, values refer to additional items or are retrieved from various sources and refer to other activities from another annual report. This seems to happen even more since no clear and structured tracking system is in place.

2.5. In line with this analysis is the view of many respondents who stated that at the design stage, RECs had some concerns about managing progress because the indicators were not adequately designed and didn't capture outcome-level changes. For example, there are no indicators for measuring MSs ratifying a Convention. There are also no indicators for measuring changes in decent work progress, like adopting policies or changing decent work conditions. The same applies to capacity development and institutionalization of skills at a systemic level. The studies targeted to incorporate results from an occupational sector, training, mobility and skills development would need composite indicators for measuring achievements.

2.6. All interviewees agreed that M&E should be more qualitative, allowing to measure milestones that could show progress over time. Additionally, the evaluation concludes that creating an M&E Officer staff position within the JLMP project structure would considerably improve the design, monitoring and data collection mechanisms of future JLMP projects.

2.7. The project successfully integrated risk analysis and mitigation measures, evidenced by the Steering Committee meeting minutes. These meetings were forums for analysing achieved results, challenges, lessons learned, and deciding to adjust project interventions as needed.

Implementing Partners held virtual coordination meetings to strategize project implementation and assess progress in achieving project outputs using the monitoring and evaluation tool. The virtual meetings were critical for coordination after the pandemic and successfully revised the project work plan to consider the side effects of the pandemic.

2.8. Most stakeholders agreed that protection was successfully mainstreamed into the project design. Answers to the survey question "To what extent were gender and migrant workers' protection issues mainstreamed in the implementation of the project?" also highlight this evidence because 59 % of respondents thought "Very much", 35 % said "Somewhat", and 6 % mentioned "Not really."

A few stakeholders expressed concerns that protection and labour migration should be seen together as labour migration management and not as separate activities, measured through publications, reports, policies and guides. Adopting the AU Declaration of the Protection and Promotion of the Rights of Migrant Workers is an outstanding achievement. In addition, the Model Migrant Welfare Programme, the Draft Guidelines for the Member States on Development of Bilateral Labour Migration Agreements (BLA), and the Free Movement of Persons Protocol (AU FMP) focus on migration, protection and gender. LMAC, for example, was active in monitoring the situation of migrant workers during the COVID-19 pandemic, resulting in publishing an issues statement about the necessity of protecting migrant workers and developing a policy brief about the condition of migrant workers in the informal economy.

The pre-departure and post-arrival activities reports also contain information about migrant workers and their rights. For example, Lesotho's migration and development policy includes protection issues and also the training of labour attachés conducted by ITC-ILO.

2.9. The project is gender-sensitive, and as seen from the project documents, it contains gender-sensitive and social protection-related indicators.

The project's intent to formulate gender and protection-related changes is applaudable. Out of four outcomes, the project included gender-sensitive, protection and human-rights-related changes at outcomes 1, 2 and 3 levels. Good gender and protection-mainstreaming could also be observed at the output-level changes, evidenced by more than 50 % of outputs targeting gender and protection-related changes, as in the case of outputs 1.1, 1.2, 1.3, 1.5, 2.1, 2.2., 2.3, and 3.2. However, at the indicator level, out of more than 40 indicators recorded in the logframe, the evaluation found only 12 gender-sensitive indicators, and four protection-related indicators, showing a slight weakness of the project to measure gender sensitivity and protection mainstreaming. The analysis of the internal reporting and reporting to the donors always contains disaggregation on men and women but does not analyse how activities impacted men and women differently. The reporting is also weak in referencing protection-related indicators found in the logframe, mainly because the project setup for engaging migrants directly was only through social partners at the regional level and a few national-level initiatives. The project supported the establishment of the African Trade Union Network (ATUMNET), and trade unions feature as key members of LMAC, where they present issues affecting migrant workers in destination countries.

2.10. The project design was perceived by many stakeholders as unrealistic in its implementation approach. Processes initially thought to work but designed for a continental-level project were not suitable for profoundly engaging with existing mechanisms at the RECs and MS level. The Project Steering Committee and Technical Committee were assigned the task of addressing this challenge and addressing roles and responsibilities within the project organizational structure.

2.11. The project contributed to an improved labour migration governance in Africa, as stated by all respondents and by the survey results

During COVID-19, the project was very successful in raising the concerns of migrant workers and how the restrictions affect them – especially the protection of women cross-border traders - contributing to the degradation of their socio-economic situation, despite the existing rules and laws in force. In line with this strategy, the focus on gender and the protection of women's rights and how it was mainstreamed into strategies can be seen at the policy level and in the statistical reports. At the policy level, one of the flagship initiatives of the project at the design stage was to bring together AU-ILO-WHO-IOM to do a Regional Mapping of the "African Health Workers' Migration and Skills Portability", which is still an ongoing process. LMAC's Policy Brief about the mobility of health workers in the post-Covid phase presented adaptation strategies to follow.

LMAC studies also highlighted women's situation in the informal economy, especially the female migrant workforce in the Gulf countries. Cross-border trade, for example, was evidenced as a sector where many women traders, subject to different forms of exploitation and abuse, need special attention. Women face many challenges when it comes to free movement across borders. They are involved in small-scale businesses and subjected to bureaucracy and high taxation. A promising development in this issue is that AUC will implement recommendations on cross-border women traders in 2022.

- EQ8.** Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to equal gender participation identified during the design or implementation of the project, and was anything done to address these barriers?
- EQ9.** Has the project provided for adequate tripartite involvement and consultations in project planning, implementation, monitoring and evaluation?

Finding 3: Programme Partners and their involvement in the project design process

The project contributed to facilitating social dialogue, and project partners have been consulted, at different stages and varying levels of project implementation, providing access to information without discrimination. Few interviewees mentioned they think the best possible has been done under the existing circumstances. Although the project invests considerable efforts in the inclusion of social partners, the level of engagement with workers' and employers' organisations is sometimes weak or not entirely representative, especially concerning employers' organisations. Survey results corroborate the divergent opinions of social partners related to their involvement in the project design, as answers to the question "Did you/your institution participate in the design of this project" received 53 % negative answers and 47 % affirmative responses.

3.1. A few regional partners have been involved in the design process -such as ECOWAS, SADC and EAC, who also supported the drafting of the proposal. All other stakeholders have been consulted, at different stages and at varying levels of project implementation, providing access to information without discrimination to everybody.

Social partners appreciated capacity building and training activities mentioned by many interviewees and survey respondents. They are very receptive to new ideas and upgrading knowledge and understanding of labour migration. This explains the request for more training – a relevant example here is ARLAC with the in-house training course - and to develop tools, such as the Guides for workers and employers' that became one of the most impactful outputs of the project already used and applied in practice.

3.2. The project invested a lot of effort in tripartite involvement and consultations with social partners. The feedback received by the evaluation from interviews and surveys shows there is a satisfactory or good engagement regarding workers' organizations, but relationships with employers' organizations are limited, to a certain extent.

The AUC themselves recognized the project's weakness in this aspect, mentioning they are in regular communication with only three representatives of the workers and employers' organizations, which raises the question of continental coverage and representation of these stakeholders.

3.3. From the social partners' perspective, opinions differ between workers' and employers' points of view. The limited number of interviews with these two target groups has been corroborated with the survey results in concluding that social partners' involvement with the project depends on the geographical location and platform of engagement, including the type of activities they participated in. Another critical factor in assessing the nature and depth of engagement with social partners was the consideration of the multitude of actors for outcomes one and two, which made it difficult to get an overall picture of relationships and processes between the project and stakeholders.

3.4. For example, interviewed workers' organizations' representatives mentioned that due attention was given to social partners, emphasizing physical meetings that increased the quality of their participation. They felt a strong interest and need for the project to engage with them and incorporate their points of view and work plans into the project's framework. This approach was appreciated and far beyond expectations, especially when it was about consulting organizations that represent women and people with disabilities. Gender issues, how the project particularly represents women's interest in the project, and how migrant workers with a disability can access cross-border passages in wheelchairs were highlighted as essential aspects taken into consideration during discussions and meetings.

3.5. From the employers' point of view, JLMP Priority addressed some essential needs, such as the development of the Employers' Guide, but it was mentioned during interviews the project came a bit late, taking into consideration the pressing need to provide quality services and support to migrant workers.

3.6. The Pan-African Parliament consultations represent a promising collaboration for the next phase of JLMP, as they were involved in consultations about BLA Guidelines and different continental meetings. Engagement with the media was considered successful because they properly captured women's rights issues in labour migration and mobility. Labour Attachés also had an essential role in the project because they were involved in training activities addressing the rights of migrant workers.

COHERENCE

- EQ10.** How did the action align and support the implementation of: (i) the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015); (ii) the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030); and (iii) the Strategic Framework and Monitoring and Evaluation Plan (2020-2030) for the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (JLMP) outcomes, with special focus on labour migration governance and regional integration?
- EQ11.** How did the action align, support/contribute to the implementation of the priorities, and needs of the AU, ILO, IOM, RECs, social partners, and other stakeholders in migration and labour migration governance including their policies frameworks and the SDGs?
- EQ12.** How has the project promoted coherence with, and complemented and fitted in with other projects/programmes being implemented by the AUC and RECs?

Finding 4: Programme coherence with strategic frameworks and regional policies

The project is aligned with strategic frameworks at the AU level -the Migration Policy Framework for Africa and its Plan of Action (2018-2028)- and has a good anchoring in a wider intervention related to labour migration because it links to the Support to Free Movement and Migration in West Africa (FMM West Africa) Initiative and informs the consultation on the African Continental Free Trade Area Agreement (AfCFTA). The JLMP Strategic Framework and Monitoring and Evaluation Plan (2020-2030) was also revised by the project following the AU MPFA outcomes and other projects implemented under the JLMP umbrella framework since 2015. The focus on implementing SDG 10 and SDG 8 by the AU, IOM and ILO can be seen in the results of partnerships with other projects in labour migration statistics, capacity development, policy development and inter-regional cooperation, among others.

However, the project's alignment with priorities at the regional level is slightly different. Interview respondents highlighted that some RECs have divergent opinions about their regions' needs and capacities to support specific components of JLMP Priority (such as the development of labour migration strategies), and many stakeholders agreed that without a proper mapping and contextualization of the project in the RECs, the development and adoption of regional migration policies is challenging because RECs need more time to clarify strategic directions and collaborations. Survey answers to the questions "Does the project support the implementation of priorities and needs of the AU, RECs, social partners and other stakeholders in labour migration governance?" corroborate the findings because 47 % of respondents answered: "Very much", 35 % thought "Somewhat", and 18 % replied "Not really".

4.1. Regarding alignment and support for implementing strategic frameworks and regional policies, JLMP Priority is considered part of a highly successful "project package" that the AUC has worked on. A relevant example in this regard is the alignment with recently adopted policy and strategic frameworks and plans of action such as the African Union Agenda 2063, the Ouagadougou + 10 Declaration on Employment, Poverty

Eradication and Inclusive Development in Africa and its 5-year Priority Programme (2017-2021), the AU Revised Migration Policy Framework for Africa and its Plan of Action (2018-2030), the 3- Year Plan of Action of the Global Compact on Safe, Orderly and Regular Migration (GCM) in Africa (2020-2022).

Besides the existing coherence with the above-mentioned strategic frameworks, the JLMP Priority represents a timely intervention when the African Union, in recognition of the importance and inevitability of migration, has adopted important labour migration documents: the AU Protocol on Free Movement of Persons, the Protocol to the Treaty Establishing the African Economic Community Relating to Free Movement of Persons, Right of Residence and Right of Establishment, and the African Continental Free Trade Area Agreement (AfCFTA).

4.2. The project is coherent with AUC's commitments expressed under the Global Compact for Safe, Orderly and Regular Migration adopted by the Heads of States and Governments, based on the recognition of JLMP as the framework which should be followed and implemented related to the promotion of legal migration. The SDG target 10.7, which is about "Facilitate orderly, safe and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies", and SDG 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", are also followed up by the project.

The AUC's long-term cooperation with the EU, based on the EU Common Agenda on Migration and Mobility (CAMM), complemented with other OIC and Arab League cooperation frameworks, represents strong foundations for fostering regional cooperation and development supported by JLMP Priority.

4.3 IOM and ILO's priorities and needs are reflected in JLMP Priority's outputs concerning work related to labour migration statistics, capacity development, policy development and inter-regional cooperation. For example, the two organizations embarked on a long-term effort to support AU MSs in developing their Labour Market Information Systems (LMIS). As a result, the AU designed and developed an LMIS Harmonization and Coordination Framework. In this aspect, the project "Free circulation of Persons and Migration in West Africa (FMM)" represents an important initiative in the ECOWAS region, with the support of ILO and IOM.

To assess the challenges of LMIS applications, ILO supports MSs in implementing labour force surveys and diagnostic studies. Additionally, IOM carries out vital work in this area in the West and North of Africa and helps identify needs and gaps in establishing effective LMIS.

The development of LMIS is complemented by organizing training and workshops and implementing pilot data collection and analysis pilot projects – such as the essential work carried out by IOM with the International Recruitment Integrity System (IRIS), focusing on ethical recruitment aspects of migrant workers.

Based on IOM's view, which promotes international and multi-sectoral cooperation on migration, the organization supports AUC with the organization of the annual Pan African Consultations on Migration (PAFoM), resulting in the adoption of the AU Free Movement of Persons Protocol. The ILO and the IOM also provide technical assistance to RECs in developing national labour migration policies and developing and implementing mutual recognition arrangements and Regional Qualification Frameworks.

4.4. In Addis Ababa, at the Meeting of Ambassadors in October 2019, several existing multilateral frameworks on migration focused on Africa (Regional Consultative Processes in ECOWAS, ECCAS, IGAD, SADC, Horn of Africa Initiative - Khartoum Process, Rabat Process, Africa-EU Strategic Partnership - were presented, but none deals explicitly and comprehensively on labour migration aspects. Therefore, JLMP Priority offered great opportunities for multilateral labour migration cooperation for all stakeholders (taking lessons from the fair and ethical recruitment initiative taking into consideration the countries of origin and countries of destination) at the regional level (the Colombo Process) and inter-regional level (the Abu Dhabi Dialogue). Given the project's engagements during the 2020 Global Forum on Migration and Development, key destination countries: Qatar, Saudi Arabia, and United Arab Emirates (UAE) committed to piloting the Comprehensive Information Orientation Programme (CIOP). In October 2019, at the invitation of the Abu Dhabi Dialogue (ADD) Secretariat, AUC, ECCAS, ECOWAS, COMESA, and IGAD participated in the 5th Ministerial Meeting of the ADD on Labour Migration as observers in UAE.

The objective of the field visit to Kuwait and the GCC was the recognition of all parties, particularly Member States, on the timely intervention and dire need for a mechanism to address the increasing labour migration flows from Africa to the GCC.

4.5. At the regional level, the project's alignment with RECS' priorities and capacities was perceived as more nuanced. Although most respondents agreed the project is aligned with regional labour migration frameworks and international labour standards, for some RECs, the pace of the project was too fast, with implementation objectives and timelines they couldn't follow. Therefore, the changes JLMP Priority wanted to see it's not feasible enough in terms of existing conditions and capacities at the regional and national levels. Survey answers to the questions "Does the project support the implementation of priorities and needs of the AU, RECs, social partners and other stakeholders in labour migration governance?" corroborate the findings, with 47 % of respondents answering: "Very much", 35 % thinking "Somewhat", and 18 % replying "Not really".

For example, the African Union's Free Movement of Persons Protocol (AU FMP) received different acceptance and has contextualized implementation possibilities at the RECs level. SADC, for example, officially declared this topic is not a priority for the region. But on the other hand, JLMP Priority showed alignment with SADC's priorities, exemplified by the development of two Regional Migration Plans, one for 2015-2019 and the other for 2020-2025.

Furthermore, ECOWAS is leading the Free Movement of Persons Initiative agenda and is regarded as a champion in this area of work. EAC labour migration policy framework is one of the most important results of JLMP Priority, and EAC will start implementing it shortly.

- EQ13.** Do synergies/complementarities exist with other interventions carried out by ILO, IOM, and SIDA national, regional and/or global strategies, frameworks, and projects/programmes?
- EQ14.** To what extent has the JLMP Priority project add value/avoid duplication in its implementation context?
- EQ15.** Did the project design include a strategy for sustainability?
- EQ16.** Were project interventions, including capacity development and knowledge products, designed to maximize AUC, IOM, and ILO's comparative advantage in the field of labour migration governance?
- EQ17.** Were any lessons learned from previous projects by AUC, IOM and ILO or policy interventions considered in the design and implementation of the project?

Finding 5: Programme synergies and complementarity with IOM, ILO, AUC, and SIDA interventions

Most stakeholders think the best way to optimize JLMP work spread among several projects funded by different donors is the attempt to ensure that learning is incorporated and duplication of activities is avoided. In this aspect, the project successfully included in the JLMP Strategic Framework the AUC's guideline on assessing complementarities and synergies within JLMP interventions and IOM and ILO's analysis of ongoing and future programming on labour migration at the AUC, RECs, and national levels. In addition, relevant ongoing projects funded by the EU, SIDA and SDC ensured collaboration with SADC, EAC and ECOWAS and combined social security, youth employability and skills recognition areas through skills anticipation training, fair recruitment courses, and labour migration statistics workshops. The overall MPFA objectives were followed up by organizing the Intra-African Symposium on Labour Mobility, where government representatives of 12 East and Horn of Africa (EHOA) countries agreed to develop the Africa Migration Report informed by results of the JLMP Priority.

Additionally, AUC, ILO and IOM proved their comparative advantage in the field of labour migration mobility by benefitting the project with the previous experience and in-house knowledge the three organizations acquired in designing training and capacity development activities. The tools and training manuals, especially the "Handbook on Developing Labour Migration Policies in Countries of Origin and Destination", resulting from a flagship OSCE-IOM-ILO collaboration, were inspirational for JLMP Priority's training modules within the LMCB curriculum. The project incorporated sustainability perspectives at the project design stage, in the Risk and Assumptions Matrix, with associated risk management measures, which were always followed up in the narrative reports.

5.1. At the programme and project level, AUC could bring in other projects contributing to coherence and synergies among interventions. In this regard, JLMP Priority supported RECs through three complementary projects that should be seen together.

The three projects are:

i. The AU-ILO project “Extending social security access and portability to migrant workers and their families through selected RECs in Africa” (2018-2020) started in 2017, intending to strengthen the capacities of RECs (ECOWAS, EAC and SADC) as well as the AUC to drive the implementation of regional social security frameworks for the extension of social protection to migrant workers and their families. It was funded by the European Union (EU) and the following RECs had engagements at different levels:

- a) SADC- Development of a Simplified version of the Portability Guidelines and the need to engage with the upcoming ILO-EU Southern Africa Migration (SAMM) Project.
- b) EAC: Incorporation of aspects of social protection of migrant workers in the current and upcoming ILO Projects.
- c) ECOWAS: Establish a Committee of Experts and regional dialogues and raise awareness and knowledge management on the Communication and capacity-building products.
- d) AUC: Collaborations with ILO Social Protection Department and other projects and strengthen the engagement on the broader JLMP initiatives, including the Swiss Agency for Development and Cooperation (SDC).

ii. In 2019, specifically, while enhancing the capacity of the AUC to collect and analyse labour migration data, implementing partners collaborated with another SIDA-funded project implemented by Statistics Sweden, entitled “Capacity Development in Migration Statistics- Institutional cooperation program between Statistics Sweden, the African Union and four Regional Economic Communities in Africa 2019-2022”. The project provided capacity-building support for collecting and analysing labour migration data, particularly from administrative sources for ECCAS, and the availability of good quality data for MSs for labour migration policy development. The collaboration between Statistics Sweden and JLMP Priority on developing the Second and the Third Editions of the labour migration statistics report in Africa demonstrates a solid intent to enhance synergies and coherence between the two projects.

This cooperation was the platform based on which IOM facilitated a capacity-building workshop for the Economic Community of Central African States (ECCAS) in 2019 in Congo, Brazzaville, and the discussion about developing an African migration portal that will be based at AU STATAFRIC.

iii. The “Catalytic Actions for the AU-ILO-IOM-ECA Joint Program on Labour Migration Governance for Development and Integration in Africa: June 2021 – December 2024” (JLMP Action project) started in June 2021 to contribute to the JLMP objective of strengthening effective governance, and regulation of labour migration and mobility, for enhanced sustainable development for inclusive economic growth and regional integration of the African Continent. The project will implement the first phase of the JLMP Strategic Framework and Monitoring and Evaluation Plan (2020-2030), led by the AUC, in collaboration with ILO and IOM, and with financial support from the SDC. It will be implemented until December 2024 with two priority RECs namely, COMESA and ECCAS, and five Member States- Cameroun, Cote d’Ivoire, Ethiopia, Malawi, and Morocco. Some of the previous initiatives had been integrated into the JLMP Action project.

5.2. In 2020, one of the key findings during the development of the JLMP Strategic Framework and Monitoring and Evaluation Plan was the need to enhance synergies and complementarities between the JLMP and similar programming on labour migration governance by the AUC, RECs, and the Member States. To this end, the AUC developed a guideline for complementarities and synergies, which was presented to RECs, complemented with IOM and ILO’s analysis of the subject matter.

5.3. Programmes and projects with similar objectives, carried out in the targeted RECs, are visible in ILO’s initiatives, such as the Skills Initiative for Africa (SIFA), the Support to Free Movement of Persons and Migration in West Africa (FMM), the Free Movement of Persons and Transhumance in the IGAD Region: Improving Opportunities for Regulated Labour Mobility”), the Southern Africa Migration Management Programme (SAMM), which combined youth employability and skills recognition areas through skills anticipation training, fair recruitment courses, and labour migration statistics workshops.

At the Intra-African Nairobi Symposium on labour mobility, the facilitation of IOM resulted in developing a roadmap between the AU, RECs and MSs in enhancing the project implementation, taking into consideration the overall MPFA objectives. This event was followed by a Forum organized by IOM in which government representatives of 12 East and Horn of Africa (EHOA) countries agreed to develop the Africa Migration Report, informed by results of the JLMP Priority.

Synergies with other projects can be found in the JLMP Strategic Framework.

5.4. JLMP Priority benefitted from previous experience and in-house knowledge in designing training and capacity development activities. ITC-ILO, for example, provided expertise in content development related to labour market policies, social dialogue and protection, skills and employment promotions, etc. Moreover, the methodological approaches of the centre combined distance learning with a technological application, besides applying the pre-and post-evaluation tests of the training programmes that served as the performance measurement indicators for these activities.

The tools and training manuals, especially the “Handbook on Developing Labour Migration Policies in Countries of Origin and Destination”, resulting from a flagship OSCE-IOM-ILO collaboration, were inspirational for JLMP Priority’s training modules within the LMCB curriculum.

Among the sustainability needs identified at the LMCB planning workshop, namely using ILO and IOM toolkits developed for African Institutions, taking into consideration the African context of migration and the capacities of the African institutions, a relevant example the project built on was the “Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and Destination”. The handbook is a result of a long-standing collaboration between IOM and ILO.

5.5. The project incorporated sustainability perspectives at the project design stage, in the form of the Risk and Assumptions Matrix, with associated risk management measures. The narrative reporting followed up on the challenges and actions taken during project implementation. The evaluation found that a few key factors proved their feasibility, such as 1) the governance arrangements which ensure the involvement of RECs and social partners in decision-making, 2) upgrading and strengthening the PSU with additional staff, and the secondment positions at the RECs level, 3) the overall JLMP implementation period which allows for timely adjustments of strategies and project interventions. However, it seems there was an intent at the design stage to allocate funds for social partners’ staffing needs in relevant departments, which didn’t materialize. The project could also not reach MSs levels. Therefore “activities to enhance adoption and implementation of legal instruments will ensure binding commitments to ongoing action and supervision of implementation” could not be carried out.

EFFECTIVENESS

EQ18. To what extent has the project achieved its objectives in terms of stated targets in a timely manner?

EQ19. Has this been done through the planned outputs or have new outputs been included? Why and how effective have these been?

EQ20. What, if any, unintended results of the project have been identified or perceived? Have any adverse effects on gender equality been observed? Have women and men benefitted differently from the project’s activities and results?

Finding 6: Programme’s achieved objectives and results

The Project made substantial contributions to labour migration governance, evidenced by many interview responses and answers to the distributed questionnaire. As such, 35 % of survey respondents answered the question “How visible has the project been in contributing to improved labour migration governance in Africa?” with “Very much”, 53 % responded with “Somewhat”, and 12 % thought “Not really”. The feedback received to the question “Do you think the project will improve the services and protection provided for labour migrants, especially of those most vulnerable, such as women, youth and people with disabilities?” were even

more optimistic because 59 % of respondents answered, "Very much", 24 % thought "Somewhat" and 18 % mentioned "Not really".

The Project, to a large extent, has achieved its expected results. There was considerable progress towards the realization of outcome 1, measuring increased compliance with labour rights based on ILO's international labour standards, AU instruments and existing national legislation. Results under outcome 2 focused on international cooperation and preparing gender-responsive labour migration policies by improving the policy and regulatory systems at MS and RECs levels. The project made significant steps and improvements in enhancing multi-stakeholder policy consultation and practical coordination on labour migration under outcome 3. The strengthening of AUC's technical and staff capacities under outcome 4 gained traction and visibility in consolidating the technical expertise provided to EAC and ECOWAS and the needs assessment carried out in three RECs.

The evaluation encountered difficulties in assessing the effectiveness of the project through the existing results matrix and logframe. As already mentioned in this evaluation report, the indicators measure mainly the results of the activities (many refer to the presence of a specific deliverable), but they do not clearly show the contribution that achieving those outputs can provide to the achievement of outcomes. The evaluation could not find evidence of adverse effects of the project on gender equality, nor how the project impacted men and women differently.

The achieved results documented till December 2021 are outlined below. They should be reviewed using the Performance Assessment table reviewed by the Evaluators, available in Annex 3 of this report.

Outcome 1: Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers and employers' organisations, the private sector, recruitment industry and relevant civil society organisations, in delivering improved labour migration governance services.

Output 1.1: A Labour Migration Training and capacity building programme for Africa (LMCB in Africa) developed utilizing already existing materials of IOM, ILO and partners and taking into account gender concerns, relevant international human rights and labour standards, environmental and other cross-cutting dimensions; and is available to guide labour migration capacity building efforts in Africa in a coherent and comprehensive manner.

Output 1.2: Increased knowledge and skills among target labour migration stakeholders to deliver fair, effective and transparent and gender-responsive labour migration services

Output 1.3: Support the AUC and member states in the collection and analysis of labour migration data, including by producing a "Labour Migration Statistics" Report

Output 1.4: Labour migration stakeholders in Africa are capacitated to address the skill dimension of labour migration governance, such as piloting skills mobility initiatives helping to reduce skills shortages; increasing recognition of skills and qualifications across Africa, contributing to the strengthened employability of migrants to prevent brain waste, deskilling and unemployment.

Output 1.5: Progress on fostering safe and orderly labour mobility within and from Africa is monitored and evaluated through a regularly convening pan-African labour migration symposium

The evaluation assessed significant progress towards achieving outcome 1, measuring increased compliance with labour rights based on ILO's international labour standards and existing national legislation. The achieved results partly satisfied the indicators referring to the development of gender-responsive labour migration policies, conducting research, creating a Pan-African Statistics Report, enhancing knowledge and skills of relevant stakeholders, conducting skills identification and mobility studies and designing action plans for developing a labour migration database. Survey results underline the above finding, as 41 % of respondents answered "Very much", the same percentage replied with "Somewhat", 12 % of surveyed respondents thought "Not really", and 6 % mentioned "Don't know", to the question "How successful was the project in improving transparency of operations and delivering labour migration governance services between RECs and on the AU level?".

The finalization and roll-out of the Labour Migration Capacity Building (LMCB) Programme in Africa and the first steps of its implementation suggest there is solid ground on which labour migration stakeholders can improve their services more transparently. However, efforts could not reach a breakthrough towards ratifying the Free Movement of Persons Protocol (AU FMP) due to the political will of MSs to ratify it.

6.1. The project achieved Output 1.1 since the Labour Migration Training and Capacity Building Strategy (LMCB) was finalized and disseminated in Arabic, English, French and Portuguese.

For each target group, the Strategy presents key topics in capacity-building measures with explicit content, indicators, and timeframe. The roll-out of the strategy has started by initially incorporating it into the training curriculum for labour administrators across the continent. This effort was supported by IOM's ACBC and the concerted efforts of AUC, ILO and ITC-ILO in helping ARLAC to field-test the training modules on labour migration governance at ARLAC's training centre in Harare, Zimbabwe, to develop a training toolkit and host a self-guided training on ARLAC e-campus, and to organize a ToT for using the toolkit.

6.2. In addition to the LMCB strategy, additional tools were developed for social partners and stakeholders involved in labour migration based on needs identified during the training. Two guides were developed, a guide for employers' organizations on "How to best contribute to Improving Labour Migration Governance" and a guide for workers' organizations entitled "Trade Unions Guide to Promote Migrant Workers Rights and Foster Labour Migration Governance in Africa".

Even if these two guides were recorded under this output in the 2021 progress report and 2022 workplan, they might be instead attributed, in a more relevant way, to output 1.2. In any case, they are additional outputs and show that the process that was initiated by the project has allowed dynamizing the discussion about capacity-building needs and available instruments and tools to strengthen these needs.

6.3. Under Output 1.2 and based on the information available during the evaluation process, it was difficult to assess this output's degree of achievement, which foresees that at least 80% of 60 participants to different training have improved their knowledge. It was too early to determine this, and the training evaluation tests didn't measure learning but were focused on other indicators, such as the quality of the training courses. Generally, more than 90 % of training participants highly valued the quality of the training courses.

The roll-out of the Capacity Building Strategy is ongoing, with the launch of many processes targeting a broad range of stakeholders (MS, RECs and social partners). In particular, several training modules and programmes are being or have been developed and/or adapted with the collaboration of IOE, ACTEMP, ACTRAV, and training institutions (such as ITC-ILO, ACBC) and academia and universities, such as the National Schools of Public Administration (NSPA) of French Speaking countries and the Centre Régional Africain d'Administration du Travail (CRADAT in Yaoundé), and the Pan-African University.

6.4. Concerning the indicators of Output 1.3 (database developed, three publications and two Pan-African migration statistics report done), the project successfully achieved this output. In addition, a huge achievement is the 2nd and 3rd Edition of the Report on Labour Migration Statistics in Africa, summarizing statistical information for ten years (i.e., 2008 to 2017). The publication of the 3rd Edition wasn't initially included in the JLMP workplan, considered an unexpected positive result of the project.

6.5. Some additional deliverables (not foreseen in the targets) can be attributed to this output, showing how this component has proved particularly productive. In particular, the data collected due to the increased capacities of workshop participants in Congo enriched the third edition of the Labour Migration Statistics Report in Africa thanks to the collaboration with AUC STATAFRIC and Statistics Sweden. Moreover, eight (8) profiles for RECs informed by the data in the 2nd Edition were also published in the three foreseen publications.

6.6. Finally, additional activities have been added to follow up on the sector's shortcomings, concerned with the lack of accurate, reliable, and timely labour migration data showing the economic contributions of migrant workers and addressing their social protection benefits and rights. To address this issue, two pilot interventions have therefore been identified in Cameroon and South Africa to explore the potential of additional data sources, such as administrative data and/or new data types.

This last activity might help progress toward establishing a Labour migration database which is foreseen by one indicator but whose completion doesn't seem to have been achieved, reported as ongoing and being coordinated with Statistics Sweden.

Regarding the evaluation assessment concerning the indicators' aspects, it should be noted that, for this output, they refer merely to deliverables. Therefore, even if, as mentioned, the results are quite satisfactory, it is impossible to assess whether the durability of mechanisms in this area can be ensured.

6.7. While implementing Output 1.4, It is important to remind that the range of intervention of activities foreseen for this output has been combined to make the best use of the resources available with approval from the donor. The project initiated collaboration with the African Leather Products Institute (ALLPI), in particular, to undertake activities that focused on the implementation of studies in the leather sector, entitled "Programs and qualifications for skills development and recognition in the leather sector in Africa". Another study, "Current barriers to effective labour mobility in the African leather industry in selected corridors in Eastern, Northern and Western Africa" was carried out by Jet Education.

Other studies were essential to understand the dynamics in the various thematic areas, to inform the design of future programmes/interventions, such as one research on "Agricultural Commodities in West Africa" and its linkages with ethical recruitment and another study on health workers' mobility. The studies were needed actually to inform how/where the project could intervene, and they were finalized late into the project.

6.8. However relevant and justified, the revised activities are not coherent with the focus of this output, which is the improvement/building of capacities of stakeholders. It should also be noted that the revision of the activities has reduced the potential for impact since there is no specific foreseen intervention that allows to follow up on the results of the study nor to build on the impact of the training that was carried out on the capacities of labour migration stakeholders in addressing the skill issues in labour migration governance. The indicators have not been adapted to the new formulation of the activities. Therefore, they do not allow capturing and measuring the effects of the intervention accurately, and they refer to deliverables that are inconsistent with the activities carried out.

The project did not advance on indicators "Number of mutual recognition arrangements conducted at RECs" and "Number to action plan prepared by RECs to strengthen skills identification and anticipation approaches and systems", as activities were not properly aligned towards achieving these deliverables and because there were other processes (for instance, led by AU Education Department on African Continental Qualifications Framework), supported by the Skills Initiative for Africa (SIFA) programme, and the project could not start a parallel arrangement.

6.9. For Output 1.5, the achievement is highly satisfactory in terms of carrying out the foreseen activities since JLMP Priority supported the Pan African Forum on Migration (PAFoM) in the organization of the September 2021 meeting in Dakar under the event entitled "Strengthening Labour Migration Governance in Africa in the context of a pandemic for accelerated socio-economic development and continental Integration".

Outcome 2: Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.

Output 2.1: Enhanced gender responsive labour migration policy and regulatory frameworks in MSs and RECs, taking into account relevant international human rights and labour rights and existing general migration and labour migration specific frameworks in Africa and globally including the AU MPFA and the GCM.

Output 2.2: Active international cooperation to build the necessary cooperation framework on labour migration with non-AU Member states and other regions developed

Output 2.3: Strengthening protection of migrant workers including through international cooperation.

Results under outcome 2 focused on international cooperation and preparing gender-responsive labour migration policies by improving the policy and regulatory systems at MS and RECs levels. This work is evidenced by finalizing a gender-sensitive labour migration policy in the EAC and domesticating another labour migration policy in Lesotho. In addition, the project successfully ensured compliance of these vital labour migration instruments with international and human rights and labour standards that were discussed in various international meetings and events with non-AU Member states, such as the Gulf Cooperation Council (GCC) states. Moreover, several human rights instruments and tools have been developed, such as the AU Declaration on Protection and Promotion of the Rights of Migrant Workers, the Model Migrant Welfare Programme, and Draft Guidelines for the Member States on the development of Bilateral Labour Migration Agreements (BLA)

that are available to MS as they develop/review policies to increase protection measures available to Africa migrant workers.

6.10. The analysis of Output 2.1. shows that the number of finalized policies is limited compared to what had been foreseen by the indicators targets because the project also had to work with the priorities of the Member States and the available resources and time, also considering the COVID-19 pandemic. However, several additional results can be mentioned with regard to the established indicators. For example, one Draft EAC labour migration policy with a gender-sensitive lens has been finalized and approved by the Ministers of Labour and Employment and validated by the EAC Council of Ministers in Dar El Salam in May 2021 (the target was 3 RECs that developed gender-responsive labour migration policies in line with relevant international and regional human rights and labour standards). Moreover, one MS with a domesticated labour migration policy (target was 6 MS), the Government of the Kingdom of Lesotho, has validated its migration and development policy in line with regional and international frameworks and best practices. These results need to be interpreted in the overall socio-political context, in which the project spent almost two years conducting consultations on the development of labour migration policies with MSs when many MSs were not interested in including this type of policy work in their work agenda. In other instances, labour migration policy development was supported by other IOM/ILO offices. Therefore, JLMP Priority wanted to avoid overlap.

6.11. Among the additional results that were achieved can be mentioned the 1) AU Declaration on the Protection and Promotion of the Rights of Migrant Workers based on consultations with representatives of Member States, Social Partners, Civil Society Organizations, RECs and the LMAC, proposed for endorsement at the AU Specialised Technical Committee on Social Development, Labour and Employment initially in 2021 but postponed to 2022; 2) A brochure on International Labour Standards (ILS) with the aim to strengthen tripartite constituents, particularly social partners' knowledge of international labour standards that relate to, contain specific provisions on, and apply to migrant workers; 3) and a labour migration survey and an Assessment of Legal Labour Migration Frameworks in Africa to assess ways in which migration and the treatment of migrant workers are being regulated or managed through laws, policies, administrative measures, and specialized bodies of the State; the role played by bilateral and multilateral treaties, and Conventions; and the way in which the tripartite partners take part in the process.

The project also sponsored the participation of 50 tripartite representatives (24 women and 26 men) from 34 selected AU MS in the global course E-Academy on Labour Migration, which was held online from 26 October to 11 December 2020 with the support of the ITC-ILO.

6.12. Output 2.2. mainly focused on activities to build international cooperation frameworks with the Middle East countries and the EU through consultative dialogues and workshops.

Concerning this output, two (2) intra-regional meetings were facilitated for MS to explore priorities for promoting international cooperation with non-AU MS. These meetings were in Kuwait and UAE, and their objective was to improve the governance of human mobility between the African continent and non-AU states.

Linked to the bilateral and multilateral labour migration and mobility agreements or negotiations that were expected for this output, one high-level political engagement led by the AUC, ECOWAS, and COMESA to the ADD Ministerial Meeting was established to promote inter-regional cooperation on labour migration. Later on, with ILO and IOM's support, AUC led the Africa regional consultations for the GFMD, accompanied by three background papers to guide the discussions.

6.13. Concurrently, the AUC engaged with key destination countries: Qatar, Saudi Arabia, and UAE on their interest in engaging in policy dialogue. As a result, in October 2019, at the invitation of the ADD Secretariat, AUC, ECCAS, ECOWAS, COMESA, and IGAD participated in the 5th Ministerial Meeting of the Abu Dhabi Dialogue on Labour Migration as observers in UAE.

6.14. In coordination with IOM and ILO, the AUC developed Draft Guidelines for the Member States in developing and implementing BLAs to engage among countries of origin and destination. The Guidelines have been endorsed at the AU Specialized Technical Committee on Social Development, Labour and Employment (STC-SDLE) meeting held from 4-8 April 2022.

In addition to international labour standards, other human rights instruments were made available to inform the process of developing draft BLAs considering the continental legal instruments on human rights, Protocol on Free Movement, Agenda 2063 and policy frameworks on labour migration.

6.15. Similarly, the AUC in coordination with IOM and ILO, finalized a Model Migrant Welfare Programme

to support migrants to access services throughout the migration cycle.

6.16. Lastly, two high-level meetings were held with the Government of Lebanon to find solutions to the challenges of African migrant workers stranded in Lebanon. Also, a policy brief on Skills Mobility Partnership between Africa and Europe has been drafted. Three LMAC video conferences and policy briefs have been developed to assess labour migration in the context of Covid-19.

The results obtained within this output are slightly below expectations, as not all the foreseen meetings took place. However, the targets of the other indicators have been fulfilled.

6.17. Output 2.3. targets foreseen for this output have been fulfilled, representing mainly the development of guidelines, reports and one training course.

As foreseen, one online training has been organized for 47 labour attachés from a range of countries in partnership with ITC-ILO, African Union, ILO, IOM, CRADAT and ARLAC on "Strengthening consular and labour attachés services for better governance and protection of migrant workers".

Mapping reports for Pre-Departure Orientation (PDO) and Post-Arrival Orientation (POA) with African and Gulf pilot countries were also finalized.

Outcome 3: Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to decision-makers of MSs', AU's and RECs.

Output 3.1: Roles of the AU Labour Migration Advisory Committee promoted.

Output 3.2: Leverage the power of the social partners (workers' and employers' organisations) and other relevant civil society stakeholders to enhance the labour migration regulatory and policy systems at regional and national levels

The project made significant steps and improvements in enhancing multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to MSs, AUs, and RECs decision-makers under outcome 3. Through consultations with RECs, LMAC members understood regional labour migration governance frameworks and formulated recommendations relevant to the specific RECs. The project successfully engaged social partners at the RECs and MS level in discussions and built their capacities through various training. Answers to the question "Do you think the multi-stakeholder coordination and consultation among MS, RECs and AU decision-makers have been strengthened as a result of tripartite social dialogue and involvement of other social partners in policy dialogue, advocacy and lobby activities?" demonstrate a positive perception, where 41 % of respondents thought "Very much", 35 % responded "Somewhat", and 12 % believed "Not really". However, the question which measured advocacy for the cause of women migrant workers received a less favourable response. As such, respondents to the survey question "To what extent were MS and RECs successfully involving social partners in advocacy and lobbying activities, paying attention to the circumstances of women migrant workers? 41 % answered "Somewhat", 29 % replied "Not really," and only 29 % thought the project successfully advocated for migrant women's rights.

Out of three inter-REC mechanisms planned, the project successfully organized two regional meetings between RECs in June and November 2021.

6.18. LMAC performed six field visits out of nine planned (due to the COVID-19 pandemic) with ECCAS, UMA, COMESA, EAC, IGAD and ECOWAS under **Output 3.1**. The visits aimed to enhance the role of the Committee in its advisory service on labour migration management and governance to MS, AU and RECs decision-makers. The Committee became very active in its engagement with AU policy organs such as the African Peer Review Mechanism (APRM), Economic, Social and Cultural Council (ECOSOCC) and the Pan African Parliament (PAP).

At the technical level, the Committee organized three virtual video conferences targeting African policymakers on labour migration and mobility post-Covid-19. Following these video conferences, the LMAC developed three policy briefs, including recommendations to be actioned by the policy-makers. Similarly, LMAC issued at least five statements advocating for migrant-inclusive measures on Covid-19 response plans rolled out by governments across Africa at the beginning of the pandemic and on the occasion of international migrants' day. These actions have been followed by organising three webinars with PAP, on the impact of COVID-19

on cross-border traders and the development of the AU Declaration on the Protection and Promotion of the Rights of Migrant Workers -which has been already planned at the beginning of the project. The output recorded 15 thematic proposals made for the 6 RECs and specific recommendations on enhancing labour migration management made to Djibouti, Gabon, Morocco, Nigeria & Zambia.

6.19. Output 3.2 partially reached its targets. Out of six social partners involved in advocacy and lobbying activities to MS and RECs, which gave due attention to the direct involvement of women in the advocacy and lobbying activities, the project managed to involve two. Out of six trade union network roadmaps (One regional and five national), one was designed at the ATUMNET meeting in 2021 about the implementation of the GCM. The log frame contains an additional indicator, measured through three regional advocacy platforms in RECs, added later to measuring results under this output but without recorded achievement.

6.20. The ITC-ILO E-Learning course on Fair recruitment processes for recruitment agencies and tripartite constituents, organized between September and October 2020, involved ten women and 16 men from 14 selected member states, including Botswana, Cote d'Ivoire, Madagascar, Morocco, Nigeria, and Tunisia. The activity was meant to enhance the capacities of social partners to promote fair recruitment and is recorded as an achieved result. However, the evaluation couldn't see the link between the training and the advocacy and lobby activities social partners were expected to carry out under this output.

Outcome 4: AUC strengthened capacity provides for continental and regional operational leadership in labour migration management, including spearheading/steering the implementation of the JLMP at all levels.

Output 4.1: Strengthened/established AUC's technical and staff capacity to lead the implementation of the JLMP

Output 4.2: Strengthened capacity of the 3 RECs on labour migration management

Output 4.3: Promoted visibility of the JLMP through relevant communication initiatives

Under **outcome 4**, the project enhanced its coordination structures and provided continental and, to some extent, regional leadership in labour migration management and implementation of JLMP Priority at all levels. The strengthening of AUC's technical and staff capacities gained traction and visibility in consolidating the technical expertise provided to EAC and ECOWAS. The needs assessment carried out in three RECs proved successful for future programming. The coordination efforts carried out by AUC-PSU with RECs, IOM, ILO, civil society, social partners and UN agencies led to the development of background papers presented at the virtual Africa Regional Consultations for the 2020 Global Forum on Migration and Development. The conference proposed recommendations on opportunities for collaboration, especially inter-state collaboration between countries of origin and destination. EAC, ECOWAS and SADC also conducted baseline assessments in 12 MSs, fostering JLMP implementation at the MS level. The recruitment and placement of two JLMP labour migration officers to the EAC and ECOWAS strengthened their capacities in labour migration management.

In addition, the involvement of a women-led journalist network in communication activities showcasing fair and ethical recruitment, protection of migrant workers, governance, and the gender dimension of migration, represented a considerable contribution toward raising awareness of the situation and lived experiences of women migrants.

6.21. Under Output 4.1, all indicators have been met. In addition, IOM (in collaboration with other partners) successfully strengthened AUC's technical and staff capacity to implement JLMP Priority by establishing the Program Support Unit (PSU) (two men and four women) at the AUC DSA Addis Ababa, responsible for managing the implementation of the programme, which also served as the secretariat for the LMAC. Additionally, the training courses and capacity development activities PSU staff members participated in - such as the Statistics meeting led by Statistics Sweden to learn and understand database development, management, and dissemination; the Workshop on BLA and Labour Migration Policy Making organized in Nairobi, Kenya; the Labour Market Statistics and Analysis Academy at the ITC-ILO in Turin; the high-Level Training Seminar on the AU Ethiopia, which aimed to strengthen the capacity of participants in the functions, decision-making processes, and dynamics of the AU -enhanced PSU's staff knowledge and skills in project management and technical areas related to labour migration.

6.22. Under **Output 4.2.** the strengthening of the RECs Secretariats of ECOWAS and EAC through secondments and the baseline assessment with EAC, ECOWAS and SADC developed to ascertain and analyze the status of labour migration management in their respective geographical coverage contributed to achieving two out of three indicators under this output. In addition, AUC coordinated with SADC given its Labour Migration Action Plan (LMAP), finalized in March 2020. The LMAP identified areas where SADC needs capacities based on the field visits to four SADC MS.

For the third indicator, the evaluation could not verify the “established regional network of labour migration focal points with an action plan” and its linkage to the recorded coordination arrangements to support IGAD in its social dialogue.

6.23. The two officers seconded to EAC and ECOWAS supported the development, review and implementation of relevant policy frameworks and legal instruments to improve labour migration governance. However, SADC formally communicated to the AUC to delay the deployment of a seconded officer the finalize internal consultations.

6.24. Output 4.3. was partially achieved, showcased by the functioning of the JLMP website, and supporting AU and RECs in establishing one network of media professionals. Initially, the project intended to set up three networks of communication professionals, therefore, the results achieved with the Association of African Women in Media (AWIM) are the beginning of a process which needs the continued support of all implementing partners.

As a result of the coordinated actions of implementing partners with RECs, LMAC, social partners, donors, AUC departments and divisions, the Strategic Framework of the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP), also referred to as the JLMP Strategic Framework was developed.

EQ21. Which have been the main contributing and challenging factors towards project's success in attaining its targets?

EQ22. Which is/are the project thematic area(s) of more and least success? What factors have contributed to it and why?

EQ23. Did the project establish and maintain relationship and cooperation with relevant stakeholders (e.g., AUC, JLMP partners, REC Secretariats, the LMAC and development partners) to achieve the project results more effectively?

EQ24. To what extent has the COVID-19 Pandemic influenced project results and implementation and how has the project addressed it? Can the adapted intervention models developed under COVID 19 be applicable for similar crisis response?

Finding 7. Contributing and challenging factors toward the achievements of programme outcomes and results

Compared to the challenges, lessons learned and opportunities for achievement that have been identified in the JLPM Strategic Framework 2020-2030 , the evaluation found the project was successful in exploring opportunities on how to improve further the protection of migrant workers and strengthen LMAC for advocacy and lobbying; strengthened normative and protection-related work on labour migration; provided solid technical expertise and developed a strong collaboration with the AU, and selected RECs; proved agility in making quick changes for delivering results; institutionalized capacity-building support; proved the possibilities of implementing a joint program despite divergent opinions and modus operandi of implementing agencies. The project invested in coordinating labour migration Programmes among RECs by using Regional Consultative Processes on migration; it strengthened its organizational structure and management arrangements to coordinate with RECs and MSs. The JLMP Priority was valuable for national partners to cross-fertilize experiences (from the diaspora and nationally) and replicate good practices. COVID-19 slowed down the implementation of the project, but at the same time, the project sought ways to respond to and provide policy advice to address evolving challenges caused by the pandemic.

The formation of the LMAC was an excellent move to shift toward establishing and maintaining relationships and cooperation with relevant stakeholders and social partners.

7.1. One of the most important drivers of achievement stated by many respondents is the strong political will expressed by the AUC to lead on JLMP Priority, receiving IOM and ILO support in this regard. SIDA provided strategic guidance and supported the beginning of the inception phase, involving consultations, technical expertise, and overall oversight of the project design. This supportive and collaborative environment was backed up by the political momentum in which JLMP Priority was born, which concurred with free trade and free movement agreements that the MSs initiated. Media communication also highlighted the workers' vulnerability, urging the importance of policy interventions in labour migration governance.

7.2. An essential administrative task of the project was establishing PSU, representing the gateway to coordination with AUC, RECs, and the Member States on project activities. The PSU, located within the AU, ECOWAS and EAC (soon in ECCAS & COMESA under the JLMP Action project), made coordination, management, and liaison easier. PSU staff work as seconded officers at these institutions.

This structure was created to improve technical and strategic coordination, collaboration, and reporting of JLMP Priority's achievements, challenges, and lessons learnt through the Programme Technical Committee and Steering Committee. Establishing the Technical Committee within the PSU needed a lengthy engagement process in a limited timeline. But achieving this milestone was a considerable success for the project. Based in Addis Ababa, the JLMP core team (AUC, ILO & IOM) had oversight and technical and administrative backstopping from IOM and ILO country and regional offices and headquarters. The M&E, Communication, IT, financial, security and HR support could be drawn from these offices when needed.

7.3. Another main driver of achievement was the establishment of LMAC and converting its potential into a real power engine of inter-regional collaboration. One relevant example is LMAC's capacity to connect with RECs and MS, including the outreach to social partners. The direct collaboration between AUC and selected RECs proved satisfying, mainly the ones related to enhancing existing capacities, but encountered several implementation challenges in terms of coordination, and delays in receiving feedback from RECs and MSs. Additionally, the non-responsiveness of MSs delayed the implementation of many activities because the alternative communication channels used by the project were between the AUC, Embassies and relevant Ministries, which took up considerable amount of time.

7.4. Like other aspects of project implementation, JLMP Priority benefitted from the flexibility and innovation of the project teams, using new approaches for collecting labour migration data and statistical information, which is challenging in the African continent. Relevant examples are the two pilot studies on the leather and health sector and the invested efforts to improve the process by segregating the data collection and analysis from MS based on gender-sensitive indicators. In addition, as it's difficult for MSs to get data on skills and occupations, the project tried to capture this information through statistical reports.

7.5. Among challenging factors, respondents mentioned the lack of a gender and communication officer at AUC, identified by the project team as critical for the project and that hopefully be actualized under the JLMP Lead future project.

7.6. The project's design contains many obstacles towards achievement, mainly related to organizational structure and coherence and alignment with the regional and national context in labour migration. The fact that the JLMP priority project is the 1st of its kind – with continental scope -difficulties and challenges arose in working at the continental level.

7.7. The project's structural design naturally impacted the capacity of the project to involve the partners equally. The collaboration and coordination process were envisaged as being mutual, from AUC to partners and vice-versa, but this didn't happen in most cases. Weak determination and commitment from all the agencies and partners delayed activities and affected personal and institutional motivation. The minimal engagement of ECA also didn't support this process. As already highlighted in the needs analysis section of the report, the internal SWOT-analysis carried out by the JLMP Priority team also mentions weak linkages of the project for continental, regional and national labour migration programs.

7.8. The PSU staff were overloaded with additional guidance and institutional work culture and styles at the team level as they performed their coordination role. This ample time spent on coordination and engagement put staff under much pressure, combined with the joint monitoring and reporting system required by SIDA. In this aspect, staff members outside Ethiopia encountered more administrative duties and challenges. A one-project approach is still difficult to achieve, as project staff defer to their respective organizational modus-operandi. Some team members have multiple reporting lines, monitoring and reporting different results measured differently, so it is not surprising that the project logframe indicators are not aligned with

the activities completed and results achieved. In addition, seconded staff are not institutionalized, raising sustainability issues of activities and processes beyond the project's lifetime.

After the project started, there were many meetings and discussions about aligning AUC procedures with those established in RECs and MSs. As a result, some activities were extremely delayed, waiting six months to kickstart.

7.9. The monitoring and reporting system of the project lacked qualitative indicators, focusing more on output-level results, and it's mainly activity-focused instead of capturing changes. Many activities have been modified that are not reflected in the logframe, therefore, they cannot be measured and followed up. Many stakeholders signalled that despite the project's focus on capacity building and development, the means to measure capacity-building outcomes are missing from the monitoring and evaluation tools. It is difficult to capture how personal knowledge and skills are transferred to the institutional level. In this regard, it was also highlighted that participation of stakeholders in meetings and workshops had been a challenge, coupled with weak feedback from beneficiaries about the result of training and workshop on their own personal and institutional growth and development.

7.10. Another challenge raised during this evaluation is that JLMP is not yet the single window for donor negotiations of labour migration projects in Africa. There have been efforts to align existing projects and promote the JLMP Strategic Framework in designing new initiatives, but this will take some time. There has been some progress in engaging with the Abu Dhabi Dialogue, but broader engagement with the Gulf countries remains a challenge.

7.11. COVID shifted capacity development activities towards using online tools with positive and negative aspects. For example, online training saves money and provides outreach to more participants, such as The Academy of International Labour Standards, which was ongoing for two months and went very well online. But big institutional meetings or policy discussions need to happen in face-to-face interactions-stated by a few respondents.

7.12. The financial planning and design didn't consider that resources are needed to support extensive liaison and backstopping support required to effectively implement the JLMP Priority. As a result, a clear resource mobilization plan/strategy is absent. Despite the fact the COVID-19 pandemic slowed down the implementation rate of the project, it is clear and visible that a strong lobby is necessary in the future to support budget allocation in RECs for labour migration if JLMP wants to achieve the institutionalization of the project framework and its strategies.

7.13. Lastly, the communication strategy didn't help stakeholders and partners clarify the project's confusion. The Communication budget was very minimal at the RECs level, few stakeholders mentioned that the project doesn't seem to have visibility beyond the labour market actors.

EFFICIENCY

- EQ25.** How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve broader project objectives?
- EQ26.** Were specific resources allocated to achieve gender-related objectives?
- EQ27.** To what extent were the disbursements and project expenditures in line with expected budgetary plans?
- EQ28.** To what extent was the project able to build on other AUC, ILO and IOM initiatives/projects and other actors (e.g., AU and RECs) and create synergies? How did this affect the efficiency in use of resources?
- EQ29.** Assess the backstopping, guidance, and support on technical, programmatic, administrative, and financial services from relevant AUC, IOM, and ILO units (headquarters, Country Offices and Regional Offices).
- EQ30.** Assess the project management and governance structure role on facilitating results and efficient delivery
- EQ31.** How did the project establish and maintain cooperation with SIDA and other donors?
- EQ32.** Does the management team have relevant gender expertise and has technical expertise on gender been sought where needed

Finding 8. Programme management and strategic partnerships

The total budget for the project was USD 8,786,564, with an expenditure of USD 8,786,564, representing 100 % utilization of available funds. Whereas project goals, including the objective and targeted beneficiaries, have not changed during the period under review, the onset of the COVID-19 pandemic globally necessitated extensive adjustments to the project budget and work plan in coordination with partners and beneficiaries and endorsed by SIDA to enhance timely and cost-efficient use of the resources available. The evaluation assessed those resources allocated for hiring a gender employment consultant (activity 4.1.2) represent an important initial step toward gender-based budgeting. Achieving gender-parity at capacity development activities and designing gender-sensitive policies have been mainstreamed and are visible in the project life cycle.

Many stakeholders agreed that coordination is a weakness of the project, mainly due to unrealistic timelines, the AUC's lack of experience in coordination and lack of human resources at all levels.

The lack of enough human resources in coordination and management structures, and the existing processes among these structures, were seen as problematic by many interviewed stakeholders.

However, this process improved, compared to the beginning of the project, due to beneficial staffing adjustments and a better distribution of tasks among implementing agencies. The decision to create secondment positions was seen as helpful but, at the same time, less efficient in the long-term by acknowledging the importance of technical expertise and representation while acknowledging the side effects of funding project-based personnel. To bridge the continental and regional level gap in structured labour market data collection and analysis, another successful step initiated by the project was hiring a statistician at the AUC, who coordinated all data and statistics-related activities, including coordination with AU STATAFRIC and with the statistical officers at the National Institutes for Statistics.

The coordination and collaboration processes were envisaged to be mutual between the AUC and partners. The Project Steering Committee and Technical Committee meetings, the PAFoM, LMAC events and the Inter-RECs collaborations formed part of the engagement strategy with RECs and MS and served as platforms to convey results, but the flow of information and receiving feedback from RECs and MSs proved to be challenging. In this aspect, while cooperation between AUC, IOM and ILO was perceived as supportive and flexible, including the work with the Steering Committee and the Technical Committee, the picture is more nuanced in the regions and with coordination with RECs-as stated by many interviewees. The technical expertise was seen as an added value, but it was highlighted by interview respondents there is a need to include Regional Offices and RECs in conducting research and performing different studies.

The donor support for the overall JLMP Programme was acknowledged as supportive and responsible and considered imperative to address some of the demands in Africa's labour migration and mobility landscape.

JLMP Priority considerably improved its gender expertise compared to the design stage, found at the level of each implementing agency, and the process of gender integration is ongoing.

8.1. The financial analysis of the project is based on the financial data sheets up until March 2022, the final Consolidated Narrative Report and the expenditure burn rate recorded in the project logframe. The total budget expenditure was USD 8,786,564, outlined in Table 1 below. This expenditure represents 100% of the total budget and 100 % utilization of the available funds. Whereas project goals, including the objective and targeted beneficiaries, have not changed during the period under review, the onset of the COVID-19 pandemic globally necessitated extensive adjustments to the project budget and workplan in coordination with partners and beneficiaries, and endorsed by SIDA, to enhance timely and cost-efficient use of the resources available.

8.2. The low utilization rate of the budget was due to late recruitment of staff, a delayed timeline of implementation, COVID-19 and the fact that many capacity development activities happened online, which saved costs on travel, logistics, and per diems. However, further analysis of the budget shows that out of the total expenditure, 2,700,457 USD represented staff expenditure, amounting to 31.14 % of the total budget. The same high percentage of spending on human resources and creating coordination structures could be seen at the outcome level, where Outcome 4 (project human resources) represents 28.40% of total expenditures. These costs with staff and personnel reflect JLMP being a policy-oriented programme, in which a clear distinction needs to be maintained between the technical role of the programme staff and the policy-making role required for overall management and implementation. The liaison structures, financial and administrative capacity to interface between the donor(s), implementing partners, and beneficiaries, including the policy-making organs of the AUC, RECs, MS and other stakeholders, required intensive engagement of human resources.

8.3. There is one budget line dedicated for achieving gender-specific objectives (hiring a gender, employment and labour migration officer at the PSU), but the evaluation assessed that gender sensitiveness had been mainstreamed in capacity development activities and policy development work. Overall, funds spent for policy development stood at around 40%, with a good engagement reported by AUC but less at the RECs level, except for the EAC. Capacity development activities were at a 50% implementation rate during data collection and analysis within this evaluation.

The ratio of budget allocation and expenditure rate can be seen in Table 1 below:

Table 3: JLMP Priority budget expenditure till 31 March 2022

Budget Description	Total Budget (USD)	Total Expenditure (USD)
Staff expenses	2,567,574	2,700,457
Office expenses	464,311	244,662
Outcome 1	1,235,500	1,117,261
Outcome 2	987,000	1,043,520
Outcome 3	519,500	455,361
Outcome 4	2,356,553	2,462,398
Overhead 7%	569,131	561,656
IOM Administrative Agent fee (1%)	86,996	85,853
Total	8,786,564	8,671,168

NB:

Total budget was SEK 79,000,000 equivalent to USD 8,786,564 as per UN ROE of July 2019 1USD=SEK8.991

Total Expenditure is SEK 79,000,000 equivalent to USD 8,671,168 converted at different rates when amounts were received (Sep'18_9.1130/Aug'19_9.5460, Nov'20_8.6680)
--

Thus, no variance between total amount received from donor and total Expenditure
--

8.4. Overall, stakeholders agree that the funding is usually never adequate for this continental programme. As it happened in the case of JLMP Priority, this affected the project's human resources and coordination structure.

The launch of the JLMP Priority project in 2018 kick-started the concerted implementation of the JLMP through a series of intertwined interventions to strengthen effective governance of labour migration and support the implementation of labour migration standards and policy. The project selected three RECs to provide operational and technical support to operationalize LMAC and facilitated the establishment of JLMP management structures described in this report. The consultations carried out by the LMAC fed into exploring policy consultations on labour migration between African, Middle East, and OIC countries. It is also worth mentioning the continuous engagement with SADC and other AUC policy organs such as the African Peer Review Mechanism (APRM), the Economic, Social and Cultural Council (ECOSOCC) and the Pan African Parliament (PAP).

8.5. The coordination structures had their role and place in the overall management of JLMP Priority, but they were not tailored enough to meet the needs of optimizing governance and management arrangements with and within the RECs. This is more of surprising, as in the final assessment of the JLMP Strategy, carried out in 2018, the focus on funding, human resources, strengthening inter-REC cooperation and coordination came out as strong challenges and at the same time, as a window of opportunities for improvement, that JLMP Priority could have had a focus on.

8.6. The JLMP strategic document highlights the project's purpose as an "instrument of orientation, coordination and coherence" on labour migration governance, but this statement is not aligned with respondents' perception that the project is not satisfying the actual needs to perform these tasks appropriately. The reason was the lack of enough human resources in coordination and management structures and the existing processes among these structures, which has been seen as problematic by many interviewed stakeholders.

8.7. Despite these challenges, the project made positive human resource capacity adjustments. For example, the development of the Labour Market Information Systems and Statistical systems required more expertise, therefore, the project hired a statistician at the AUC, who coordinated all data, and statistics-related activities. This included coordination with AU STATAFRIC and national Focal Persons in the form of statistical officers at the National Institutes for Statistics.

8.8. After assessing that RECs didn't have sustainable structures to sustain the project efficiently, a secondment system was introduced to support the structure, which took up a lot of funds. The secondment to the AUC was seen both as beneficial and at the same time, a less efficient measure, acknowledging the importance of technical expertise and representation while looking at the side effects of funding project-based personnel.

8.9. Stakeholders' views about coordination and collaboration at the level of AUC, IOM and ILO units (Headquarters, Regional Offices, and Country Offices) show significant differences. Generally, interviewees agreed that coordination is a weakness of the project, mainly due to unrealistic timelines, the AUC's lack of experience in coordination and lack of human resources at all levels. However, this process improved, compared to the beginning of the project, including better distribution of tasks among implementing agencies.

While cooperation between AUC, IOM and ILO was seen as good, including the work with the Steering Committee and the Technical Committee, the picture is more nuanced in the regions and coordinating with RECs-as stated by many interviewees. Despite these difficulties, with the JLMP Priority's support, AUC led a virtual Africa Regional Consultations for the 2020 GFMD entitled, "The Future of Labour Migration and Mobility: Innovative Partnerships for

Sustainable Development”. The background papers considered that JLMP was highlighted as a best practice of a whole-of-stakeholders approach to support labour migration governance.

8.10. All interviewees agreed that organizations have different expertise and perspectives they bring in. These are building blocks of JLMP Priority and represent an added value of working together. The added value of cooperation is seen as creating complementarities. However, the interviewees’ opinions about creating these complementarities differ to a certain extent. Those who favour a top-down approach think the AUC should lead in developing continental-level policy frameworks and statistical data collection with the help and support of ILO and IOM. The bottom-up approach supporters think that policy advice and tools should be tailored to regional context and needs and should be fed into a continental-level umbrella-type labour governance system.

8.11. The technical expertise was seen as an added value, and there is a need to include Regional Offices and RECs in conducting research and performing different studies. Still, because of the “consultancies” scheme applied at the continental level, the linkages between externally hired experts and regional and local expertise was perceived as broken, affecting engagement and the quality of consultancy products.

8.12. Cooperation with SIDA was evidenced based on the Steering Committee meeting, the project documents’ review and interview respondents’ feedback. The donor support for the overall JLMP Programme was acknowledged as supportive and responsible and was seen as imperative to address some of the demands in the labour migration and mobility landscape in Africa. Strong “external” leadership performed by the donor was acknowledged as supportive and necessary in developing good relationships and maintaining open discussions and sharing of information.

8.13. JLMP Priority now has relevant gender expertise, compared to the design stage, found at the level of each implementing agency. JLMP team had a gender expert for two months, and the progress in gender integration was evident during this time. A consultancy company was hired to develop a gender action strategy and action plan, a priority in the project. Gender expertise is available and varies across social partners. The National Association of Business Women in Malawi (NOBW) brought a valuable experience of women’s migrant workers’ realities to JLMP Priority. During implementation, the organization was given a lot of room to present the issues specific to female migrants, be it for the outside audience or within RECs. A few interviewees mentioned their organization has obvious gender gaps, which means that gender expertise is missing, and there is a lack of guidance on how to mainstream gender-related concepts and principles into policy work and labour migration frameworks and tools.

IMPACT

EQ33. To what extent is there evidence of positive changes due to project contribution in areas such as policy development and capacity building of relevant stakeholders?

EQ34. To what extent has the project helped to ensure respect and protection of relevant human rights of migrant workers?

EQ35. Did the JLMP Priority project take timely measures for mitigating any unplanned negative impacts?

Finding 9: Programme impact and the promotion of human rights

One of the most significant impacts of the JLMP Priority was creating a common understanding of labour migration governance through guidance and technical knowledge. For many, the project is regarded as the AU's flagship initiative. Important results and processes can be observed at the RECs level, where AUC, with IOM and ILO's guidance, supported the development of the EAC Labour migration policy framework, which is one of the project's main outputs.

The work on statistics and labour migration data proved to be very useful for producing the three Statistics report. The expansion of MSs in data collection and harmonization proved successful, bringing together organisations, donors, and other projects who could analyse the varying labour market conditions in sectors and value chains affected by different employment and social security laws, regulations and labour market institutions.

The knowledge-development activities, present in the form of studies, laid the seeds for designing coherent policies in different occupational sectors by mapping out the needs of skills, training, and mobility issues. For example, this was the case of the health workers' skills' portability study, which was backed up by the technical and expert support of IOM and AUC, and took into consideration all the lessons and learning from the previous pieces of research conducted in this sector by ILO. Eventually, this piece of research led to developing and rolling out skills partnerships along specific corridors.

LMAC successfully involved social partners through the support provided by AUC and IOM to develop social partners' capacities to engage in labour migration governance at the national and RECs levels. A relevant example is developing one training guide for employers and one for the workers' organization, already applied and used by IGAD in many capacity development activities.

The consultative dialogues and workshops carried out under IOM's leadership, in partnership with AUC and ILO, facilitated policy dialogues with Middle East Countries and the Organization of Islamic Cooperation (OIC), which resulted in the signing of Bilateral Labour Agreements (BLA) and the development of the Model Migrant Welfare Program for the AUC, MSs, and RECs. The Pan-African Forum on Migration (PAFoM), organized in 2021, also leveraged experience-sharing and contributed to the inter-RECs dialogue on labour migration.

The support provided by IOM and ILO to AUC to develop the Labour Migration Capacity Building (LMCB) programme, by using international best practices, paving the way for further interventions based on gender-sensitive principles and assessments that were included in training curricula, focusing on the special needs of women migrant workers.

With the No-cost extension granted by SIDA, the project has also provided direct support to ARLAC to implement its capacity-building events. For example, the two training events conducted in February and March 2022 at ARLAC's training centre in Harare, Zimbabwe, provided an excellent opportunity to capacitate ARLAC trainers and create ownership of the materials produced under the JLMP as a way forward.

The project's communication strategy was fruitful because it leveraged the visibility of JLMP Priority with the support of IOM's Special Liaison Unit and the AU Department of Information and Communication.

The consensus is that the capacity development component was impactful in the JLMP Priority, also highlighted by survey results. Among the 11 activities in the evaluation survey, 56 % of surveyed participants indicated that training and workshop were the most useful for them and their institution. Answering the question "To what extent do you feel you/your institution contributed to improved labour rights and migrants' protection rights?", 59 % of stakeholders surveyed thought "Somewhat", and 41 % answered, "Very much".

The process that led to developing the human rights and labour rights documents entailed thorough research on labour laws and regulations in different countries. The validation of the ILO-led AU Declaration of the Protection of the Rights of Migrant Workers, together with the AU Guidelines on Developing BLAs, the Draft Guidelines for the Member States on Development of BLAs that will accompany the presentation of the AU Declaration and the Model Migrant Welfare Program led by IOM are essential processes that guide the GCM and where AU provides advice. Stakeholders involved in discussions looked at how these laws can be improved, and the opportunities identified represent good starting points for future discussion. Survey respondents answered the question, "How successful was the project in improving relevant international human rights and labour standards in Africa? 71 % indicated "Somewhat", 6 % responded "" Not really," and 18 % thought "Very much".

9.1. According to most interview respondents, one of the most significant impacts of the JLMP Priority project was creating a shared understanding of labour migration governance through providing guidance and technical knowledge. At the virtual Africa Regional Consultations for the 2020 Global Forum on Migration and Development, JLMP was highlighted as the AU's flagship initiative. As a result, labour migration became central to discussions that need further promotion through media engagement. IOM's ability to mobilize resources for communication through visibility products started to have visible effects in 2020 by using partners' websites and social media platforms to disseminate the 2nd edition of the labour migration statistics report, the three LMAC policy briefs, and the JLMP Strategic Framework and MEL Plan.

9.2. Important results and processes can be observed at the RECs level. IOM and ILO's guidance in developing the EAC Labour migration policy framework is one of the projects' main outputs. As a recent

development, the region established the SADC Technical Committee on Labour Migration, comprised of representatives of MSs. This represents a huge result from the SADC point of view. In addition, a recently designed Monitoring and Evaluation tool on labour migration has accompanied the measurement of intervention results. ECOWAS is leading the agenda of the free movement of persons and is regarded as a champion in this work area. The EAC's work in integrating gender, common market and labour migration action plans align with ECOWAS' strategies related to integration. The JLMP Priority Guides are used at the IGAD level, and there is a high level of participation of workers' and employers' organisations in the region.

9.3. The work on statistics and labour migration data proved very useful for producing the three Statistics reports supported by ILO and IOM. This data was missing in 2018, but now SADC is leading this area. The utilisation of new and administrative data is also reported for the ECCAS regions. The expansion of including MS in data collection and harmonization proved to be successful, bringing together organisations, donors, and other projects to work on common objectives.

This effort was impactful because Sweden became interested in financing new projects that took into account the project's knowledge, tools and methodologies till now, assuring portability and cross-fertilisation of existing capacities.

9.4. The knowledge-development activities, present in the form of studies, contributed to the overall impact of JLMP Priority. For example, building on initial research started by ILO in 2004, the study on the leather industry brought together the leather sector, mapping out the needs of skills, training, and mobility issues that will lead to the design of a coherent policy in this occupational sector. The findings of this pilot work already fed into research and studies developed in other sectors, such as in the case of the health study, that was backed up by the technical and expert support of IOM and AUC, taking into consideration all the lessons and learning from the previous pieces of research.

9.5. The COVID context and the meetings, webinars, and experiences encountered due to restrictions on the free movement of migrant workers helped AUC develop strategizing continental-level policies that facilitate mobility in Africa. In this regard, the ILO and AUC conducted a "labour migration survey" and a labour regulation assessment to assess ways in which migration and the treatment of migrant workers are being regulated or managed through laws, policies, administrative measures and specialized bodies of the State, the role played by bilateral and multilateral treaties, and Conventions, and how the tripartite partners take part in the process. The questionnaire has been distributed to all member states and RECs and collected and compiled in a study finalized in December 2021. Additionally, a Pamphlet on Complementary International Labour Standards related to migrant workers was produced in November 2021.

9.6. Many interviewees agreed that LMAC successfully engaged with social partners through the support provided by AUC and IOM. Besides the two Inter-regional meetings organized for the RECs, LMAC visited 6 out of 8 RECs, which is considered a big achievement. In addition, the visit to the Middle East and the OIC to target African migrants outside Africa were considered impactful for possible future engagements to advance the signing of BLAs.

9.7. Another impactful intervention with visible results was finalising the employers' and workers' capacity development guides. The International Organization of Employers (IOE), ACTRAV, and ACTEMP worked together to create these guides that the three organizations started to apply in practice. The process is moving forward with designing their training courses and curricula.

9.8. ILO successfully conducted an umbrella study looking at training needs, quality of available training, skills shortages, and how skills and recognition of these skills could be mainstreamed into different guides. MSs and ILO started exploring how they could be applied in specific contexts and countries based on these tools. These guides and tools are designed using international human rights and labour norms and standards; therefore, it will be possible to showcase how policy changes at the continental level link to international standards.

Additionally, few interviewees mentioned how tripartite constituents' work contributed to consolidating trust with this target group. For years the project couldn't develop proper engagement with employers, but now it's visible they use the new guidelines in meetings that show increased ownership and trust. The dialogue between ILO tripartite constituents considerably improved.

9.9. The drafting of the BLAs to further support MS with tools to engage among countries of origin and destination and develop gender-responsive policies for labour migrants utilized international labour standards

and other human rights instruments, expertise relevant for the AUC in coordination with IOM and ILO. The process of developing the BLA guides saw the involvement of IGAD and the UN network in Labour migration at their inception. However, besides the fact that IGAD has its guidelines, the organization also uses the approaches developed within JLMP Priority, therefore, this is a demonstration these products are coherent and speak to each other. IGAD also successfully engaged workers and employers in consultations and collaboration.

Similarly, IOM and AUC finalized a Model Migrant Welfare Programme to support migrants to access services throughout the migration cycle.

9.10. In terms of tripartite constituents taking up further responsibilities in advancing the labour migration agenda, it was communicated to the evaluation that on 30-31 March 2022, there was a discussion with workers' /employers' organizations about how to take forward Africa and Middle East cooperation, mainly in the area of fair recruitment.

9.11. Capacity development and assessment of labour migration represent a considerable project component, with many activities performed under each outcome. However, the project's impact on this aspect is unclear, and it's difficult to see the link between how trained professionals and members of the key target groups contribute to achieving project outcomes.

Interviewees agreed that the impact of capacity development is challenging to measure. The project doesn't have the tools to measure it besides the pre-and post-training evaluations carried out by ITC-ILO after their training courses. As presented under the effectiveness section, these training satisfaction surveys have a high score, showing the training meets participants' expectations.

For example:

- Results from one of the training that was carried out, a 6-week online course offered through the ITC-ILO e-Campus online platform to 47 labour attachés (31 completed the course) suggest that the participants highly appreciated the course: 94% stated that it was likely that they will apply some of what they had learned, and that their institution will benefit from their participation.
- The ITC-ILO E-Academy on Labour Migration also had a very high appreciation rate: with 50 participants and representatives from 34 selected AU MS, 93% of the respondents believed that their institutions would benefit from their participation in the course.
- A three-week online Training of trainers (ToT) on the use of the ARLAC training modules had been delivered in partnership with the ITC-ILO in June 2021. This course was offered to a cohort of 19 participants (17 male and three female), selected among potential future trainers within the ARLAC database. 92% of the participants rated the course satisfaction as 4 out of 5. 6 % of training participants also mentioned they would apply the learning methods, and the course quality was rated over 90 %.
- The workshop on Building African Workers' organizations' capacity to engage in labour migration governance took place in Nairobi in October 2019 and trained representatives from 32 countries and three sub-regions. The majority of the participants were very pleased with the relevance of the course, which was in alignment with their jobs and their organizations' needs (92% and 94% accordingly), as well as with the learning methods used in the course (70%). All participants considered the course's overall quality very good (86%). The gender dimension was highly evaluated by participants (83%).
- The training for employers' organizations, "Building African employers' organizations' capacity to engage in labour migration governance", was conducted in Johannesburg in November 2019. All participants considered the course's overall quality as excellent (100%). In addition, participants appreciated the training as having an 83% success rate in mainstreaming gender-sensitive concepts.
- The ITC-ILO E-Learning Course on Fair recruitment processes for recruitment agencies and tripartite constituents, organized between September and October 2020, involved ten women and 16 men from 14 selected member states, including Botswana, Cote d'Ivoire, Madagascar, Morocco, Nigeria, and Tunisia. The training course gained a high satisfaction rate, with 96% of respondents granting an overall satisfaction rating of 4, out of 5. In addition, 30 out of 39 response categories received more than 80% satisfaction rating, and 19 of those categories received more than 90% satisfaction rating.

With the No-cost extension granted by SIDA, the project has also provided direct support to ARLAC to implement their capacity-building events in the field. For example, the two training events conducted in February and March 2022 at ARLAC's training centre in Harare, Zimbabwe, provided a great opportunity to capacitate ARLAC trainers and create ownership of the materials produced under the JLMP as a way forward.

9.12. Despite the challenges and difficulties to measure the long-term results of capacity development activities, the evaluation received positive survey responses about the impact of capacity development

activities. Among the 11 activities listed in the evaluation survey, 56 % of survey participants indicated that training and workshop were the most useful for them and their institution. Consultations and practical coordination on labour migration and mobility were marked by 43 % as very important. Data collection and analysis of labour migration data received 31 %. Developing high-level recommendations and cooperation agreements received fewer responses, totalling 19 %. 65 % of respondents mentioned they could see "Somewhat" the project results in their work, while 18 % said "Very much" and "Not at all", respectively. Regarding the question "Do you feel your knowledge and skills in labour migration governance improved as a result of your participation in the project?" the majority of respondents mentioned "Very much" (53 %), while 35 % answered "Somewhat" and 12 % "Not really". Most respondents acknowledged using the acquired knowledge and skills in their work, totalling 71 % of responses.

Survey respondents highly valued the technical, managerial and financial capacities of stakeholders involved in JLMP Priority, indicating 71 % for technical capabilities, 53 % for managerial capacities and 18 % for financial capacities. On the other hand, 18 %, representing three respondents out of 17, think stakeholders lack all these capabilities.

9.13. Many of these activities' gender sensitivity paved the way for further interventions based on gender-sensitive principles and assessments included in training curricula, focusing on the special needs of women migrant workers. In addition, the studies, reviews and capacity development activities helped IOM develop a little handbook about gender impact highlighting all areas where gender has been impacted throughout the project.

9.14. The respect and protection of human rights are evident in the project, showcased by negotiations, discussions and validation of the ILO-led AU Declaration of the Protection of the Rights of Migrant Workers and the AU Guidelines on Developing BLAs. The Draft Guidelines for the Member States on Development of BLAs that will accompany the presentation of the AU Declaration and the Model Migrant Welfare Program led by IOM are essential processes that guide the GCM and where AU provides advice. Furthermore, the domestication of Regional Policies will be based on the adopted AU Declaration. There is also a growing peer pressure between RECs and MSs to advance the process of adoption and ratification of human rights and labour standards documents and conventions. Somalia, for example, signed several ILO Conventions because of acknowledging the importance of these protection instruments for its citizens.

The process that led to developing the AU Declaration, the BLAs and the Model Migrant Welfare Program entailed thorough research on labour laws and regulations in different countries. Stakeholders involved in discussions looked at how these laws can be improved, and the opportunities identified represent good starting points for future discussions.

9.15. In parallel with this process, MS representatives were trained in human rights provisions of migrant workers, and as a result of this, the project sees communications and labour migration issue statements regarding allegations of labour rights violations. LMAC, for example, developed numerous policy briefs on multiple topics and an advocacy plan presenting the labour mobility instrument they presented to the PAP. The engagement with PAP also had its visible results. They emphasised the need to raise awareness of international human and labour rights standards at the regional, national and community levels.

As a result, many MS showed interest in the project's help and support in advancing labour-related human rights provisions in their countries. Technical and financial support was provided through the project at the request of the EAC Secretariat to validate the Draft EAC e-immigration policy in the implementation of Article 104 of the EAC Treaty and Article 7 of the EAC Common Market Protocol, which provides for free movement of persons, labour and services. In addition, AUC has received and is considering requests to develop National Labour Migration Policies for MS such as Ethiopia and the National Migration Policies for Zambia, Somalia, Madagascar, and Lesotho. The Declaration, the Model Migrant Welfare Programme, and Draft Guidelines for the Member States on developing BLAs are among MS's tools to create/review policies to increase protection measures for African migrant workers.

9.16. Mainstreaming of human rights concepts and principles can also be found in the capacity-building training curricula, which address gender, vulnerability and discrimination and the ratification and domestication of human rights instruments. These training also sensitized MSs on the International Classification of Labour Standards, despite the fact there are still gaps in comparability, harmonizing different human rights concepts and definitions.

9.17. One weak point of JLMP Priority in human rights-related labour migration provisions is addressing the rights of migrant workers in the diaspora, especially represented by the African Diaspora Organizations, as members of LMAC. Focusing on this phenomenon is of utmost importance as there is an increasing trend of migrants, especially women migrants going to the Gulf countries.

9.18. The project's communication strategy was fruitful because it leveraged the visibility of JLMP Priority with the support of IOM's Special Liaison Unit and the AU Department of Information and Communication. The IOM and AUC communication team successfully disseminated project achievements such as the launch of the 2nd edition of the labour migration statistics report, the three LMAC policy briefs, and the JLMP Strategic Framework and MEL Plan. Additionally, the ILO, in partnership with the AUC and IOM and the African Women in Media (AWIM), organized a Labour Migration Media Awards and Resource Hub. The "Media Awards for Journalists reporting on labour migration" was live streamed on YouTube, and seven African journalists were awarded for their work. Through the Labour Migration Reporting Training Programme, 301 African women journalists were trained in labour migration reporting.

SUSTAINABILITY

EQ36. Are structures, resources and processes supported by the JLMP Priority project in place to ensure the benefits generated by the project are continued after the external support ceases? Has the project developed and integrated an exit strategy in its work? To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?

EQ37. Do the partners benefiting from the intervention have adequate capacities (technical, financial, managerial) for ensuring that the benefits are retained in the long run, and are they committed to do so? Do the target groups have any plans to continue making use of the services/ products produced?

EQ38. How can the project stakeholders strengthen project achievements after the end of the project? To what extent have the AUC, RECs and other stakeholders built ownership of the project outcomes?

EQ39. How has the sustainability approach of the project been affected/could be affected by the Covid19 situation in context of the national regional responses?

Finding 10: Sustainability

The AUC demonstrated a high level of ownership within JLMP Priority implementation, which has been stressed by most stakeholders interviewed. However, for this ownership to get traction and develop into constructive leadership, future projects need to address the human resources and structural coordination of the JLMP Programme.

The evaluation assessed existing opportunities the project successfully used, based on the recommendations of the revised JLMP Strategic Framework 2020-2030, such as the "Strengthening inter-REC cooperation, lesson learning and exchange of good practices among RECs", by organizing two inter-RECs meetings in 2021. The project leveraged the Pan-African Forum on Migration (PAFoM), a continental consultative process to provide policy guidance and recommendations to MSs and other stakeholders on how to improve labour migration governance at national, regional and continental levels for socioeconomic development and faster integration of the continent as per the aspirations of the AU Agenda 2063, the MPFA and the GCM among others. This event is aligned with the opportunity identified in the JLMP Strategic Framework 2020-2030, stated as the "use of Regional Consultative Processes on Migration (RCPs) which bring together representatives of states, international organisations and, in some cases, non-governmental organisations (NGOs) for informal state-led and non-binding dialogue and information exchange on migration-related issues". The "Report of Inter-REC Experience Sharing and Capacity Building on Labour Migration Policies", that followed the virtual event, organized in June 2021, touched upon the exploration of creating sustainability mechanisms for inter-REC non-binding dialogue and experience-sharing platforms, such as an inter-REC tripartite forum, an inter-REC tripartite labour migration sub-committee forum or a Pan-African tripartite Labour Authority forum.

The declared intentions for project continuation could be seen in the funding mechanisms of JLMP Priority,

which already has projects in place, such as the JLMP Action and the JLMP Lead project, the latter still in the pipeline.

In terms of regional development and integration, a promising development where future JLMP projects could find their way is the already adopted proposal for the Decent Work for the Transformation of the Informal Economy Regional Programme, and the implementation of the Migration Welfare Funds and BLA Guidelines, with a few countries expressing their intention for implementation.

The Pre-departure orientation programme has a vast potential for sustainability through IOM's work in the UAE based on an initial assessment done in 14 countries.

Social partners' feedback revealed the importance of strengthening networks among key stakeholders, including developing cooperation platforms applying for peer-learning and reviews.

10.1. The existing projects already demonstrated the sustainability of project continuation. For example, JLMP Action started in July 2021, funded by SDC. JLMP SIDA II will begin shortly with a revised budget, logframe, and narrative proposal. In addition, some lessons learned from the JLMP Priority project, phase I have been already incorporated into the current JLMP Action project, namely the work with social partners that was assessed as beneficial and the need to place it on more sustainable grounds. Therefore, the first steps of 1) selecting the MS and RECs and involving other partners, such as the Parliamentarians who were consulted before the signing of the project, in parallel with 2) getting feedback from other projects, have already been carried out.

10.2. Regarding regional development and integration, a promising development where JLMP priority II could find its way is the adoption in 2019 of the AUC-ILO proposal for the Decent Work for the Transformation of the Informal Economy Regional Programme. The programme's second outcome, namely "enhancing the capacity of AUC, RECs, MSs and social partners, including informal economy actors and units, to facilitate gender-sensitive informal economy transformation" aligns well with JLMP Priority's objectives and its orientation towards developing gender-sensitive policies and protection of migrant workers, with a special focus on women migrants.

10.3. The technical capacities developed during the project show promising signs of being absorbed and retained benefits in the long run. As already highlighted in this evaluation, the study on the leather industry brought together the occupational sector, skills, training, and mobility areas. The findings of this and other studies- such as the health workers' study – have the potential to ensure portability to other sectors and develop new policies.

10.4. The ownership of project stakeholders can be assessed by looking at expressed intentions, declarations and the first steps taken by authorities and institutions towards applying the guides, tools and the process of ratifying conventions. As this process happens at the political level, some of these findings should be seen as possible results shortly. For example, the Council of Ministers/Regional Ministerial Migration in Africa has been named one of those institutions that showed strong ownership towards applying and using JLMP Priority results through regular joint coordination of government institutions at technical and political levels. The Pre-departure orientation programme has a vast potential for sustainability through IOM's work in the UAE based on an initial assessment done in 14 countries.

Social partners' feedback reveals the importance of strengthening networks among key stakeholders, including cooperation platforms, and the significance of the gained knowledge acquired that will be used to sustain the project's results.

CROSS-CUTTING THEMES

Gender and Non-Discrimination

The project shows a certain level of gender sensitivity. Many interview respondents agreed that women's needs got traction in the project. The concern with their participation, access to opportunities, and protection is more visible than those of youths or people with disabilities. The desk review confirms the above statement. The project has many gender-sensitive outcomes and outputs but very few indicators designed to measure results in achieving gender equality and non-discrimination. Internal reporting to the donors always contains disaggregation of men and women. Still, interviewees agreed that more should be done on monitoring and reporting on gender inclusion and focusing on the needs of female migrant workers at the output and outcome level.

Many interviewees agreed that gender was more visible in capacity development activities regarding gender-

specific needs. Stakeholders mentioned they requested that institutions and MSs nominate an equal number of men and women to participate in training. However, the gender-parity approach was outside the project's control beyond this request. In line with this strategy, the focus on gender and protecting women's rights can be seen at the policy level and in the statistical reports. These reports tried to consider and analyse how labour migrants benefit from different labour migration scenarios and disaggregate it based on gender. The capacity-building training modules also contain specific modules on gender. Although the project has been designed as being gender-sensitive, as seen from the project documents, it includes minimal activities designed to the needs of female migrant workers.

Youths and their migration needs are among the focus of the "AU First Five Year Priority Programme on Employment, Poverty Eradication and Inclusive Development (5YPP)", which has called for the "elaboration and promotion of key strategies for identification of successful beneficiation models leading to value addition, decent employment creation, skill acquisition/upgrading etc. for African Women and Youth." Other project documents revealed the importance of the youth workforce and the need to upgrade their skills for the new demands of the labour market. In this aspect, few interviewees mentioned that the skills development activities of the project were more successful in bringing in more youths.

To a certain extent, people with disabilities participated in some training, but this aspect was not precisely monitored.

The evaluation could not find evidence about JLMP Priority's intention to mainstream environmental issues into policy work or capacity development programs and curricula.

The work with women's organizations raised awareness of the specific needs of women migrant workers and people with disabilities rights and trained more than 300 female journalists on labour migration reporting.

Tripartite Collaboration

The general agreement of stakeholders is that the collaboration of the project with tripartite constituents was sometimes weak or not entirely representative, especially regarding the cooperation with employers' organisations, depending on the geographical location and platform of engagement. AUC, for example, mentioned their collaboration with three social partners, representing two workers' and one employer' organization. However, despite representing a workers and employers' network, AUC expressed concerns about how three organizations can convey the needs, interests, and messages of the workers and employers from the African continent.

Few organizations communicated their satisfaction regarding disability rights and inclusion discussions, especially on how migrant workers with a disability can access cross-border passages in wheelchairs. The project's focus on capacity building and social dialogue is an essential component for both workers' and employers' organizations to speed up the knowledge and skills of their beneficiaries. Therefore, social partners appreciated capacity building and training activities, mainly those related to developing the two guides for workers and employers' organizations. To ensure sustainability, it has been expressed by a few stakeholders that there is a need to focus on retaining skilled and trained social partners as resource persons for future capacity development activities and the sustainability of the JLMP agenda in partner offices.

LMAC was essential in involving social partners and participating in policy work consultations. Their engagement with six RECs and organizing two inter-REC consultations helped expand the tripartite constituents' network at the regional level, including with the Pan-African Parliament, women's organization, the media, labour attachés, and labour inspectors.

International Labour Standards

According to ILO's mandate to promote international and regional human rights and labour standards, the project used a right-based approach to labour migration and protection of the rights of all workers, including migrant workers.

The AUC, in coordination with the UN Migration Group and the support of IOM and ILO, developed the AU Guidelines on BLAs and researched labour laws and the state of legal protection in RECs and MS. These work entailed using and applying the existing human rights and labour protection instruments, such as 1) the ILO model BLA annexed to the Migration for Employment Recommendation from 1949, (No.86), 2) the IOM Regional Guidelines for the Development of Bilateral Labour Agreements in the Southern African Development Community (SADC), 3) the ILO-IOM BLA methodology and self-assessment tool piloted in

Africa, 4) the Protocol on Free Movement of Persons, 5) Agenda 2063, 6) Global Compact on Safe, Orderly and Regular Migration, 7) international human rights protection documents and relevant policy frameworks on labour migration.

LMAC also advocated with MSs for the ratification and domestication of international and regional human rights and labour standards, including developing a compendium of legal instruments and policies on labour migration.

The evaluation observed the existence of a growing awareness of the need to protect migrant workers in countries of origin and destination. There are promising developments concerning the Federation of Domestic Workers' appeals to the AUC concerning the status of migrant workers going to the Gulf states. This process entails designing and developing a joint AUC position on protecting migrant workers outside Africa and in the Gulf Region.

The AU Declaration also tries to capture a) the role and situation of female migrant workers and b) intra-African labour migration linked to child labour, human trafficking, and forced labour. ILO, for example, has already produced forced labour indicators that will advance the protection of both men and women labour migrants, guiding the work of the JLMP and its partners.

In parallel, MS representatives were trained in the human rights provisions of migrant workers, and the project already saw communications and labour migration issue statements regarding allegations of labour rights violations.

Mainstreaming of human rights concepts and principles could also be found in the capacity-building training curricula, which address gender, vulnerability and discrimination and the ratification and domestication of human rights instruments. These training also sensitized MSs on the International Classification of Labour Standards, despite the fact there are still gaps in comparability, harmonizing different human rights concepts and definitions.

3. CONCLUSIONS



1. The decision to support the AUC through JLMP Priority was strongly demand-driven, and it comes from the needs expressed by the AU and MSs through political declarations and decisions and informed by the challenges relevant to the labour migration agenda. However, from the stakeholders' and constituents' perspectives, the project's initial design should have been more inclusive, which would have strengthened the relevance and overall ownership of the Project. In addition, the JLMP Priority project lacked a proper gender study that could flesh out relevant gender gaps and give specific and detailed directions for addressing structural causes of gender inequality in the Program's area of work.
2. The project was assessed as less realistic in its implementation approach. Processes that were initially thought would work for a continental-level project were not suitable for profoundly engaging with existing mechanisms at the RECs and MS levels. This structure caused difficulties and challenges for project teams, stakeholders and partners to properly engage, own the results and support project implementation properly.
3. The project contributed to facilitating social dialogue, and project partners have been consulted, at different stages and varying levels of project implementation, providing access to information without discrimination. However, at the RECs level, participation is understood as informing the stakeholders rather than influencing the design.
4. The project is aligned with strategic frameworks at the AU level, but it needs more contextualization at the RECs level, including considering strategic directions, existing capacities and partnerships. The already developed AUC, IOM and ILO programming guides included in the JLMP Strategic Framework are essential tools in creating synergies and avoiding overlapping of different project interventions.
5. An analysis of the Project's progress against output-level indicators demonstrates that JLMP Priority, to a large extent, has achieved its expected results, making substantial contributions to labour migration governance. However, the project's overall monitoring and evaluation strategy and framework could have been substantially stronger, particularly concerning outcome monitoring and assessment.
6. The project was successful in exploring opportunities on how to improve further the protection of migrant workers and strengthen LMAC for advocacy and lobbying; supported normative and protection-related work on labour migration; provided solid technical expertise and developed collaboration with the AU, RECs; proved agility in making quick changes for delivering results; institutionalized capacity-building support; proved the possibilities of implementing a joint program despite divergent opinions and modus operandi of implementing agencies.
7. The coordination and collaboration processes were envisaged to be mutual between the AUC and partners. The Project Steering Committee and Technical Committee meetings, the PAFoM, LMAC events and the Inter-RECs collaborations formed part of the engagement strategy with RECs and MS and served as platforms to convey results, but the flow of information, coordination and receiving feedback from RECs and MSs proved to be challenging.
8. Some lessons learned from the JLMP Priority project, phase I have been already incorporated into the current JLMP Action project, namely the work with social partners that was assessed as beneficial and the need to place it on more sustainable grounds. The technical capacities developed during the project show promising signs of being absorbed and retained benefits in the long run and can be linked to increased ownership and the first steps taken by authorities and institutions towards applying the guides, tools and the process of ratifying conventions. As this process happens at the political level, some of these findings should be seen as possible results shortly. For example, the Council of Ministers/Regional Ministerial Migration in Africa has been named one of those institutions that showed strong ownership towards applying and using JLMP Priority results through regular joint coordination of government institutions at technical and political levels.



4. LESSONS LEARNED

1. Levels of coordination and structures of engagement are crucial in project implementation.

Therefore, besides the leadership and ownership of the AUC, it is essential to invest in **technical coordination structures** at the RECs and MS levels. For example, experience-sharing and peer learning could be promoted between RECs and MS, using the existing continental platforms, such as LMAC. In addition, the inter-regional collaboration between Africa and other destinations such as the Gulf countries could be sped up and supported.

2. Regional integration needs to be sped up by institutionalising capacity-building activities in all aspects of future work. The good examples of developing the workers' and employer's guides and the Training Toolkit developed by ARLAC and the Pan-African University show that future projects should support institutions that can cascade down the acquired knowledge and skills. One area already identified that needs specific attention is matching skills anticipation with the offerings of the educational sector.

3. The donor, RECs, MSs, diaspora and social partners implementing agencies must ensure future projects **address gender-based inequalities**. In this regard, the work on **gender-disaggregated data collection and analysis should be prioritized**, which would allow designing targeted interventions to address the needs of different migrant workers.

4. Broader policy change happens at the MS level, therefore, the need to integrate results from the continental and regional level into **operational work at the country level has utmost importance**. The focus would be to share experiences through peer learning, build on existing partnerships and develop new ones, and explore trends through existing or potential migration corridors, movements accompanying these phenomena and issues related to inter-regional mobility. This approach could shift the focus from not only providing capacity building and developing guides and different tools but also towards more practice-oriented actions, **focusing on the protection of migrant workers**.



5. GOOD PRACTICES

1. Regional migration collaboration and cooperation with Gulf countries is considered an emerging focus of JLMP that needs special attention. **The dialogue between Africa and the Arab States** had already visible results and promising follow-ups by supporting the signing of BLAs, and MOUs, and initiating knowledge-sharing events between the African and the Gulf region about good practices other projects have achieved till now in Africa and Asia.

2. **LMAC** proved to be instrumental in conducting needs, assessments, and field visits and performing advisory services in RECs, MSs and the AU level. LMAC is very well placed to ensure the necessary buy-in of project partners and target beneficiaries at different levels and to engage with the Government, political actors, NGOs, Academia, and migration authorities.

3. **The secondment to the AUC and RECs - EAC and ECOWAS** was seen as a necessary and beneficial measure to optimize the coordination structure of JLMP. Therefore, the secondment scheme should be continued, allocating a gender and a communication officer at the AUC and/or selected RECs levels.

A decorative graphic consisting of several thick, curved arrows of varying lengths and positions, arranged in a circular pattern. The arrows are a lighter shade of yellow than the background, creating a sense of movement and flow.

6. RECOMMENDATIONS

RECOMMENDATION 1: Strengthen LMAC’s advisory role in RECs in advocating for the human rights (social protection) and labour rights of migrant workers in gender-responsive and right-based intra-regional migration in Africa. Enhance support to national Governments in developing regular intra-regional cooperation and collaboration mechanisms and/or platforms.

Addressed to	Priority	Timeframe	Resources
AUC; ILO and IOM; Donor; RECs; MS; LMAC; MS; social partners; NGOs, Academia; migration authorities.	High	Three Years	High financial and human resources implications.

RECOMMENDATION 2: Develop or use indicators for project management purposes to show achievable milestones for monitoring advancement in policy, advocacy and labour migration and protection processes. Conduct prior consultations with institutions involved in the project to realistically match the desired changes of the project intervention with the expectations of stakeholders involved as beneficiaries.

Addressed to	Priority	Timeframe	Resources
AUC; ILO and IOM; Donor; project stakeholders.	High	Three Years	Medium financial and human resources implication.

RECOMMENDATION 3: Support workers` and employers` organisations by facilitating interactions with Parliamentarians at the MS level. These interactions would enhance social partners` abilities to influence systemic changes, like ratifying international human rights and labour rights conventions. Support social partners in developing the necessary lobby and advocacy skills so they can effectively use these skills in negotiations with political institutions and actors.

Addressed to	Priority	Timeframe	Resources
ILO and IOM, AUC; donor; RECs; MSs, workers` and employers` organizations	High	Three Years	High financial and human resources implications.

RECOMMENDATION 4: Peer learning and peer exchange should be mainstreamed at RECs and MS levels by involving different stakeholders with different approaches to labour migration, including non-discrimination and gender equality principles. The project could target 1) establishing regular consultations and consensus-building platforms and mechanisms between tripartite constituents; 2) establishing regular consultations between workers` and employers` organizations, migrant workers, NGOs, Academia, migration authorities etc. These horizontal-level networks would leverage extensive discussions about different aspects of labour migration, including connections with the diaspora, the issue of remittances, and the needs of returned migrants. Ultimately, these types of networks and interactions aim to improve the quality of labour migration services provided to migrant workers.

Addressed to	Priority	Timeframe	Resources
AUC; IOM, ILO; RECs; MSs; workers` and employers` organisations; government institutions; migration authorities; labour attachés; civil society; Academia; in principle, all stakeholders and beneficiaries.	Medium	Three Years	Medium financial and human resource implications.

RECOMMENDATION 5: Support the establishment of migrant workers` resource centres at the MS level. The centres would serve as a resource and knowledge hub for migrant workers and labour migration service providers.

Addressed to	Priority	Timeframe	Resources
AUC; ILO, IOM; RECs, MSs and all key stakeholders and beneficiaries; donor	High	Three Years	High human resources and financial implications.

RECOMMENDATION 6: Invest more human resources in the JLMP Lead by hiring more technical staff in administrative and technical structures: a) at the AUC, maintain/create the gender and communication officer position, b) create an M&E officer staff position responsible for the JLMP project

Addressed to	Priority	Timeframe	Resources
AUC; IOM and ILO HQ and Regional Offices; donor	High	Three Years	High human and financial resources implications.

RECOMMENDATION 7: Invest in labour market data collection and analysis and internal resources to harmonize data collection methodology, research and comparability between the education sector and required skills in occupational sectors to advance labour mobility. Prioritize gender-sensitive data collection and analysis to identify the needs and skills necessary for migrant workers, focusing on women and youths at RECs and MS levels. The available data supports MSs in better preparing their labour force, matching occupational sectors with the required skills, and involving employment agencies, workers` and employers` organizations, NGOs, and Academia in developing tailored training.

Addressed to	Priority	Timeframe	Resources
AUC; IOM, ILO; RECs; MSs; workers` and employers organisations; government institutions; private sector; civil society; Academia; all stakeholders	Medium	Three Years	High human resources and financial implications.

RECOMMENDATION 8: Support the development of communication and visibility tools at the MS level of labour migration service provision. Facilitate knowledge-sharing between national and RECs levels so that labour migration service providers and migrants increase their awareness about the labour migration system, including best practices and lessons learned. Invest in TV, radio, and social media at the MS level to raise awareness about labour and human rights, including access to labour migration service provision for migrant workers.

Addressed to	Priority	Timeframe	Resources
AUC, IOM, government institutions; workers` and employers` organisations; RECs; Academia; private actors; NGOs; TV and radio stations; telephone companies; all national level stakeholders.	Medium	Three Years	Medium financial and human resource implications.

RECOMMENDATION 9: Involve additional stakeholders in project implementation, such as labour inspectors and labour attachés through Home Affairs and/or External Affairs, who could effectively support labour migration and mobility.

Addressed to	Priority	Timeframe	Resources
ILO HQ and Regional Offices; donor; RECs; MSs, workers` and employers` organizations	Medium	Three Years	Medium financial and human resources implications.

RECOMMENDATION 10: Focus on retaining skilled and trained social partners and government officials, either as resource persons for future training or as advisors, representing workers` and employers` organizations at RECs and MSs level. Creating a pool of vetted national experts could enhance national ownership for the sustainability of the JLMP agenda at the sub-regional and MS levels.

Addressed to	Priority	Timeframe	Resources
ILO HQ and Regional Offices; RECs; MSs, workers` and employers` organizations	Medium	Three Years	High financial and human resources implications.

RECOMMENDATION 11: Explore the possibilities of institutionalizing the JLMP within AUC by creating a permanent coordination unit that should not be project-based but constantly funded by external and internal resources to ensure sustainability. This step would allow moving from the secondment scheme to establishing permanent staff positions with a budget.

Addressed to	Priority	Timeframe	Resources
AUC; ILO and IOM HQ and Regional Offices; RECs; donor	Medium	Six months	High human resources and financial implications.



Annex 1

TERMS OF REFERENCE

VERSION 2 - SEPTEMBER 2021

FOR THE CONSULTANCY CONTRACT OF:

- 1. Duty Station of the Consultancy:** Home-based
- 2. Duration of Consultancy:** 40 working days
- 3. Nature of the consultancy:** CONSULTANCY: JOINT INDEPENDENT FINAL EVALUATION FOR THE PROJECT "PRIORITY IMPLEMENTATION ACTIONS OF THE AU-ILO-IOM-ECA JOINT PROGRAMME ON LABOUR MIGRATION GOVERNANCE FOR DEVELOPMENT AND INTEGRATION IN AFRICA (JLMP Priority)"
- 4. Project Context and Scope:** [Add in details about the project and all relevant information to note]

EVALUATION CONTEXT

The AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (known as the Joint Labour Migration Programme, or JLMP) in Africa is a long-term joint undertaking among the four organizations in coordination with other relevant partners operating in Africa, development cooperation actors, private sector organizations and civil society representatives. It is the instrument dedicated to the implementation of the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015) in Addis Ababa, Ethiopia. Its strategy focuses on intra-African labour migration and supports achievements of the First 2023 Ten Year Plan of the African Union (AU) Agenda 2063 and of the Sustainable Development Goals (SDGs) recently adopted by the UN. In addition, the JLMP is a critical instrument of implementing the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030) which names the JLMP as one of the critical operational programmes towards establishing regular, transparent, comprehensive and gender-responsive labour migration policies, legislation and structures at national and regional levels.

The project "Priority Implementation Actions of the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration in Africa" (JLMP Priority) has been implemented from 01 July 2018 to 31 December 2021 with financial support from the Swedish International Development Cooperation Agency (SIDA). It contributes to the implementation of the 2020-2030 Strategic Framework and Monitoring and Evaluation Framework of the JLMP. During its implementation, interventions focused on two main thematic domains: governance and operational implementation.

The governance domain addressed the critical need to develop in concert the four cardinal pillars of labour migration governance: 1) laws and regulative frameworks based on international labour standards, 2) viable and comprehensive policies developed in coherence across various sectors such as overall development, migration, employment and education, 3) strengthening core institutions responsible for labour migration governance such as relevant government Ministries (e.g. Ministries of migration, of labour, education, of justice, foreign affairs etc.), and 4) engaging stakeholders in a whole of society approach, including social or "World of Work" actors (Ministries of labour, and employers and workers' organizations); migration organizations and associations, cooperation among the main employment and labour market institutions, diaspora associations, academia, media etc. In addition, coherent actions should be pursued at all levels of governance - the national, regional and international levels.

The operational implementation component covered key inter-dependent technical operational areas: decent work and social protection for migrant workers and their families with effective application of labour standards and ethical recruitment, addressing the key constraints of skills shortages and increasing recognition of qualifications, and obtaining relevant and comparable labour migration and labour market data and knowledge for governance of labour migration and protection of migrants. Each of these reflected a specific area of standards, policies and technical competences, each addresses distinct institutions and constellations of stakeholders, and each intersects with different international actors and distinct migration, employment, and labour market structures.

The JLMP Priority has the following four results areas:

1. Outcome 1: Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers and employers' organizations, the private sector, recruitment industry and relevant civil society organizations, in delivering improved labour migration governance services.

2. Outcome 2: Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.
3. Outcome 3: Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to MSs', AU's and RECs' decision makers.
4. Outcome 4: AUC strengthened capacity provides for continental and regional operational leadership in labour migration management including spearheading/steering the implementation of the JLMP at all levels.

EVALUATION PURPOSE AND OBJECTIVE

The evaluation is for the purpose of accountability, learning and building knowledge, based, but not limited to, the assessment of project achievements against the set indicators and targets. The evaluation will look especially at the immediate impact of project activities, particularly capacity development interventions. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This project went through an independent mid-term evaluation and will undertake now its final independent evaluation. Both evaluations are managed by a Committee of three independent evaluation managers on behalf of AU, ILO and IOM and implemented by independent evaluators.

The findings and recommendations, as well as lessons learnt from the evaluation will be used by Member States, Regional Economic Communities, the AU-LMAC, development partners (SIDA, SDC) and the African Union to inform the development and implementation strategies of future projects, and further contribute to the JLMP objective of improving labour migration governance to achieve safe, orderly, and regular migration in Africa. Of note, the evaluation findings will be used by the project team to improve the implementation of other on-going labour migration projects particularly at the regional (REC) and country (Member States) levels, such as the project "Catalytic Actions for the AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Action, 2021–2024)".

The conclusions, lessons learnt, good practices and recommendations should include assessing the extent to which the deliverables and outcomes can be used to develop follow-up actions building on the results of the current project. This should include, to the extent possible, the identification of related interventions and other external factors that may contribute to follow-up initiatives. The recommendations should also focus on how to deal with identified challenges in the future if they have not been overcome during the project implementation period.

The evaluation will cover the entire project implementation period and geographic coverage of AUC and RECs (particularly in EAC, ECOWAS and SADC).

The specific objectives of the evaluation are:

1. Assess the relevance of the project design, implementation strategy and results achieved in relation to the AU, Member States, IOM, ILO, RECs, and global development frameworks, policies, and priority needs.
2. Assess the extent to which the project has achieved its stated objectives at outcome and impact levels, identifying the supporting and constraining factors
3. Analyze the implementation strategies of the project regarding their effectiveness in achieving the project outcomes and impacts, including unexpected results and supporting and constrain factors .
4. Assess the efficiency of project implementation
5. Assess the extent to which the project outcomes will be sustainable.
6. Assess gender-responsiveness of the project
7. Identify lessons learned and potential good practices.
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

EVALUATION SCOPE

This final evaluation will focus on the entire implementation period of the JLMP Priority project (01 July 2018 to 31 March 2022), assessing all the results and contributions of the project to migration governance within the African Union (AU), Regional Economic Communities (RECs) and AU Member States.

This ToRs, together with the Monitoring and Evaluation Framework for the JLMP Priority project, IOM, and ILO Evaluation Policies and Guidance notes define the overall scope of this evaluation. Recommendations, good practices, and lessons learned emerging from the evaluation should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them in the implementation of the JLMP Strategic Framework (2020-2030) and new implications from the COVID19.

The evaluation will pay due attention to the following cross cutting issues: rights-based approach, protection mainstreaming, gender and non-discrimination (related to relevant vulnerable groups), social dialogue and tripartism, and international labour standards.

EVALUATION CRITERIA

The evaluation will use five main OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. Moreover, cross-cutting issues (rights-based approach, gender and non-discrimination, social dialogue and tripartism, and international labour standards) shall be assessed throughout the different evaluation criteria as relevant.

All findings are expected to be analyzed and reported using gender lenses as relevant and to the extent possible.

Evaluation questions

Specifically, the final evaluation will cover the following evaluation criteria:

- a. Relevance
- b. Coherence
- c. Effectiveness
- d. Efficiency
- e. Impact
- f. Sustainability

The evaluation questions are a guide to the evaluator for information gathering and analysis and related conclusions, recommendations and identify lessons learnt and good practices. The evaluator can modify questions in agreement with the Evaluation Management Committee (EMC) and reflect all changes in the inception report.

1. Relevance:

- Has the project addressed stakeholder and constituents' needs? Were the interventions demand-driven?
- Have gender-specific needs been addressed? To what extent has the project responded to both women and men beneficiaries' needs, including in the output and outcome indicators?
- To what extent were gender and migrant workers' protection issues mainstreamed in the design and implementation of the project?
- Were any barriers to equal gender participation identified during the design or implementation of the project, and was anything done to address these barriers?
- Do the intervention's expected outcomes and outputs remain valid and pertinent either as originally planned or as subsequently modified?
- Does the intervention design include all necessary elements such as results matrix, Theory of Change (ToC) and risk analysis?
- Was the planning and design process for the project participatory and non-discriminatory?
- Was the implementation approach valid and realistic?
- Has the project provided for adequate tripartite involvement and consultations in project planning, implementation, monitoring and evaluation?
- How visible has the project been in acknowledging its contribution to improved labour migration governance in Africa and the contribution of migrant workers to Africa's development?

2. Coherence:

- How did the action align and support the implementation of: (i) the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015); (ii) the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030);

and (iii) the Strategic Framework and Monitoring and Evaluation Plan (2020-2030) for the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (JLMP) outcomes, with special focus on labour migration governance and regional integration?

- How did the action align, support/contribute to the implementation of the priorities, and needs of the AU, ILO, IOM, RECs, social partners, and other stakeholders in migration and labour migration governance including their policies frameworks and the SDGs?
- How has the project promoted coherence with, and complemented and fitted in with other projects/programmes being implemented by the AUC and RECs?
- Do synergies/complementarities exist with other interventions carried out by ILO, IOM, and SIDA national, regional and/or global strategies, frameworks, and projects/programmes?
- To what extent has the JLMP Priority project add value/avoid duplication in its implementation context?
- Did the project design include a strategy for sustainability?
- Were project interventions, including capacity development and knowledge products, designed to maximize AUC, IOM, and ILO's comparative advantage in the field of labour migration governance? Were any lessons learned from previous projects by AUC, IOM and ILO or policy interventions considered in the design and implementation of the project?

3. Effectiveness

- To what extent has the project achieved its objectives in terms of stated targets in a timely manner?
- Has this been done through the planned outputs or have new outputs been included? Why and how effective have these been?
- What, if any, unintended results of the project have been identified or perceived? Have any adverse effects on gender equality been observed? Have women and men benefitted differently from the project's activities and results?
- Did the project establish and maintain relationship and cooperation with relevant stakeholders (e.g., AUC, JLMP partners, REC Secretariats, the LMAC and development partners) to achieve the project results more effectively?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- Which is/are the project thematic area(s) of more and least success? What factors have contributed to it and why?
- To what extent has the COVID-19 Pandemic influenced project results and implementation and how has the project addressed it?
- Can the adapted intervention models developed under COVID 19 be applicable for similar crisis response?

4. Efficiency:

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve broader project objectives?
- To what extent were the disbursements and project expenditures in line with expected budgetary plans?
- To what extent was the project able to build on other AUC, ILO and IOM initiatives/project and other actors (e.g., AU and RECs) and create synergies? How did this affect the efficiency in use of resources?
- Were specific resources allocated to achieve gender-related objectives?
- Assess the backstopping, guidance, and support on technical, programmatic, administrative, and financial services from relevant AUC, IOM, and ILO units (headquarters, Country Offices and Regional Offices).
- Assess the project management and governance structure role on facilitating results and efficient delivery
- How did the project establish and maintain cooperation with SIDA and other donors?
- Does the management team have relevant gender expertise and has technical expertise on gender been sought where needed?

5. Impact:

- To what extent is there evidence of positive changes due to project contribution in areas such as policy development and capacity building of relevant stakeholders?
- Did the JLMP Priority project take timely measures for mitigating any unplanned negative impacts?
- To what extent has the project helped to ensure respect and protection of relevant human rights of migrant workers?

6. Sustainability:

- Are structures, resources and processes supported by the JLMP Priority project in place to ensure the benefits generated by the project are continued after the external support ceases? Has the project developed and integrated an exit strategy in its work? To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?
- Do the partners benefiting from the intervention have adequate capacities (technical, financial, managerial) for ensuring that the benefits are retained in the long run, and are they committed to do so? Do the target groups have any plans to continue making use of the services/ products produced?
- How can the project stakeholders strengthen project achievements after the end of the project? To what extent have the AUC, RECs and other stakeholders built ownership of the project outcomes?
- How has the sustainability approach of the project been affected/could be affected by the Covid19 situation in context of the national regional responses?

EVALUATION DELIVERABLES

1. Inception report (with a detailed workplan and data collection instruments). The report should include:

- i. Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
- ii. Evaluation matrix (questions and indicators and data collection matrix)
- iii. Guide questions for questionnaires and interviews.
- iv. Detailed work plan (including virtual interview schedules) should be developed in consultation with the Evaluation Manager and project team.
- v. The proposed report outline structure.
- vi. Stakeholders' workshop agenda and logistics organization

2. Power point presentation for the virtual evaluation validation workshop and presenting the evaluation findings. (Template provided by the Evaluation Management Committee)

3. Draft report and a Final report in English and French (maximum 30 pages, excluding annexes) as per the following proposed structure:

- i. Cover page (template)
- ii. Acronyms
- iii. Executive Summary
- iv. Description of the project
- v. Purpose, scope, and clients of the evaluation
- vi. Methodology, data, and limitations
- vii. Findings (this section's content should be organized around evaluation criterion and questions)
- viii. Conclusions
- ix. Recommendations and possible future directions towards the sustainability of the project achievements (i.e., for the different key stakeholders including to whom is directed, priority, resources implication and timeframe)
- x. Lessons learned and good practices
- xi. Annexes, including:
 - TOR,
 - Evaluation matrix
 - List of people interviewed
 - Detail schedule of work
 - Documents examined
 - Lessons learned and good practices (templates)
 - Others (optional)

The quality of the report will be assessed against checklists provided by the Evaluation Management Committee .

4. 2-4-page Evaluation briefs (English and French) addressing needs of AU, ILO and IOM according to the templates to be provided by the Evaluation Management Committee)

5. Management response partially filled out (template will be provided by the Evaluation Management Committee).

The Evaluation Management Committee will circulate the draft report, after a methodological review and its approval at this stage, to key stakeholders, the project staff and the development partners for their review and forward the consolidated comments to the evaluator.

The Evaluation Management Committee will review the final version and submit to evaluation divisions for the AUC, IOM, and ILO for final review. Once approved at that level, the evaluation report will be distributed to the key stakeholders to ensure enhance learning and make public at the websites of project implementing partners.

Specifications of roles

This section describes the roles and responsibilities of each member of the evaluation team:

- a) The Evaluation Management Committee (EMC): the Committee is composed of representatives from AUC, ILO, and IOM M&E/evaluation Offices. The Committee will be responsible for
 - a. Agreement on the final terms of reference (ToR) between the Committee and the evaluator(s)
 - b. The supervision of the evaluators and provision of guidance on all technical and methodological matters regarding the evaluation.
 - c. Review, revision, and endorse of the inception report
 - d. Review, approve and circulate the draft report
 - e. Review, endorse and present the final evaluation report to evaluation divisions for the AUC, IOM, and ILO for final review.
 - f. Ensure the final evaluation report is published on websites of the implementing partners.
- b) Project Team (AUC, ILO & IOM): The project team will provide or coordinate logistic and administrative support to the evaluation throughout the process,
 - Provide general information about project management, relevant focal points
 - Facilitating access to project-related documents or to key stakeholders, as well as highlighting the set-up of any evaluation reference group or steering committee.
 - Provide support to the Evaluator during the data collection phase and final stakeholders' workshop.
- c) Evaluator/Consultant: The evaluation will be conducted by an external independent evaluation company or institution responsible for conducting a participatory and inclusive evaluation process. The external evaluator will produce the evaluation deliverables listed above based on the methodology outlined above.

TIME SCHEDULE

The evaluation is expected to be conducted between January and March 2022, as elaborated in the timeline below:

Phase	Activity	Responsible party	Number of working days by the consultancy firm	Timing
1	<ul style="list-style-type: none"> Coordinate the selection and contracting of the evaluator 	Evaluation Management Committee	0	December 2021-January 2022.
2	<ul style="list-style-type: none"> Virtual briefing with the Evaluation Management Committee Desk review of project related documents and interviews with the project and the donor Evaluation instrument designed based on desk review Draft and submit Inception report in English to the Evaluation Management Committee 	Evaluator	10	04-20 January 2022
3	<ul style="list-style-type: none"> Virtual consultations with project staff, AUC, and REC officials, the LMAC and other stakeholders Presentation of preliminary findings to the stakeholders and debriefing with the project team 	Evaluator with logistical support by the Project team	15	21 January – 11 February 2022
4	<ul style="list-style-type: none"> Draft and submit to the EMC the evaluation report in English based on desk review and virtual consultations submitted for approval and circulation 	Evaluator	7	14 February– 22 February 2022
5	<ul style="list-style-type: none"> Circulation of the draft evaluation report to key stakeholders Consolidate comments of stakeholders and send to the evaluator 	Evaluation Management Committee	0	22 February– 25 February 2022
6	<ul style="list-style-type: none"> Incorporate comments and inputs including explanations if comments were not integrated and submit 2nd draft to the EMC 	Evaluator	4	07-10 March 2022
7	<ul style="list-style-type: none"> Approval of report by Evaluation Divisions of AUC, IOM & ILO and dissemination to donor, stakeholders, and upload at implementing partners' websites 	Evaluation Management Committee	0	14 -18 March 2022
	Total Number of evaluators' working days		40	

EVALUATION BUDGET

The costs of the evaluation will be borne by the JLMP Priority project as part of the project implementation (IOM).

5.Organizational Department / Unit to which the Consultant is contributing: SLU – JLMP PRIORITY PROJECT (LM.0345)

6.Category B Consultants: Tangible and measurable outputs of the work assignment (with realistic delivery dates)

For example:

Category B Consultant hired to deliver a report on a three-instalment payment basis:

1. First deliverable — First instalment payment - Deliverable by email by 25 January 2024
2. Second deliverable – Outline an Abstract of Report - Deliverable by email by 25 March 2024
3. Third deliverable – First draft of 30-page Report – Second instalment payment - Deliverable by email by 25 April 2024
4. Final deliverable – Final Report ready for publication – Third and Final instalment payment (no less than 25% of overall contract value) - Deliverable by email by 25 May 2024

EVALUATION DELIVERABLES

1. Inception report (with a detailed workplan and data collection instruments). The report should include:
 - vii. Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
 - viii. Evaluation matrix (questions and indicators and data collection matrix)
 - ix. Guide questions for questionnaires and interviews.
 - x. Detailed work plan (including virtual interview schedules) should be developed in consultation with the Evaluation Manager and project team.
 - xi. The proposed report outline structure.
 - xii. Stakeholders' workshop agenda and logistics organization
2. Power point presentation for the virtual evaluation validation workshop and presenting the evaluation findings.
3. Draft report and a Final report in English (maximum 30 pages, excluding annexes) as per the following proposed structure:
 - xii. Cover page (template)
 - xiii. Acronyms
 - xiv. Executive Summary
 - xv. Description of the project
 - xvi. Purpose, scope, and clients of the evaluation
 - xvii. Methodology, data, and limitations
 - xviii. Findings (this section's content should be organized around evaluation criterion and questions)
 - xix. Conclusions
 - xx. Recommendations and possible future directions towards the sustainability of the project achievements (i.e., for the different key stakeholders including to whom is directed, priority, resources implication and timeframe)
 - xxi. Lessons learned and good practices
 - xxii. Annexes, including:
 - TOR,
 - Evaluation matrix
 - List of people interviewed
 - Detail schedule of work
 - Documents examined
 - Lessons learned and good practices (templates)
 - Others (optional)

The quality of the report will be assessed against checklists provided by the Evaluation Management Committee .

4. 2-4-page Evaluation briefs (English) addressing needs of AU, ILO and IOM according to the templates to be provided by the Evaluation Management Committee)

5. Management response partially filled out (template will be provided by the Evaluation Management Committee).

The Evaluation Management Committee will circulate the draft report, after a methodological review and its approval at this stage, to key stakeholders, the project staff and the development partners for their review and forward the consolidated comments to the evaluator.

The Evaluation Management Committee will review the final version and submit to evaluation divisions for the AUC, IOM, and ILO for final review. Once approved at that level, the evaluation report will be distributed to the key stakeholders to ensure enhance learning and make public at the websites of project implementing partners.

7. Performance indicators for the evaluation of results

EVALUATION METHODOLOGY

The methodology should be participatory and include a mixed-methods approach and triangulation of sources and techniques, with analysis of both quantitative and qualitative data to the extent possible. The evaluation will be carried out through a desk review and virtual interviews with implementing partners, target groups, the donor, the project organizations (AU, ILO and IOM). In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including gender, disability and migrants.

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

Due to the onset of the COVID-19 pandemic this evaluation will be conducted in the context of criteria and approaches agreed by the project organizations. The evaluation will be conducted by an international experienced consultant team virtually (home-based) through two main data collection activities.

The methodology will comprise the following elements:

1. Inception phase

- a. Preliminary virtual meetings with the Evaluation Management Committee, the Project Team, and the donor

These preliminary meetings will have the purposes to identify the expectations of these key stakeholders and focus on any limitation in the evaluation process.

- b. Desk review, including the following information sources:
 - Project documents (log frame, budget, workplan, etc.)
 - Progress reports
 - Research and studies conducted by the Project
 - Activity reports
 - Financial information
 - Others as required

All documents will be made available by the Project Team, in coordination with the Evaluation Management Committee, in a SharePoint, drop-box (or similar) at the start of the evaluation.

The desk review may suggest several preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the Evaluation Management Committee (EMC) at the Inception phase. Any alternative should be reflected in the Inception report.

The evaluator will also indicate how the evaluation will address relevant cross-cutting themes as well, encouraging all themes to be covered or explored as much as possible.

The desk review should produce an Inception report to be approved by the EMC before starting the data collection phase. The Inception report should follow the guidelines available

- c. Interviews with stakeholders
Virtual contact with stakeholders and target groups individuals (Online/email questionnaires and telephone and video interviews)

Due to travel restrictions and limited possibility of face-to-face engagements with project staff and stakeholders, the evaluation will employ email/online questionnaires and virtual interviews as the main sources for information gathering – to replace field visits and face-to-face interviews.

An indicative list of persons to be interviewed will be prepared by the Project Team in consultation with the Evaluation Management Committee. This list will include:

- Project Partners/Beneficiaries (EAC, ECOWAS, SADC Secretariat officials) and related divisions and Units that were involved in project implementation
- AUC, AU organs, and divisions (HHS, DEA, STATAFRIC etc.,)
- RECs (COMESA, UMA, CENOSAD, ECCAS, IGAD)
- The LMAC
- Project Steering Committee
- Intermediate beneficiaries of the project – select government officials and social partners
- REC employers' and workers' organizations and beneficiary institutions e.g., ATUMNET, Business Africa, OATTU, ITUC-Africa
- Development partners: GIZ, SIDA, SDC
- Project staff and technical units (AUC, ILO, IOM)
- Consultants on the project, where necessary

d. Virtual stakeholders' workshop to present preliminary findings

A virtual stakeholders' workshop (of key stakeholders in one group or in stages) will be organized to discuss initial findings and complete data gaps with key stakeholders, project staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluator. Its details will be stated clearly in the Inception report for further preparation during the data collection phase.

After the workshop, a debriefing to the Project Team will take place.

Ethics, norms, and standards for evaluation

This evaluation and evaluator must follow IOM, AUC, and ILO, Data Protection Principles, UNEG Norms and Standards for evaluations and relevant ethical guidelines.

8. Education, Experience and/or skills required

Education and Experience

- Post-graduate qualifications in migration, social sciences, law, or related disciplines.
- At least eight years of professional experience on evaluation of similar or related projects, programmes and policies including labour migration, in international and regional organizations and developing labour migration policies and programmes.

Required skills

- Demonstrable technical experience and/or knowledge of labour migration work in Africa. It would be an asset experience in cooperation with the African Union and/or Regional Economic Communities and Member State officials.
- Experience and/or knowledge of the organizations of the UN Common System (specially ILO and IOM).
- Knowledge of the rule of law, gender mainstreaming, good governance, human rights.
- Knowledge of various evaluation approaches and designs relevant for this evaluation, including specially Theory of change based change-based evaluation
- Excellent data analysis capacity, survey design, facilitation, interviewing, and report writing skills, especially in a virtual environment.
- Ability to prepare and present evaluation results in a manner that increases the likelihood that they will be used and accepted by a diverse group of stakeholders
- Experience with synthesizing information generated through an evaluation to produce findings that are clearly linked to the data collected.
- Ability to engage stakeholders in an evaluation process based on shared priorities, including meeting facilitation, presentation, conflict resolution, and negotiation skills.
- Ability to understand the context of a program and how it affects program planning, implementation, outcomes, and even the evaluation.
- Fluency in English and French by the evaluation team is required. Other official AU language would be an asset

9. Travel required

N/A

10. Competencies

Values

- **Inclusion and respect for diversity:** respects and promotes individual and cultural differences; encourages diversity and inclusion wherever possible.
- **Integrity and transparency:** maintains high ethical standards and acts in a manner consistent with organizational principles/rules and standards of conduct.
- **Professionalism:** demonstrates ability to work in a composed, competent and committed manner and exercises careful judgment in meeting day-to-day challenges.

Core Competencies – behavioural indicators

- **Teamwork:** develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.
- **Delivering results:** produces and delivers quality results in a service-oriented and timely manner; is action-oriented and committed to achieving agreed outcomes.
- **Managing and sharing knowledge:** continuously seeks to learn, share knowledge and innovate.
- **Accountability:** takes ownership for achieving the Organization's priorities and assumes responsibility for own action and delegated work.
- **Communication:** encourages and contributes to clear and open communication; explains complex matters in an informative, inspiring and motivational way.

Type	Evaluation questions	Indicators	Data Sources	Data collection Methods
	<p>1. Has the project addressed stakeholder and constituents' needs? Were the interventions demand-driven?</p> <p>2. Have gender-specific needs been addressed? To what extent has the project responded to both women and men beneficiaries' needs, including in the output and outcome indicators?</p>	<p>Evidence of needs assessment (carried out in the project design stage)</p> <p>To what degree the concepts of gender, human rights protection, overall protection concerns have been mainstreamed into project activities, outputs and outcomes?</p>	<p>Results of studies and analytical reports</p> <p>Labour migration strategies in RECs</p> <p>Regional Labour Migration policy documents</p> <p>Reports of the AUC Social Affairs Department</p> <p>Concept notes, project proposals available as follow up to current JLMP developed by AUC</p> <p>Reports of the RECs and member states</p> <p>ILO-IOM websites</p> <p>Open source/Open-source research and publications</p> <p>Project Reports</p> <p>Monitoring and evaluation reports</p>	<p>Desk review</p> <p>KII</p> <p>Survey</p>
	<p>3. Does the intervention design include all necessary elements such as results matrix, Theory of Change (ToC) and risk analysis?</p> <p>4. To what extent were gender and migrant workers' protection issues mainstreamed in the design and implementation of the project?</p>	<p>Number of activities, outputs, targets and indicators that had to be adapted during project duration</p> <p>Number of examples provided by Key Informants.</p> <p>Evidence from content analysis of project documents</p>	<p>Reports on- migrant workers' protection with special focus on women migrant workers, during recruitment and employment abroad</p> <p>Project Reports</p> <p>Monitoring and evaluation reports</p>	<p>Desk review</p> <p>KII</p> <p>Survey</p>
	<p>5. Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to equal gender participation identified during the design or implementation of the project, and was anything done to address these barriers</p>	<p>Situational analysis with need assessment/project appraisal documents has been developed to inform the project.</p> <p>The findings from the above document have been mainstreamed in the log frame.</p> <p>To what extent stakeholders have been involved in the design of the project</p> <p>To what extent project partners had the chance to identify possible gaps and challenges in the project design and implementation and propose actions for adaptation and mitigation</p>	<p>Project Reports</p> <p>Monitoring and evaluation reports</p> <p>Narrative project reports</p> <p>Activity reports</p> <p>Baseline report.</p>	<p>Desk review</p> <p>KII</p> <p>Survey</p>

Relevance	6. Do the intervention's expected outcomes and outputs remain valid and pertinent either as originally planned or as subsequently modified?	Evidence that the project funding and AUC and RECs country-level strategies are flexible enough to enable partners to adapt to changing contexts and tailor the country-specific interventions. To what extent do government institutions, employers` and workers` organisations perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility? Progress reports confirm that assumptions remain valid, assessed against project targets and indicators.	Project Reports Monitoring and evaluation reports Narrative project reports Activity reports Baseline report.	Desk Review KII
	7. Was the implementation approach valid and realistic?	Number of outputs and outcomes achieved/in process and the adjustments made to achieve impact. Progress reports confirm that assumptions remain valid. Perceptions of stakeholders.	Desk Review Project design Logframe and ToC M&E reports Project Reports Risk and Mitigation Measures	Desk review KII Survey
	8. Has the project provided for adequate tripartite involvement and consultations in project planning, implementation, monitoring and evaluation?	The extent of participation of project stakeholders in project conceptualization, design, and inception phase. Evidence of needs assessment at the national level, conducted with government institutions and social partners. To what extent do government institutions, employers` and workers` organisations perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility? Perceptions of stakeholders.	Document review. Participants` list, governance structures meeting minutes Project reports	Desk review KII Survey
	9. How visible has the project been in acknowledging its contribution to improved labour migration governance in Africa and the contribution of migrant workers to Africa's development?	The degree to which the project assumptions have been designed according to contextual, social, political and migration-, and mobility-related analysis, including needs assessment and baseline data. Stakeholders` perceptions about the availability and usefulness of pre-, and post-departure training programmes for migrants. Perceptions of stakeholders.	Document review of political, social, economic context. Project design documentation Monitoring and Evaluation Frameworks	Desk Review KII Survey

<p>10. How did the action align and support the implementation of:</p> <p>i the 5th Key Priority Area of the Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development which was adopted by the Assembly of Heads of States and Governments (AU/Assembly/AU/20(XXIV)/Annex 3, January 2015); ii the Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030); and</p> <p>iii the Strategic Framework and Monitoring and Evaluation Plan (2020-2030) for the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration (JLMP) outcomes, with special focus on labour migration governance and regional integration?</p>	<p>The number of strategic priorities covered by the project, related to the strategies found in the indicated documents.</p> <p>Evidence of alignment between national, regional and international policies and strategies, coupled with action plans and implementation timeline.</p>	<p>Results of studies and analytical reports Labour migration strategies in RECs Regional Labour Migration policy documents Reports of the AUC Social Affairs Department Concept notes, project proposals available as follow up to current JLMP developed by AUC Reports of the RECs and member states ILO-IOM websites Open-source research and publications Project Reports Monitoring and evaluation reports</p>	<p>Desk Review</p>
<p>11. How did the action align, support/contribute to the implementation of the priorities, and needs of the AU, ILO, IOM, RECs, social partners, and other stakeholders in migration and labour migration governance including their policies frameworks and the SDGs?</p> <p>12. How has the project promoted coherence with, and complemented and fitted in with other projects/programmes being implemented by the AUC and RECs?</p>	<p>To what extent does the project reinforce efforts that already started within AU, RECs, IOM and ILO by representing a continuation of previously implemented projects and positive dynamics?</p> <p>Evidence of building relationships and common partnerships in project development of the four organisations.</p>	<p>Results of studies and analytical reports Labour migration strategies in RECs Regional Labour Migration policy documents Reports of the AUC Social Affairs Department Concept notes, project proposals available as follow up to current JLMP developed by AUC Reports of the RECs and member states ILO-IOM websites Open sourceOpen-source research and publications Project Reports Monitoring and evaluation reports</p> <p>Skills identification and anticipation studies and research.</p>	<p>Desk review KII Survey</p>
<p>13. Do synergies/complementarities exist with other interventions carried out by ILO, IOM, and SIDA national, regional and/or global strategies, frameworks, and projects/programmes?</p> <p>14. To what extent has the JLMP Priority project add value/avoid duplication in its implementation context?</p> <p>15. Were project interventions, including capacity development and knowledge products, designed to maximize AUC, IOM, and ILO's comparative advantage in the field of labour migration governance? Were any lessons learned from previous projects by AUC, IOM and ILO or policy interventions considered in the design and implementation of the project?</p>	<p>Examples of different knowledge products and how they influence the wider audience of the project in Africa.</p> <p>Evidence that knowledge products are used by many stakeholders and beneficiaries of the project.</p> <p>Evidence of alignment between national, regional and international gender policies and strategies, coupled with action plans and implementation timeline.</p> <p>Stakeholders ` perceptions.</p>	<p>Reports of the RECs and member states Open-source research and publications Project Reports Skills identification and anticipation studies and research. Capacity development pre-, and post-measurements</p>	<p>Desk review KII Survey</p>

	16. Did the project design include a strategy for sustainability?	The extent to which monitoring and evaluation systems are up-to date and indicators regularly monitored. Changes made in activities, outputs, outcomes.	Project Reports Monitoring and evaluation reports ToC Project Logframe	Desk Review KII Survey
Effectiveness	17. To what extent has the project achieved its objectives in terms of stated targets in a timely manner? 18. Has this been done through the planned outputs or have new outputs been included? Why and how effective have these been?	The degree to which reached milestones, achieved outputs and already visible changes the project managed to attain. Evidence that ToC assumptions are hold true.	Project Reports Monitoring and evaluation reports ToC Project Logframe	Desk Review KII Survey
	19. What, if any, unintended results of the project have been identified or perceived? Have any adverse effects on gender equality been observed? Have women and men benefitted differently from the project's activities and results?	Perceptions of stakeholders and partners about unintended results of the project. Evidence that ToC assumptions are hold true. Evidence that migrant workers' protection, and especially, migrant women's protection has been reported.	Project Reports Monitoring and evaluation reports ToC Project Logframe	Desk Review KII Survey
	20. Did the project establish and maintain relationship and cooperation with relevant stakeholders (e.g., AUC, JLMP partners, REC Secretariats, the LMAC and development partners) to achieve the project results more effectively?	Evidence of communication channels, coordination meetings, and supportive collaboration. Evidence of multilateral and bilateral negotiations. Evidence of tripartite social dialogues.	Project Reports Monitoring and evaluation reports ToC Project Logframe	Desk Review KII Survey
	21. Which have been the main contributing and challenging factors towards project's success in attaining its targets? 22. Which is/are the project thematic area(s) of more and least success? What factors have contributed to it and why?	Evidence that the project has recognised challenges in implementation, and initiated steps for adaptation and mitigation measures. Perceptions of stakeholders about the project's capacity to adapt to changing circumstances, provided by relevant examples or personal experiences.	Document reviews. Logframe. M&E reports. Narrative Reports. Financial reports.	Desk Review KII Survey
	23. To what extent has the COVID-19 Pandemic influenced project results and implementation and how has the project addressed it? 24. Can the adapted intervention models developed under COVID- 19 be applicable for similar crisis response?	Number of activities, outputs and objectives that have been changed/adjusted. Number of assumptions revised/adjusted. Number of suggestions for change/adaptation, present in project reports and meeting minutes.	Document reviews. Logframe. M&E reports. Narrative Reports. Financial reports.	Desk review KII Survey
Efficiency	25. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve broader project objectives? 26. To what extent were the disbursements and project expenditures in line with expected budgetary plans? 27. Were specific resources allocated to achieve gender-related objectives?	Evidence that the project's financial, human and technical support has been strategically used, considering gender and protection issues. Evidence of operational efficiency of the project budget. Evidence of re-allocation of available budget with accompanied timeline and workplan. Evidence of gender-disaggregated data from budget.	Document reviews. Logframe. M&E reports. Narrative Reports. Financial reports. Workplan.	Desk Review KII Survey

	<p>28. To what extent was the project able to build on other AUC, ILO and IOM initiatives/project and other actors (e.g., AU and RECs) and create synergies? How did this affect the efficiency in use of resources?</p>	<p>Perceptions of stakeholders about the added value of joint cooperation. Evidence of bilateral and multilateral labour mobility and migration negotiations, with relevant results (model migrant welfare program).</p>	<p>Document reviews. M&E reports. Narrative Reports. Logframe</p>	<p>Desk Review KII Survey</p>
	<p>29. Assess the backstopping, guidance, and support on technical, programmatic, administrative, and financial services from relevant AUC, IOM, and ILO units (headquarters, Country Offices and Regional Offices). 30. How did the project establish and maintain cooperation with SIDA and other donors?</p>	<p>The extent how the governance structures were able to integrate other management structures and the project team in their communication. Stakeholders` perception. The extent to which activity plans and workplans have been respected.</p>	<p>Document reviews. M&E reports. Narrative Reports. Logframe</p>	<p>Desk Review KII Survey</p>
	<p>31. Assess the project management and governance structure role on facilitating results and efficient delivery. 32. Does the management team have relevant gender expertise and has technical expertise on gender been sought where needed?</p>	<p>Stakeholders` perception about their own skills and capacities on gender expertise. Assessment of key stakeholders about the communication strategy applied during project implementation. Evidence of assessments being conducted and findings being used to make decisions on changes in focus, priorities, resource allocations, taking into consideration gender priorities.</p>	<p>Document reviews. M&E reports. Narrative Reports. Logframe</p>	<p>Desk Review KII Survey</p>
	<p>33. To what extent is there evidence of positive changes due to project contribution in areas such as policy development and capacity building of relevant stakeholders?</p>	<p>AUC, MS and REC reports measuring their capacity to govern labour migration along a common methodology Number of labour migration strategies and policies in RECs under development. Perceptions of labour attaches` and other trainees about the quality and usefulness of the trainings they received. Perceptions of stakeholders provided through examples, good practices, personal experiences, that project actions, implemented activities, capacity building has visible results either on their personal life or in their institutions</p>	<p>Project documentation. Narrative Reports Updated and new policies/strategies. National, regional and AU level multi stakeholder labour migration policies, strategies Health workers mobility study Action plans for strengthening skills identification and anticipation Developed and implemented project manual and M&E Framework. Pre-, and post training sheets Pan African Labour Migration Statistics Report.</p>	<p>Desk Review. KII Survey</p>
	<p>34. Did the JLMP Priority project take timely measures for mitigating any unplanned negative impacts?</p>	<p>Evidence of the existence of mitigation plans. Evidence of achieved outputs and outcomes. Perception of KIs and survey respondents about project results.</p>	<p>Project documentation. Narrative Reports Monitoring and evaluation system Logframe</p>	<p>Desk Review. KII Survey</p>

<p>35. To what extent has the project helped to ensure respect and protection of relevant human rights of migrant workers?</p>	<p>Number of examples provided by Key Informants, including project staff. Evidence of integrating human rights protection and gender issues into labour migration governance documents. Perceptions of stakeholders and beneficiaries about the success of the project to include international human rights and labour standards into policy frameworks, strategies and cooperation processes. Evidence of women`s presence in the advocacy and lobbying activities. Evidence of a regional advocacy platform, with a special focus on women`s rights.</p>	<p>Project documents. Narrative Reports Newly developed regional labour migration strategies. Roadmap for Free Movement of Persons Protocol.</p>	<p>Desk review KII Survey</p>
<p>36. Are structures, resources and processes supported by the JLMP Priority project in place to ensure the benefits generated by the project are continued after the external support ceases? Has the project developed and integrated an exit strategy in its work? To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?</p>	<p>Evidence that the project funding and country-level strategies are flexible enough to enable partners to adapt to changing contexts and tailor the country-specific interventions. Number of activities, outputs and objectives that have been changed/adjusted. Number of assumptions revised/adjusted. Number of suggestions for change/adaptation, present in project reports and meeting minutes.</p>		<p>Desk Review KII Survey</p>
<p>37. Do the partners benefiting from the intervention have adequate capacities (technical, financial, managerial) for ensuring that the benefits are retained in the long run, and are they committed to do so? Do the target groups have any plans to continue making use of the services/ products produced? 38. How can the project stakeholders strengthen project achievements after the end of the project? To what extent have the AUC, RECs and other stakeholders built ownership of the project outcomes?</p>	<p>Number of follow-up projects and interventions that are already in conceptualisation/design phase. The existence of a cross-institutional and coherent labour migration capacity building in Africa. Evidence of a common methodology measuring results in skills and capacity development. Stakeholders` perceptions.</p>		<p>Desk review KII Survey</p>



Annex 3

PROJECT PERFORMANCE INDICATORS

RESULTS MATRIX - PROGRAMME TITLE:

PRIORITY IMPLEMENTATION ACTIONS OF THE AU-ILO-IOM-ECA
JOINT PROGRAMME ON LABOUR MIGRATION GOVERNANCE
FOR DEVELOPMENT AND INTEGRATION IN AFRICA (JLMP PRIORITY)

	Indicators	Proposed new indicators	Baseline	Target	Status
<p>Overall Objective: Contribute to improved labour migration governance to achieve safe, orderly and regular migration in Africa as committed in relevant frameworks of the African Union (AU) and Regional Economic Communities (RECs), as well as relevant international human rights and labour standards and other cooperation processes</p>	<p>Governments in Africa demonstrate the stronger capacity to address modern labour migration challenges</p> <p>Regional labour migration coordination improved through implemented related regional labour migration instruments, strategies and active conversation on labour migration between RECs and on AU level.</p> <p># of meetings with AU, RECs and MSs as well as workers' and employers' organizations and other partners as relevant on the coordination of labour migration</p> <p># of meetings between the AU support unit staff and relevant counterparts at RECs or developed and implemented project manual and M&E Framework</p>	<p>Number of RECs with the regional labour migration strategy</p> <p>The inflow of migrants by sex and country of origin</p> <p>Number of employed migrants by country of origin and gender</p> <p>Number of meetings to coordinate and implement labour migration initiatives</p>	<p>0-</p> <p>TBD</p> <p>TBD</p> <p>0</p>	<p>At least 3 RECs have regional labour migration strategies by the end of the programme</p> <p>10</p>	<p>1 labour migration strategy (EAC Secretariat supported to finalize regional labour migration policy framework)</p> <p>JLMP Strategic Framework and MEL Plan (2020-2030) launched-old indicator</p> <p>8 meetings with RECs, AU and MS i. LMAC video Conferences, ii. Africa Regional Consultations for GFMD 2020</p> <p>5 meetings between AU iii. Technical and Steering Committee meetings, iv. Validation: JLMP Strategic Framework</p>
<p>Outcome 1: Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers and employers' organizations, the private sector, recruitment industry and relevant civil society organizations, in delivering improved labour migration governance services</p>	<p>Number of labour migration stakeholders, partners and labour market institutions demonstrate greater effectiveness through increased capacity in labour migration governance, policy development and implementation and fulfilment of administrative responsibilities</p> <p>Positive reports on- migrant workers' protection with special focus on women migrant workers, during recruitment and employment abroad</p>	<p>Number of MS/ REC with improved compliance to labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status (SDG 8.8.2)</p>	<p>TBD during the inception phase</p>	<p>6 MSs 3 RECs implementation of the JLMP Labour Migration Training and Capacity Building Strategy through i. support to ARLAC and ii. Development of gender-responsive labour migration policies, iii: employers and workers manuals</p>	

<p>Output 1.1:</p> <p>A Labour Migration Training and capacity building programme for Africa (LMCB in Africa) developed utilizing already existing materials of IOM, ILO and partners and taking into account gender concerns, relevant international human rights and labour standards, environmental and other cross-cutting dimensions; and is available to guide labour migration capacity building efforts in Africa in a coherent and comprehensive manner.</p>	<p>Availability of a comprehensive and coherent cross-institutional labour migration capacity building programme in Africa</p>	<p>JLMP labour migration and capacity building programme developed and agreed by the stakeholders.</p> <p>Number of MS/RECs experts who received relevant training</p>	<p>0</p>	<p>1 Capacity Building Programme in labour migration developed</p> <p>6 MS 3REC</p>	<p>1 LMCB in Africa developed</p> <p>First workshop organized</p>
<p>Output 1.2:</p> <p>Increased knowledge and skills among target labour migration stakeholders to deliver fair, effective and transparent and gender responsive labour migration services.</p>	<p># of male and female labour migration experts from selected RECs and AU member states demonstrate increased understanding of labour migration challenges, and effective governance approaches in Africa</p>	<p>Number of labour migration training and capacity building programmes organised</p> <p>Percentage of trained experts with improved capacity on labour migration (disaggregated by gender and type of stakeholders)</p>	<p>0</p>	<p>2</p> <p>At least 80% of at least 60 training participants</p>	<p>2 trainings</p> <p>More than 90% of the 60 trained experts report improved capacities (No available data on improved capacities)</p>
<p>Output 1.3:</p> <p>Support the AUC and member states in the collection and analysis of labour migration data, including by producing a “Labour Migration Statistics” Report</p>	<p>a: One Labour Migration Statistics database with data disaggregated by sex, age, labour market status, education, country of origin, economic activity, occupation</p> <p>b: # Publications on research</p> <p>c: Production of a pan-African Labour Migration Statistics Report</p>		<p>0</p> <p>0</p> <p>0</p>	<p>1 labour migration database</p> <p>3 Publications</p> <p>1 Pan-African migration statistics report</p>	<p>1 plan to create the database (Couldn't find evidence of its existence)</p> <p>2 publications (Information is very inconsistent. However, in a few documents, the fact there are 8 country profiles seem to count as 8 publications)</p> <p>2 studies on piloting administrative data in 1. Cameroon and 2. South Africa</p> <p>1 Pan-African migration statistics report (It's two, the second and the third)</p>

<p>Output 1.4:</p> <p>Labour migration stakeholders in Africa are capacitated to address the skill dimension of labour migration governance, such as piloting skills mobility initiatives helping to reduce skills shortages; increasing recognition of skills and qualifications across Africa, contributing to the strengthened employability of migrants to prevent brain waste, deskilling and unemployment.</p>	<p>a: Regional mutual recognition arrangements are developed in one sector/occupational field in each REC</p> <p>b: Study on health workers mobility is published in 3 RECs</p> <p>c: Action plans for strengthening skills identification and anticipation approaches and systems are developed in each REC</p>	<ul style="list-style-type: none"> •Number of mutual recognition arrangements conducted at RECs •Number of studies on workers mobilities in 3 RECs •The number to action plan prepared by RECs to strengthen skills identification and anticipation approaches and systems 	<p>0</p> <p>0</p> <p>0</p>	<p>3 Mutual recognition arrangements studies in each REC</p> <p>1 Health workers mobility study</p> <p>3 Action plans for strengthening skills identification and anticipation in 3 RECs</p>	<p>3 mutual recognition arrangements studies</p> <p>1 Health workers` mobility study</p> <p>2 Action plans</p>
<p>Output 1.5:</p> <p>Progress on fostering safe and orderly labour mobility within and from Africa is monitored and evaluated through a regularly convening pan-African labour migration symposium</p>	<p>a: Develop a Roadmap containing high-level recommendations for implementation of the AU FMP (Free Movement of Person Protocol)</p> <p>b: Develop High-level recommendations and framework on the development, negotiation, and implementation of bilateral and multilateral labour mobility and social security arrangements by African governments.</p>	<ul style="list-style-type: none"> •Roadmaps for the implementation of the AU FMP (Free Movement of Person Protocol) developed •Document describing the high-level recommendations and framework on the development, negotiation, and implementation of bilateral and multilateral labour mobility and social security arrangements by African governments. •Number of MS/ RECs endorsed and ratified the AU PFMP •Number of MS/ RECs developed and validated the PFMP, goods and services 	<p>0</p> <p>0</p>	<p>1 road map</p> <p>1 set of high-level recommendations and framework</p> <p>6MS 3REC</p> <p>6MS 3REC</p>	<p>PAFoM 2021 meeting in Dakar</p> <p>Reports and recommendations available</p>

<p>Outcome 2:</p> <p>Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.</p>	<p>Level of alignment of national labour migration policies with regional labour migration policies/ frameworks, international best practices, taking into account the gender dimension.</p> <p>Level of compliance of national regulatory systems with relevant international and regional human rights and labour standards.</p>	<p>•Number of MSs with policies aligned with regional frameworks and relevant international and regional human rights and labour standards.</p> <p>•Number of RECs with regional policies and regulatory systems on LM</p>	<p>0</p>	<p>6MSs</p> <p>6MSs 3RECs</p>	<p>1 MS with policies aligned 1 MS in policy in progress 4 policies in progress in 4 MSs</p>
<p>Output 2.1:</p> <p>Enhanced gender responsive labour migration policy and regulatory frameworks in MSs and RECs, taking into account relevant international human rights and labour rights and existing general migration and labour migration specific frameworks in Africa and globally including the AU MPFA and the GCM</p>	<p>a: Number of RECs that developed gender responsive labour migration policies in line with relevant international and regional human rights and labour standards.</p> <p>b: Number of MSs that domesticated a relevant regional labour migration policy and developed their own national migration policy framework which takes into account the gender dimension.</p>		<p>0</p> <p>0</p>	<p>3 RECs</p> <p>6 MS</p>	<p>1 Draft EAC labour migration policy</p> <p>1 MS with domesticated labour migration policy. Lesotho</p>
<p>Output 2.2:</p> <p>Active international cooperation to build the necessary cooperation framework on labour migration with non-AU Member states and other regions developed</p>	<p>a: # of intra-regional meetings.</p> <p>b: bilateral and multilateral labour migration and mobility agreement/negotiations, which take into account the gender perspective and international human rights and labour standards.</p> <p>c: availability of model migrant welfare programme, which takes into account gender perspectives.</p>	<p>•Number of intra-regional meetings</p> <p>•A number of bilateral and multilateral labour migration and mobility agreement/ negotiations, which consider the gender perspective and international human rights and labour standards.</p> <p>• Number of model migrant welfare programmes implemented, which considers gender perspectives.</p>	<p>0</p> <p>0</p> <p>0</p>	<p>4 meetings</p> <p>2 agreements/ negotiations</p> <p>1 model</p>	<p>2 meetings</p> <p>2 negotiations One high-level political engagement led by the AUC, ECOWAS, COMESA to the ADD Ministerial Meeting was established to promote inter-regional cooperation on labour migration two (2) high level meetings were held with the Government of Lebanon to find solutions to the challenges of African migrant workers stranded in Lebanon a policy brief on Skills Mobility Partnership between Africa and Europe is being drafted with the support of a consultant, GFMD regional consultations in Africa 1 model report in process</p>

<p>Output 2.3:</p> <p>Strengthening protection of migrant workers including through international cooperation.</p>	<p>a: # of gender-sensitive trainings organized on migrant workers' rights and number of labour attaches trained.</p> <p>b: model bilateral labour migration agreement with the perspective of regional integration is developed.</p> <p>c: Availability of gender-responsive tailored pre- and post-departure programmes for migrants.</p>	<p>Number of guidelines, manuals, tools developed on migrant's protection</p> <p>Number of relevant staff of MS/RECs trained</p>	<p>0</p> <p>0</p> <p>0</p>	<p>1 training</p> <p>1 BLA Developed for AU MS, Gulf and EU countries</p> <p>1 programme</p> <p>1 manual</p> <p>30 staff trained</p>	<p>1 training (There are inconsistencies which training, the 3rd year report was followed)</p> <p>1 BLA developed</p> <p>1 programme in process</p> <p>2 Mapping reports for Pre-Departure Orientation (PDO) and Post-Arrival Orientation (POA) for African migrants from EHOA to Gulf are finalized</p>
<p>Outcome 3:</p> <p>Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to MSs', AU's and RECs' decision makers.</p>	<p>Mechanisms in place for tripartite social dialogue and other dialogue by RECs, which pays particular attention to the specific circumstances of women migrant workers to strengthen women's collective voice, leadership and decision-making</p> <p>Mechanisms in place for inter RECs cooperation and coordination developed</p>		<p>0</p>	<p>3 mechanisms</p>	<p>2 inter-REC consultations done plus action plans</p>
<p>Output 3.1:</p> <p>Roles of the AU Labour Migration Advisory Committee promoted.</p>	<p>a: Frequency of advisory services to MSs and RECS, including in emergency cases</p> <p>b: # of Field visits undertaken in RECs, MSs, selected AU organs and in other regions: Middle East, America, Europe, OIC Secretariat</p>	<p>Number of MSs and RECS that received advisory services on labour migration issues</p>	<p>0</p> <p>0</p>	<p>9 (3RECs and 2 MS per REC)</p> <p>9 field visits</p>	<p>15 thematic proposals made for the 6 RECs, and specific recommendations</p> <p>3 policy papers with an analysis on labour mobility at least 5 press briefs</p> <p>6 field visits and consultations done between the LMAC & 6 and 6 Member States</p> <p>2 video conferences</p>

<p>Output 3.2:</p> <p>Leverage the power of the social partners (workers' and employers' organisations) and other relevant civil society stakeholders to enhance the labour migration regulatory and policy systems at regional and national levels</p>	<p>a: # of social partners involved in advocacy and lobbying activities to MS and RECs, which gave due attention to the direct involvement of women in the advocacy and lobbying activities.</p> <p>b: development of regional advocacy platform and roadmap to protect migrant workers, which pays particular attention to the specific circumstances of women migrant workers.</p> <p>c # of trade union networks roadmaps designed or implemented.</p>	<p>A number of social partners involved in new/ improved advocacy and lobbying activities at MS and RECs level, including women participation.</p> <p>A number of trade union networks roadmaps designed and/or implemented.</p>	<p>0</p> <p>0</p> <p>0</p>	<p>6 social partners at national or regional level</p> <p>6 (one regional and five national) roadmaps to protect migrant workers</p> <p>3 regional advocacy platforms (one in each REC)</p>	<p>2 social partners</p> <p>1 roadmap</p> <p>26 tripartite constituents (10 women and 16 men) benefitted from ITC-ILO E-Learning on Fair recruitment processes for practitioners</p>
<p>Outcome 4:</p> <p>AUC strengthened capacity provides for continental and regional operational leadership in labour migration management including spearheading / steering the implementation of the JLMP at all levels</p>	<p>a: % of implementation of the JLMP as per the work plan.</p> <p>b: % of utilisation of the JLMP budget.</p> <p>c: new initiatives are undertaken by AUC as follow up to JLMP.</p>		<p>0</p> <p>0</p>	<p>1 new initiative</p> <p>1 PSU</p>	<p>1 new initiative</p> <p>1 PSU established</p> <p>100% utilisation of budget</p> <p>100% implementation of JLMP Priority project</p>
<p>Output 4.1:</p> <p>Strengthened/established AUC's technical and staff capacity to lead the implementation of the JLMP</p>	<p>a: Number of staff employed at the AUC Social Affairs department disaggregated by sex.</p> <p>b: established program support unit.</p>		<p>0</p> <p>0</p>	<p>6 (3 men and 3 women)</p> <p>1</p>	<p>6 staff employed (2 male, 4 female)</p> <p>1 PSU established</p>

<p>Output 4.2:</p> <p>Strengthened capacity of the 3 RECs on labour migration management</p>	<p>a: Designated expert at the REC secretariat.</p> <p>b: Baseline assessment report on the existing needs and priorities of RECs in the area of labour migration management.</p> <p>b: Established regional network of labour migration focal points with an action plan.</p>		<p>0</p> <p>0</p> <p>0</p>	<p>1 expert at each REC</p> <p>1 report</p> <p>1 network</p>	<p>2 experts in EAC and ECOWAS</p> <p>1 baseline assessment report finalised</p> <p>Coordination to support IGAD social dialogue</p>
<p>Output 4.3:</p> <p>Promoted visibility of the JLMP through relevant communication initiatives</p>	<p>a: JLMP website</p> <p>b: # of labour Migration Communication Professionals Network among selected RECs</p>		<p>0</p> <p>0</p>	<p>1 website</p> <p>3 networks</p>	<p>JLMP website functional</p> <p>1 network</p>



Annex 4

DOCUMENTS REVIEWED

DOCUMENTS REVIEWED

Assessment Survey for Identifying Capacity Building Needs of Labour Market Institutions in the Governance and Management of Labour Migration
Consolidated LMAC report – 2019
JLMP Communication Strategy
JLMP Priority Log frame
JLMP Priority SWOT Analysis.
Labour Migration Media Awards and Resource Hub Progress Report
Mobility and Migration of African Health Workers Post-COVID. LMAC. Policy Brief 2020
Monitoring and Evaluation Framework 2020-2030 for the AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP)
Monitoring and Evaluation Framework. JLMP Priority Project.
LMAC policy briefs: Covid-19 impact on labour migration management in Africa
Protecting Migrant Workers in the Informal Economy: Inclusion of Migrant Workers in COVID-19 responses. LMAC Policy Brief.2020
Preliminary Analysis of the Assessment Survey for Identifying Capacity Building Needs of Labour Market Institutions in the Governance and Management of Labor Migration. Castagnone, Eleonora.12/11/18
Report of Meeting of African Ambassadors of main countries of origin of African migrants to the Middle East States and GCC . 29 October 2019.
Report of the African delegation to the ADD Ministerial Meeting in 2019.
Report of the workshop for the development of a training and capacity building plan on the role of labour institutions and migration authorities/agencies on labour migration governance (2018-2020), Casablanca, Morocco
Result Matrix JLMP Priority Project 2019
Strategic Framework 2020-2030 for the AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP)
Report of workshop on piloting the collection of new types of data on labour migration, such as administrative data – December 2019
Report of the meeting of Ambassadors in Addis Ababa – October 2019
Reports of workshop with workers and Plan of Action – October 2019
Reports of workshop with employers – November 2019
Report of the ATUMNET workshop – June 2019
Reports of 1st and 2nd Steering Committee Meetings: January and August 2019
Report of Steering Committee Meeting, 26 May 2020
Reports of Technical Committee Meeting 20 February 2020 & 11 November 2020
Report of the statistics workshop – November 2019
Report of the LMAC video conferences
Report of the Training on Strengthening Consular and Labour Attaché services for better governance and protection of migrant workers.
Report of the Training on fair recruitment processes for practitioners.
Report of the Training on fair recruitment processes for practitioners
Report of the E-learning on skills matching and anticipation.
The Governance of Labour Migration in the Context of Changing Employment Landscapes
Technical Paper for GFMD Breakout Session. June 2020
The Future of Labour Migration and Mobility: Innovative Partnerships for Sustainable Development. Technical Paper. April 2020

A decorative graphic consisting of several thick, curved arrows of varying lengths and orientations, arranged in a circular pattern on the right side of the page. The arrows are a lighter shade of teal than the background.

Annex 5
LIST OF STAKEHOLDERS
INTERVIEWED

	INSTITUTION	DESIGNATION
1	African Union Commission	<p>1. MOLOKWU Adaeze JLMP Programme Support Officer</p> <p>2. Brian Okengo JLMP Statistician</p> <p>3. Amohelang Ntsobo JLMP Legal Officer</p> <p>4. Hanna Negash JLMP Administrative Assistant</p> <p>5. Flurina Frei Gender Advisor</p>
2	Economic Community of West African States (ECOWAS)	6. Dr. Fernando Jorge ALVES D'ALMADA Head of Division, Social Affairs
3	COMESA Secretariat	7. Kudzanai Nyagweta Director - Legal & Corporate Affairs Division Lusaka
4	Southern African Development Community (SADC)	8. Parakokwa Maxwell Senior Programme Officer
5	GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	9. Mukurarinda, Felicitas Head of Project: Support to the African Union on Migration and Displacement Addis Ababa, Ethiopia
6	Swedish International Development Cooperation Agency (SIDA)	11. Ulla Andrés, Head of Regional Development Cooperation in Sub-Saharan Africa, Embassy of Sweden, Addis Ababa, Ethiopia
7	Swiss Agency for Development and Cooperation (SDC)	12. Odile Robert Deputy Head, Global Programme Migration and Development Federal Department of Foreign Affairs FDFA Swiss Agency for Development and Cooperation (SDC)
8	International Organization for Migration (IOM)	<p>13. Edwin Righa Programme Coordinator – JLMP AU/ECA/IGAD Liaison</p> <p>14. Catherine Matasha Programme Officer – JLMP</p> <p>15. Gabriel Dagen Liaison Officer - JLMP</p> <p>16. Marina Manke Head of Labour Mobility and Human Development Division, Department of Migration Management IOM, Geneva</p> <p>16. Jason Theede Senior Labour Mobility & Human Development Specialist Regional Office for Southern Africa Pretoria – South Africa (UTC +2)</p> <p>17. Tanja Dedovic Senior Regional Thematic Specialist on Labor Mobility and Human Development Regional Office for Middle East and North Africa (MENA) Cairo – Egypt (GMT +2)</p> <p>18. Naomi Shiferaw Senior Thematic Specialist - Labour Migration and Human Development Regional Office for West and Central Africa Dakar – Senegal</p>
9	PAN AFRICAN UNIVERSITY	19. Prof Vincent Ntuda
10	ITUC-Africa	20. Odigie Akhator Joel Coordinator, Human and Trade Union Rights ITUC-Africa

11	Women in Cross border trade under FEMCOM	<p>21. Barbara Banda Executive Director National Association of Businesswomen Taurus House, Convention Drive Box X157 Lilongwe</p>
12	International Organisation of Employers	<p>22. Stéphanie Winet Head of Stakeholder Engagement IOE - INTERNATIONAL ORGANISATION OF EMPLOYERS, Geneva</p>
13	ILO Africa Regional Office	<p>23. Cynthia Samuel-Olonjuwon Assistant Director-General Regional Director ILO Regional Office for Africa Abidjan</p> <p>24. Gloria Moreno-Fontes Chammartin, Ph.D Former Regional Labour Migration and Mobility Specialist ILO Regional Office for Africa CCIA building, Abidjan, Ivory Coast</p> <p>25. Coumba Diop – Regional LM and Mobility Specialist</p>
14	ILO Ethiopia Country Office	<p>26. Alexio Musindo Director of the ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan and South Sudan, and for the Special Representative to the AU and the ECA</p> <p>27. Silvia Cormaci, Project Manager (for JLMP Priority) ILO Addis Ababa</p>
15	ILO HQ and other projects	<p>28. Natalia Popova</p> <p>29. Samia Kazi Aoul Labour Migration Specialist and Social Protection of Migrant Workers MIGRANT, ILO Geneva</p>



Annex 6
PROGRESS ACHIEVED
COMPARED WITH THE
INDICATORS IN THE
RESULT MATRIX

	Indicators	Data Source and Collection Method	Baseline	Target	Progress made during the reporting period	Cumulative Progress	Assumptions
<p>Overall Objective: Contribute to improved labour migration governance to achieve safe, orderly and regular migration in Africa as committed in relevant frameworks of the African Union (AU) and Regional Economic Communities (RECs), as well as relevant international human rights and labour standards and other cooperation processes</p>	<p>Governments in Africa demonstrate the stronger capacity to address modern labour migration challenges</p> <p>Regional labour migration coordination improved through implemented related regional labour migration instruments, strategies and active conversation on labour migration between RECs and on AU level.</p> <p># of meetings with AU, RECs and MSs as well as workers' and employers' organizations and other partners as relevant on the coordination of labour migration</p> <p># of meetings between the AU support unit staff and relevant counterparts at RECs or developed and implemented project manual and M&E Framework</p>	<p>Reports and notes for the file from programme meetings – both on the continent as a whole and in sub-regions; results of studies and analytical reports</p> <p>Labour migration strategies in RECs NFF and meeting summaries Policies under development</p> <p>Meeting summaries</p>	<p>RECs do not have regional labour migration strategies</p>	<p>At least 3 RECs have regional labour migration strategies by the end of the programme</p>	<p>Recommendations of the LMAC to Member States have been finalized Representatives of RECs participated in the validation of the JLMP Priority project M&E framework</p>	<p>Report from AUC Training on MS and the RECs on Migration Governance with an inclusion of labour migration governance</p> <p>Report on the Third Ordinary Session of the STC on Migration, Refugees and IDP which highlighted on the role of JLMP</p> <p>Report of the 6 LMAC missions shows areas that RECs need to prioritize</p> <p>8</p> <p>5 (2 Technical and 2 Steering Committee meeting, 1 validation workshop for the M & E framework)</p>	
<p>Outcome 1: Enhanced effectiveness and transparency of operations of labour migration stakeholders, such as labour market actors and institutions, migration authorities, in consultation and cooperation with workers and employers' organizations, the private sector, recruitment industry and relevant civil society organizations, in delivering improved labour migration governance services</p>	<p>Number of labour migration stakeholders, partners and labour market institutions demonstrate greater effectiveness through increased capacity in labour migration governance, policy development and implementation and fulfilment of administrative responsibilities</p> <p>Positive reports on- migrant workers' protection with special focus on women migrant workers, during recruitment and employment abroad</p>	<p>AUC, MS and REC reports measuring their capacity to govern labour migration along a common methodology</p>	<p>1 (report of survey towards development of the JLMP CB plan)</p>	<p>Aligned national, regional and AU level multi stakeholder labour migration policies, strategies are developed along with the action plans containing implementing and evaluation mechanisms</p>	<p>The Labour Migration Training and Capacity Building Strategy is being rolled out by initially incorporating it in the training curriculum for labour administrators across the continent.</p>	<p>Initial steps were put in place to achieve outcome 1, such as the development of the LMCB in Africa.</p>	<p>The political and social situation remains stable in the region</p> <p>Acquired knowledge and capacity are utilized on the institutional level.</p> <p>Willingness of responsible stakeholders to enhance effectiveness in labour migration management</p>

<p>Output 1.1:</p> <p>A Labour Migration Training and capacity building programme for Africa (LMCB in Africa) developed utilizing already existing materials of IOM, ILO and partners and taking into account gender concerns, relevant international human rights and labour standards, environmental and other cross-cutting dimensions; and is available to guide labour migration capacity building efforts in Africa in a coherent and comprehensive manner.</p>	<p>Availability of a comprehensive and coherent cross-institutional labour migration capacity building programme in Africa</p>	<p>The completed training and capacity building programmes/manual</p> <p>Monitoring and evaluation reports</p> <p>AUC, MS and REC reports</p>	<p>A JLMP labour migration capacity building program does not exist. International organizations have developed relevant materials.</p>	<p>A JLMP labour migration and capacity building programme is developed and agreed by the stakeholders.</p>	<p>The JLMP Training and Capacity building (CB) strategy was developed</p>	<p>Draft Labour Migration Training and capacity building programme for Africa is developed. It is yet to be agreed upon by the stakeholders.</p>	<p>Technical experts are available to develop the training and capacity building programmes</p> <p>Training programme on labour migration is implemented successfully</p> <p>Necessary missing training is developed</p> <p>The political situation remains the same and stable</p> <p>Sufficient REC, Member States' institutional engagement and coordination</p>
--	--	---	---	---	--	--	---

Indicators	Data Source and Collection Method	Baseline	Target	Progress made during the reporting period	Cumulative Progress	Assumptions
Suggested activities that lead to Output 1.1:						
<p>This output will provide additional support to undertake capacity gap assessment, development of a labour migration capacity building programme and undertaking capacity building workshops. AUC with the support from GIZ will convene the first workshop for experience sharing, develop the capacity building programme strategy and agree on Terms of Reference for the development of the labour migration training and capacity building programme filling existing gaps and corresponding to the current needs. GIZ will provide all logistical support for the first workshop meeting including venue, interpretation, tickets and DSA. ILO and IOM will jointly support AUC in the development of the labour migration training and capacity building programme using international best practices, OSCE/IOM/ILO Labour Migration Handbook, ITC-ILO training programmes including the Labour Migration Academy, other relevant materials of the IOM- Africa Capacity Building Centre (ACBC), RECs and AU Member States. An inventory of the available training materials will be made and those which need update will be identified as well as areas that are not covered by the available training. The capacity building programme will be presented in another meeting of experts for validation. The second workshop will be convened by the AUC with the support from GIZ and the training programme will become official "JLMP Labour Migration Training Manual and Capacity Building Programme". ILO and IOM will support in the development and publication of the relevant capacity building tools. AUC with financial support from GIZ will lead the development of the capacity building training programme with support from IOM and ILO. Activity 1.1.1 will be implemented by AUC (through funding from AU MS and GIZ) and IOM and ILO (through funding from SIDA). Activities regarding the capacity gap assessment and organization of meetings to review the draft capacity building manual and validation will be implemented by AUC with funding from GIZ and AU MS under the overall JLMP programme. The implementation of activity 1.1.2 will be supported by GIZ and IOM (through funding from SIDA).</p> <p>Activity 1.1.1: Support the development of a JLMP labour migration training and capacity building programme which could be delivered through the update and development of training modules, a ToT, an e-learning tool, in partnership with African universities and/or training centers using ILO and IOM labour migration tools, manuals and training programmes as well as international and regional best practices.</p> <p>Activity 1.1.2: Publish, translate and disseminate the training and capacity building programme. The latter will include an inventory of existing training programs, identified gaps, and the way forward to fill in those gaps and elaboration of the training plan based on existing available training as well as developed the training manuals / modules which are still in need</p>						
<p>Output 1.2:</p> <p>Increased knowledge and skills among target labour migration stakeholders to deliver fair, effective and transparent and gender responsive labour migration services</p>	<p># of male and female labour migration experts from selected RECs and AU member states demonstrate increased understanding of labour migration challenges, and effective governance approaches in Africa</p>	<p>Questionnaires pre- and post-training filled in by training participants</p> <p>Monitoring and evaluation reports prepared by trainers</p>	0	<p>At least 80% of at least 60 training participants demonstrate increased knowledge</p>	<p>AUC has initiated the organization of 2 workshops. These will be part of a Capacity Building Initiative for Labour Administrators targeting National Schools of Public Administration (NSPA) of French Speaking countries and the Centre regional d'Administration du Travail. The curricula for initial training and the programme for continuous training in NSPA were finalized and are available for training of NSPA trainers. ILO and IOM are undertaking technical consultations on the modular approach for strategy and rolling out in 2020.</p> <p>ILO has identified needs of employers organizations and agreed on the development of a guide on labour migration lead by IOE.</p>	<p>No progress has been made</p> <p>There is strong coordination and willingness between the AU, RECs and Member states to participate in the training and involvement of relevant staff to the training</p> <p>The political situation remains the same and stable</p> <p>Sufficient REC, Member States' institutional engagement and coordination</p> <p>The development and duplication of the training manual</p> <p>Available and interested experts present</p>

Suggested activities that lead to Output 1.2:

Based on the programme produced in Output 1.1, six capacity building and training workshops/sessions will be undertaken. AUC will be responsible for organising all the training workshops. The cost of 2 training sessions/workshops will be covered by GIZ under the overall JIMP programme, and the remaining 4 training session costs will be implemented by IOM and ILO, who will organize two training workshops each through funding from SIDA. AUC, ILO and IOM will provide all logistical support for organizing the trainings under their responsibility. In addition, IOM and ILO will provide resource persons and training materials.

Activity 1.2.1: Roll out the capacity building and training programme and its related tools with the AUC, RECs, selected MS, academics (e.g. through partnerships with the Pan African University of Yaoundé)

<p>Output 1.3:</p> <p>Support the AUC and member states in the collection and analysis of labour migration data, including by producing a “Labour Migration Statistics” Report</p>	<p>a: One Labour Migration Statistics database with data disaggregated by sex, age, labour market status, education, country of origin, economic activity, occupation</p>	Labour Migration statistics database	0	1 labour migration database	0	0	<p>Member States and RECs provide the information on labour migration of their respective region and nation</p> <p>Qualified technical resources are available to develop the database. Political situation remains the same and stable</p> <p>There is strong coordination and willingness between the AU, RECs and Member states</p> <p>Sufficient REC, Member States’ institutional engagement and coordination</p>
	<p>b: # Publications on research</p>	Publications on research	0	3 Publications	0	0	
	<p>c: Production of a pan-African Labour Migration Statistics Report</p>	Second Labour Migration Statistics Reports	0	1 Pan-African migration statistics report	The production of the report is ongoing under the coordination of the AUC Department of Economic Affairs and the technical support of ILO. The draft is going through the final production stage (design, translation and printing).	The first draft of the Report on Labour Migration Statistics in Africa: 2nd Edition 2017/18 is developed	

Suggested activities that lead to Output 1.3

In preparation of the Labour Migration Statistics Report, it was agreed to harmonize the data collection methodology, by adopting a common International Labour Migration Questionnaire (ILMQ) and developing harmonized concepts and definitions on labour migration statistics, standardized tools and modules on labour migration statistics. The ILMQ was circulated to AU member states, and the first meeting to review data was held in April 2018, where it was agreed that there is a need to review the data collection methodology. One of the challenges was that other administrative data sources like IOM's Data Tracking Matrix (DTM), border control information and work permit administration among others were not consulted. AU through MS funding will be spearheading this work. AUC will be responsible for finalising the 2nd report. Activities under this output will also include seconding a consultant at the AUC to assist with data collection (i.e. Administrative data and other complementary sources), Production of a draft report and a workshop to validate the report and final publication of the report.

ILO (through SIDA funding) is responsible for the implementation of activity 1.3.1, 1.3.2, and 1.3.4 and will cover the costs associated with the implementation of these activities. IOM (through SIDA funding) will be responsible of the implementation of 1.3.3. and will provide technical comments/inputs to the reports as well as providing technical support to activity 1.3.1. AUC will provide technical and expertise to the implementation of each activity.

Activities related to organizing technical workshops of NSOs, validation of the report as well as the publication of the report are implemented and organized by AUC, and financially covered under the overall JLMP programme through AU MS funding. IOM and ILO will provide technical and expertise support to the successful implementation of each activity.

Activity 1.3.1: Organize two technical and training workshops on the methodology and processes for collecting the labour migration data for the production of the Labour Migration Statistics Report.

Activity 1.3.2: Support the production of a Pan-African Labour Migration Statistics Report.

Activity 1.3.3: Piloting collection of new types of data on labour migration, such as administrative data from the government, border control data and private sector counterparts.

Activity 1.3.4: Support AUC MS and RECs on the establishment of the continental labour migration information statistics database.

Output 1.4: Labour migration stakeholders in Africa are capacitated to address the skill dimension of labour migration governance, such as piloting skills mobility initiatives helping to reduce skills shortages; increasing recognition of skills and qualifications across Africa, contributing to the strengthened employability of migrants to prevent brain waste, deskilling and unemployment.	a: Regional mutual recognition arrangements are developed in one sector/occupational field in each REC	Mutual recognition arrangements are developed and available	0	Mutual recognition studies in each REC	<ul style="list-style-type: none"> •The leather sector has been selected for: review of curriculum and qualifications and mapping of labour mobility in the sector • Partnership: African Leather and Leather Products Institute (ALLPI) 	Sufficient REC and Member State institutional engagement and coordination Political situation remains the same and stable There is a political will by RECs and Member States to implement all planned activities
	b: Study on health workers mobility is published in 3 RECs	Study available and published	0	Health workers mobility study	<ul style="list-style-type: none"> •Preliminary meetings have been held with ALLPI by the AUC, ILO & IOM 	
	c: Action plans for strengthening skills identification and anticipation approaches and systems are developed in each REC	Action plans of the RECs for strengthening skills identification anticipation approaches	0	Action plans for strengthening skills identification and anticipation	<ul style="list-style-type: none"> •TORs were agreed upon to conduct two studies on (i) harmonization of training curricula by the ALLPI and (ii) assessment of labour and leather product labour market for labour mobility 	

Suggested activities that lead to Output 1.4

Under this output labour migration, stakeholders in Africa will be capacitated on skill needs anticipation and matching, develop a mutual regional skill recognition arrangement, to address the skill dimension, develop and rollout skills and mobility among others to address the skills dimension of labour migration governance. This could involve capacity building for public sector stakeholders on the ILO Fair recruitment guidelines and capacity building on IRIS for recruitment agencies, relevant employer and trade associations and other private sector actors and trade unions, making the link between professional, ethical and fair recruitment services, successful skills identification, appraisal and matching, and better employment outcomes for both migrant workers and employers. The Global skills partnerships developed by ILO and IOM will also be piloted in two corridors.

ILO (through SIDA funding) will lead the implementation of activity 1.4.1 and 1.4.2 and will cover all costs related to the implementation of these activities. ILO (through SIDA funding) will lead the implementation of 1.4.3 an activity which will be implemented in collaboration with IOM. ILO and IOM will jointly implement activity 1.4.4 with technical expertise from both agencies. IOM will collaborate with ILO and AUC and provide technical and expertise support to the implementation of this output (Activity 1.4.2).

Activities on reports on the leather industry, a policy report on skills portability at regional economic community and continental level, validation of the health worker study and support to the development of a platform for mobility of health workers within Africa are implemented by AUC through funding from AU MS.

Activity 1.4.1: Support the development of a regional mutual recognition arrangement in one sector/occupational field in one REC (training, technical working group meetings)

Activity 1.4.2. Provide technical support to the AUC on health workers skills' portability study

Activity 1.4.3: Conduct capacity building on skills needs anticipation and matching for selected AU Member States

Activity 1.4.4: Develop and roll out skills partnerships along specific migration corridors

<p>Output 1.5:</p> <p>Progress on fostering safe and orderly labour mobility within and from Africa is monitored and evaluated through a regularly convening pan-African labour migration symposium</p>	<p>a: Develop a Roadmap containing high-level recommendations for implementation of the AU FMP (Free Movement of Person Protocol)</p>	<p>The existence of a Roadmap</p> <p>Report after the symposium</p> <p>Field visit reports</p>	0	1 road map	<p>No progress has been made in this reporting period towards achieving this indicator</p>	No progress made	<p>There is strong political will on the implementation of the Free Movement Protocol and other frameworks on fostering safe and orderly labour mobility within and from Africa by the Member States or in establishing free movement regimes in RECs where not yet in place.</p> <p>Political situation remains stable</p>
	<p>b: Develop High-level recommendations and framework on the development, negotiation, and implementation of bilateral and multilateral labour mobility and social security arrangements by African governments.</p>	<p>Monitoring and evaluation reports</p>	0	A set of high-level recommendations and framework	<p>A draft model Bilateral Labour Agreement has been developed for MS as a guideline</p>		

Suggested activities that lead to Output 1.5

This symposium aims to foster intra-regional labour mobility within Africa and to protect the fundamental human, labour, and social rights of workers migrating within and from Africa. To this end it will articulate key considerations for identification of priorities on free movement, conducting negotiations, recruitment of workers, protection of migrant workers' human, labour, and social rights, as well as the implementation of bilateral and multilateral labour mobility and social security arrangements. The main participants of the symposium include RECs, AU MS, AUC, workers and employers' organizations, recruitment industry stakeholders, business and other relevant private sector actors, International Organizations, development partners, academic, research and civil society organization and others.

IOM (through SIDA) fund will lead the implementation of activities under this output and covers all the costs related to the implementation of this output, including participation of at least one representative from ILO and AUC. AUC and ILO will collaborate and provide technical and expertise support to the implementation of this output, including on the design and focus of the Symposium.

Activity 1.5.1 Facilitate symposium on fostering labour mobility within and from Africa

<p>Outcome 2:</p> <p>Improved policy and regulatory systems on labour migration at Member State and REC levels, taking into account its gender dimension and the relevant international human rights and labour standards.</p>	<p>Level of alignment of national labour migration policies with regional labour migration policies/ frameworks, international best practices, taking into account the gender dimension.</p> <p>Level of compliance of national regulatory systems with relevant international and regional human rights and labour standards.</p>	<p>Reports of the RECs and member states</p>	<p>TBD</p>	<p>At least 2 MSs in 3 RECs have their policies aligned with regional frameworks and relevant international and regional human rights and labour standards.</p>	<p>AUC has received requests to develop National Labour Migration Policies for Ethiopia, Zambia, Somalia, Madagascar and Lesotho.</p>		<p>There is strong REC and Member State institutional engagement and coordination as well as commitment.</p> <p>There is confidence and willingness among member states to domesticate the regional policy and regulatory systems.</p> <p>The political system remains the same and stable</p>
<p>Output 2.1:</p> <p>Enhanced gender responsive labour migration policy and regulatory frameworks in MSs and RECs, taking into account relevant international human rights and labour migration and existing general migration and labour migration specific frameworks in Africa and globally including the AU MPFA and the GCM</p>	<p>a: Number of RECs that developed gender responsive labour migration policies in line with relevant international and regional human rights and labour standards.</p> <p>b: Number of MSs that domesticated a relevant regional labour migration policy and developed their own national migration policy framework which takes into account the gender dimension.</p>	<p>Regional Labour Migration policy documents</p> <p>Reports of the RECs and MSs</p> <p>Monitoring and evaluation report</p>	<p>A draft EAC labour migration policy exists</p> <p>A SADC labour migration policy framework</p> <p>TBD</p>	<p>3 RECs</p> <p>6 MS</p>	<p>There are plans to support EAC to finalize its Regional Labour Migration Policy based on the Secretariat's request</p> <p>Lesotho will also be supported</p>	<p>No progress made</p>	<p>There is confidence among the MS on regional migration policy frameworks and willingness to domesticate them.</p> <p>There is strong REC and Member State institutional engagement and coordination.</p> <p>Political situation remains the same and stable</p> <p>Member states remain committed to analyse and reflect gender dimension.</p>

Suggested activities that lead to Output 2.1

This output aims to support the AU MS and RECs to develop their own national and regional labour migration regulatory and policy frameworks taking into consideration relevant international and regional human rights including labour rights and existing general migration and labour migration specific frameworks in Africa and globally, including the AU MPFA, a joint IOM/ILO Guidance note and the Global Compact for Migration. It also supports AU MS and RECs to domesticate regional and international labour migration policy and regulatory frameworks. To achieve this output AUC, IOM and ILO will work together with other international organizations, social and development partners, AU MS, RECs and others. The RECs, in consultation with member states, will select the AU MS from each REC. IOM and ILO will provide support to these selected AU MS in a complementary manner by mobilizing on their specific mandates and expertise.

IOM (through SIDA funding) will lead the implementation of activity, 2.1.3 and 2.1.4 and covers all costs related to the implementation of these activities. ILO will provide technical expertise for these activities.

ILO (through SIDA funding) will lead the implementation of activity 2.1.1, 2.1.5 and 2.1.6 and covers all costs related to the implementation of these activities. IOM will provide technical expertise for these activities.

IOM and ILO will jointly implement activity 2.1.2 by jointly agreeing on a methodology to provide effective consultations and subsequently conducting the consultations in agreed countries.

Activity 2.1.1: Conduct and validate the assessment of existing labour legislations (including labour codes) and policies in selected RECs and member states, ensure their relevance to labour migration governance for their coordination and assess their gender responsiveness.

Activity 2.1.2: In consultation with the RECs, provide effective guidance to selected member states to domesticate and/or develop regional/national labour migration policy frameworks through the development/revision of gender responsive labour migration policies or the inclusion of labour migration elements in migration and employment policies as relevant, including a guidance note.

Activity 2.1.3: Facilitate Inter-REC experience sharing and capacity building on labour migration policies (Secretariat of EAC, ECOWAS, SADC, COMESA, IGAD, CEN-SAD, ECCAS and UMA).

Activity 2.1.4: Facilitate advocacy and capacity building meeting of Pan African Parliament and Regional Parliaments on labour migration (synergy with 3.1.3).

Activity 2.1.5. Support the AUC in developing and adopting an AU Declaration on the Protection and Promotion of the Rights of Migrant Workers.

Activity 2.1.6 Promote/support the ratification of relevant international and regional human rights and labour standards and domestication of these standards in national law and policy in selected countries, RECs.

Output 2.2: Active international cooperation to build the necessary cooperation framework on labour migration with non-AU Member states and other regions developed	a: # of intra-regional meetings.	Discussed cooperation agreements	TBD	4	3	3	There is strong REC and Member State institutional engagement and coordination. Political situation remains the same and stable. There is strong coordination and willingness between the AU, RECs and Member states as well as interest on the issues from non-AU states and other regions.
	b: bilateral and multilateral labour migration and mobility agreement/ negotiations, which take into account the gender perspective and international human rights and labour standards.	Reports of the RECs and MSs	TBD	2	0		
	c: availability of model migrant welfare programme, which takes into account gender perspectives.	Monitoring and evaluation report	0	1	0		

Suggested activities that lead to Output 2.2

The objective of these activities is to build international cooperation frameworks with the Middle East countries and the EU through consultative dialogues and workshops.

IOM (through SIDA funding) will lead the implementation of all activities under this output and covers all costs related to the implementation of the activities. IOM will work in close cooperation and coordination with the AUC and ILO towards the achievement of the output.

Activity 2.2.1: Conduct an assessment of Africa – Middle East and Organization of Islamic Cooperation (OIC) labour migration trends, BLAs and challenges, with recommendations for cooperation.

Activity 2.2.2: Facilitate Policy Dialogue with Middle East Countries and OIC on labour migration and support the replication of initiatives similar to ones undertaken within the Colombo Process and Abu Dhabi Dialogue.

Activity 2.2.3: Develop a Model Migrant Welfare Programme for AU, MSs and RECs.

Activity 2.2.4: Organize workshop to review AU-EU policy cooperation on labour migration.

Output 2.3: Strengthening protection of migrant workers including through international cooperation.	a: # of gender-sensitive trainings organized on migrant workers' rights and number of labour attaches trained.	Reports of the RECs and MS	0	1	The training for workers and employers included sessions on protection of female migrant workers, e.g. domestic workers. 1	1	There is coherency between national, regional and extra-regional standards, policies and activity interventions.
	b: model bilateral labour migration agreement with the perspective of regional integration is developed.	Reports on the trainings	0	1 Draft model BLA Developed for AU MS, Gulf and EU countries	TORs for pre- and post-departure programmes under development	Draft model BLA developed by the AUC with technical assistance of ILO & IOM	Qualified trainers identified and involved. Relevant staff is available for training. Interest from the MS, AU, Gulf and EU countries to cooperate on the development of model bilateral labour migration agreements.
	c: Availability of gender-responsive tailored pre- and post-departure programmes for migrants.	Availability of gender responsive pre- and post- departure programmes for migrants Monitoring and evaluation report	0	1		Draft TORs developed	Political situation remains the same and stable
Activities that lead to Output 2.3							
This output seeks to strengthen the protection of migrant workers including through international cooperation.							
Activities 2.3.1 and 2.3.2 are jointly implemented by IOM and ILO (through SIDA funding). IOM (through SIDA funding) will lead the implementation of activity 2.3.3 and covers all costs related to the implementation of these activities. AUC, IOM and ILO will collaborate towards the achievement of this output.							
Activity 2.3.1: Organize consultative and training workshops for Labour Attachés.							
Activity 2.3.2: Develop a Model bilateral labour agreement with third countries.							
Activity 2.3.3: Develop generic modules for pre-departure and post-arrival orientation programmes for MSs based on existing models and best practices.							
Outcome 3: Multi-stakeholder policy consultation and practical coordination on labour migration and mobility to provide advisory support to MSs', AU's and RECs' decision makers.	Mechanisms in place for tripartite social dialogue and other dialogue by RECs, which pays particular attention to the specific circumstances of women migrant workers to strengthen women's collective voice, leadership and decision-making	Reports of the AU, RECs and its member states Monitoring and evaluation report	2	3	2	2	There is strong coordination and consultation between AU, RECs and MSs Political situation remains stable

Output 3.1: Roles of the AU Labour Migration Advisory Committee promoted.	a: Frequency of advisory services to MSs and RECS, including in emergency cases	Reports of the AU, RECs and its member states	0	Once in a quarter	1	1	There is a willingness from the MSs and RECs for advisory service by the AU LMAC.
	b: # of Field visits undertaken in RECs, MSs, selected AU organs and in other regions: Middle East, America, Europe, OIC Secretariat	Monitoring and evaluation report	0	9	6	6	Political situation remains the same and stable. There are requests from MS and RECs for advisory service from the AU LMAC.

Suggested activities that lead to Output 3.1

This output seeks to promote the role of AU Labour Migration Advisory Committee on labour migration governance across various partners at national, regional and continental levels in Africa. To achieve this objective AUC is supported by IOM (through SIDA funding) to lead on the implementation of activity 3.1.1, 3.1.2, and 3.1.3 and covers all cost related to the implementation of these activities.

Activity 3.1.1: Support Observation/Assessment Field visits of the Committee to MS, RECs and relevant AU Organs.

Activity 3.1.2: Facilitate field visit to other regions (Middle East, America, Europe, OIC Secretariat) to monitor the status of African migrant workers and promote international cooperation.

Activity 3.1.3 Support cooperation with Pan African Parliament and ECOSOCC + African Peer Review Mechanism (APRM) (synergy with 2.1.4).

Output 3.2: Leverage the power of the social partners (workers' and employers' organisations) and other relevant civil society stakeholders to enhance the labour migration regulatory and policy systems at regional and national levels	a: # of social partners involved in advocacy and lobbying activities to MS and RECs, which gave due attention to the direct involvement of women in the advocacy and lobbying activities.	Reports of the AU, RECs and its member states	0	6 social partners	2	2	There is willingness from the social partners to be involved in the advocacy and lobbying activities.
	b: development of regional advocacy platform and roadmap to protect migrant workers, which pays particular attention to the specific circumstances of women migrant workers.	Monitoring and evaluation report	0	3 regional advocacy platforms (one in each REC)	0	0	Political situation remains the same and stable.
	c # of trade union networks roadmaps designed or implemented.		0	One roadmap to protect migrant workers	1	1	There is political will from the RECs and MS for the social partners' involvement in advocacy and lobbying.

Suggested activities that lead to Output 3.2

This output seeks to promote the involvement of influential social partners through developing the capacities of social partners through trainings, consultations, communication materials, etc. to enhance the labour migration regulatory and policy systems at regional and national levels. To achieve this ILO (through SIDA funding) will lead the implementation of activity 3.2.1 and 3.2.2 and cover all costs related to the implementation of these activities. Whereas IOM will lead the implementation of activity 3.2.3 and 3.2.4 and cover all costs related to the implementation of these activities. ILO and IOM will provide technical expertise for the activities lead by the other agency.

Activity 3.2.1: Develop social partners' capacities to engage in labour migration governance at national, REC and regional level and support advocacy activities by social partners to MS and RECs

Activity 3.2.2: Facilitate regional consultation of trade unions and employers' organizations/private employment agencies to develop/implement regional advocacy platform, networks and roadmap to protect migrant workers

Activity 3.2.3: Produce and disseminate communication materials on promoting balanced messaging on the contribution of migrant workers to development.

Activity 3.2.4: Dialogue with employers, recruiters and civil society to promote public-private collaboration on labour migration governance, ethical recruitment on the continent (economic sectors, skills levels, migration corridors); assessments of these areas carried out; recommendations developed.

Outcome 4: AUC strengthened capacity provides for continental and regional operational leadership in labour migration management including spearheading / steering the implementation of the JLMP at all levels	a: % of implementation of the JLMP as per the work plan.	Program implementation report	0	100%	100%	100%	The political situation remains the same. AUC capacity is utilized to full extend. There is political willingness from the AUC and RECs to take the leadership for the implementation of the JLMP.
	b: % of utilisation of the JLMP budget.	Monitoring and evaluation report	0	100%	100%	100%	
	c: new initiatives are undertaken by AUC as follow up to JLMP.	Concept notes, project proposals available as follow up to current JLMP developed by AUC	0	1	1	1	

Suggested activities that lead to Output 4.1

This output seeks to build the capacity of the AUC Social Affairs Department through providing the service of IOM staff in order to transfer IOM’s technical expertise for establishing the project support unit, which will be responsible to manage the implementation of the programme, and will be based at the AUC Department of Social Affairs (DSA), in Addis Ababa. Under this output AUC, in close consultation with IOM, will develop the ToRs for the staff that will provide their services to AUC, chair interview processes and the successful candidates will be hired by IOM. IOM will undertake the purchase of all necessary office equipment. AUC will be working together with the PSU and other IOM staff on ensuring that the capacity development occurred within this output is sustainable beyond the end of the JLMP implementation, such as by conducting joint trainings and workshops; elaborating a plan on professional development that foresees inclusion of labour migration knowledge and expertise during the AUC hiring and professional development process etc. IOM will provide all logistical and technical support towards the achievement of this output.

IOM has already started capacitating the AUC DSA through a one-year project funded by GIZ and will continue leading activities under this output (through SIDA funding). AUC through funding from GIZ under the overall JLMP programme, will undertake the implementation of the development of the operational manual of the project, including communication strategy, visibility guidelines and the M&E framework

Activity 4.1.1: Recruitment of a coordinator, one labour statistician, one project support officer (M&E, reporting, etc.), one legal advisor and one secretary for three years at the AUC

Activity 4.1.2: Hire gender employment consultant

Activity 4.1.3: Purchase necessary equipment such as computers and office furniture

Activity 4.1.4: Purchase office supplies and communication equipment

Activity 4.1.5: Support participation of the Project Support staff to international meetings/conferences

Activity 4.1.6: Organize AUC-PSU staff capacity building training

Activity 4.1.7: Support development and implementation of the work plan of the AUC Project Support Unit

Activity 4.1.8: Support meeting of the Steering Committee

Activity 4.1.9: Support the activities of the Technical Committee

Activity 4.1.10: Conduct regular monitoring and annual evaluation of the programme’s implementation

Activity 4.1.11: Produce and publish an annual report

Activity 4.1.12: Conduct final independent evaluation of the JLMP3YP

Output 4.2: Strengthened capacity of the 3 RECs on labour migration management	a: Designated expert at the REC secretariat.	Reports of the RECs	0	1 at each REC	<ul style="list-style-type: none"> • AUC in coordination with implementing partners have advertised the EAC & ECOWAS positions; • AUC is following up with SADC in view of its Labour Migration Action Plan (LMAP) to be finalized in March 2020. The LMAP will identify areas that SADC needs capacities; • AUC, ILO & IOM are coordinating the assessment with RECs & relevant MS; A consulting firm has been engaged for this task. Survey tools to be used for the assignment have been agreed and virtual consultations to 4 SADC Member States & SADC Secretariat have been scheduled for March 2020. <p>No progress made</p>	<p>There is a need from the RECs for capacity building on labour migration management.</p> <p>Political situation remains the same and stable.</p> <p>Regional network of labour migration specialists has necessary competences and authority.</p>
	b: Baseline assessment report on the existing needs and priorities of RECs in the area of labour migration management.	Monitoring and evaluation report	0	1		
	b: Established regional network of labour migration focal points.		0	1		

Suggested activities that lead to Output 4.2

IOM (through SIDA funding) is responsible for the implementation of 4.2.1 and 4.2.2 and covers all costs related to the implementation of these activities. ILO will provide technical expertise.

ILO will be responsible for implementing Activity 4.2.3 through SIDA funding.

Activity 4.2.1: Conduct Baseline assessment to identify existing needs and priorities of three selected RECs in the area of labour migration management, to identify where existing structures address labour mobility/ migration

Activity 4.2.2: Support RECs’ Secretariat with one labour migration expert to assist in their roles and responsibilities on labour migration management,

Activity 4.2.3 Support RECs Social dialogue processes on labour migration

<p>Output 4.3:</p> <p>Promoted visibility of the JLMP through relevant communication initiatives</p>	<p>4.3a: JLMP website</p> <p>b: # of labour Migration Communication Professionals Network among selected RECs</p>	<p>JLMP Website monitoring and evaluation report</p>	<p>0</p> <p>0</p>	<p>1</p> <p>3</p>	<p>AUC's DIC has developed a 0 layout of the website. IOM has hired a consultant for content management of the website.</p> <p>Consultations between AUC and ILO have been taking place to coordinate media events and competitions for journalist.</p>	<p>No progress made</p>	<p>There is strong coordination and consultations with the RECs</p> <p>Political situation remains the same and stable</p> <p>The development of communication strategy happens according to plan/ agreement</p>
<p>Activities that lead to Output 4.3</p> <p>AUC through the Directorate of Information and Communication with oversee the implementation of this Output. IOM (through SIDA funding) will provide financial support and will lead the implementation of activity 4.3.1 and cover all costs related to the implementation of this activity. ILO (through SIDA funding) will lead the implementation of activity 4.3.2 and cover all costs related to the implementation of this activity. AUC through funding from its member states and GIZ will undertake the implementation of activities related to the development of a communication strategy as well as developing a Labour Migration Barometer and covers all costs related to the implementation of these activities.</p> <p>Activity</p> <p>4.3.1 Support implementation of the Communication Strategy on JLMP Priority implementation and the JLMP implementation as a whole ***</p> <p>Activity</p> <p>4.3.2 Support establishment and activities of an AU and REC Network of media professionals on labour migration</p>							



Annex 7
EVALUATION TIMELINE

The table below summarises the main activities and the timeframe to submit the evaluation deliverables.

ACTION	TIMELINE
Evaluation starts	7 February 2022
Inception Report	18 February 2022
Finalised Inception Report	8 March 2022
Data collection	9 March-4 April 2022
Draft Evaluation Report	6 April 2022
Draft Evaluation Report incorporating EMC comments	31 May 2022
Final Evaluation Report	26 June 2022 /14 July 2022

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority)

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Levels of coordination and structures of engagement are crucial in project implementation. Therefore, besides the leadership and ownership of the AUC, it is essential to invest in technical coordination structures at the RECs and MS levels. Experience-sharing, peer learning could be promoted between RECs and MS, using the already existent continental platforms, such as LMAC. Inter-regional collaboration between African and other destinations-such as the Gulf countries- could be speed up and supported.
Context and any related preconditions	Compared to the challenges, lessons learned and opportunities for achievement that have been identified in the JLPM Strategic Framework 2020-2030, the project need to strengthen opportunities related to strengthening the exchange of good practices among RECs; investing in the coordination of labour migration programmes among RECs; using Regional Consultative Processes on migration; strengthening organizational structure and management arrangements to coordinate with RECs and MS
Targeted users /Beneficiaries	AUC, ILO and IOM teams In Ethiopia and the Regional Offices; RECs and MSs.
Challenges /negative lessons - Causal factors	The processes of engagement and coordination supported by the existing project structures and systems didn't help to establish a deeper engagement among implementing agencies and partners at the regional and national levels, which impacted the technical backstopping, guidance and support provided at all levels.
Success / Positive Issues - Causal factors	The coordination efforts carried out by the Project Support Unit (AUC-PSU) with RECs, IOM, ILO, civil society, social partners and UN agencies led to the development of background papers presented at the virtual Africa Regional Consultations for the 2020 Global Forum on Migration and Development (GFMD). These papers contained many recommendations on opportunities for collaboration, especially inter-state collaboration between countries of origin and destination.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority)

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Regional integration needs to be sped up by institutionalising capacity-building activities in all aspects of future work. The good examples of developing the workers' and employer's guides and the Training Toolkit developed by ARLAC and the Pan-African University show that future projects should support institutions that can cascade down the acquired knowledge and skills. One area already identified that needs specific attention is matching skills anticipation with the offerings of the educational sector. The development and investment in the Labour Migration Information Systems (LMIS) contributed to the project producing three Africa Statistics report, that already used gender-disaggregated data, but lacks information connected to skills and education-level of migrants.
Context and any related preconditions	The JLMP Priority intended to continue and strengthen the results already achieved since the inception of the JLMP Programme in 2015 by 1) setting up a team of experts to develop labour migration training, 2) building the capacities of authorities working on labour migration, 3) ensuring the successful implementation of the already ratified migration protocols
Targeted users /Beneficiaries	The project's key stakeholders are MSs, RECs, Government authorities, tripartite constituents, migration authorities, civil society, Academia, and training institutions, National Statistical Offices.
Challenges /negative lessons - Causal factors	The collection and analysis of certain type of statistical data is one of the major challenges in the African context. JLMP Priority could not bridge the continental and regional level gap in terms of structured labour market analysis to determine the exact nature and scope of labour mobility, nor the extent to which the recognition of skills and qualifications is a barrier to mobility. In this regard, a specific need arose, directed towards linking migration with the recognition of skills and qualifications. The harmonization of labour migration data collection and analysis methodology requires technical expertise but also capacitating labour migration statisticians.
Success / Positive Issues - Causal factors	In line with the JLMP Capacity Building Strategy and targeted support to key stakeholders in the area of labour migration, the project produced a gender sensitive Training Toolkit on Labour Migration for ARLAC, consisting of 8 modules to guide the work of Labour Administrators and Labour Attaché, with technical assistance of the ITCILO and in collaboration with the Pan African University and the African Regional Labour Administrative Centres (ARLACs). As part of the capacity building component of the programme, the project also conducted a 3 week online Training of Trainers (ToT) for 19 potential future trainers (17 men and 3 women) in partnership with ARLAC and the ITC-ILO, through its E-Campus platform in June 2021, with the main objective to train the future trainers in the delivery of the modules. Once the Training Toolkit was completed, thanks to the No-cost extension granted by SIDA, the project has also been able to provide direct support to ARLAC to implement on their own capacity building events in the field. A second ToT for 11 participants (6 women and 5 men) to test the modules from 21-25 February 2022, and a pilot training for 20 labour Administrators and Attaches (12 men and 8 women) from 14 – 18 March 2022) have been delivered by ARLAC in their training Center in Harare, Zimbabwe. This new activity provided a great opportunity to capacitate ARLAC trainers as well as create ownership of the materials produced under the JLMP as a way forward. The training evaluations conducted after the training conducted by ITC-ILO in labour statistics measure overall satisfaction rate with the content and the methodology of the training, but don't provide evidence about the long-term results of these training, in terms of improving labour migration statistics reporting and data disaggregation.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority)

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The donor, RECs, MSs, diaspora and social partners implementing agencies must ensure future projects address gender-based inequalities. In this regard, the work on gender-disaggregated data collection and analysis should be prioritized , that would allow designing targeted interventions to address the needs of different categories of migrant workers.
Context and any related preconditions	The evaluation looked into how the project addresses or not the strategic needs of vulnerable groups, including women, youth and people with disabilities, and the overall gender sensitiveness of the programme. Gender indicators were documented during the evaluation's desk review and analysis stage.
Targeted users /Beneficiaries	JLMP Project team, MSs, RECs, employers' and workers' organizations, civil society, Academia, migration authorities, migrant workers.
Challenges /negative lessons - Causal factors	The JLMP Priority programme lacked a proper gender study that could flesh out relevant gender gaps and give specific and detailed directions for addressing the structural causes of gender inequality in the Program's work area. Very few countries could look into how the education sector prepares migrants in terms of their skills because very few MS can collect this type of data, particularly for youth and women. The project didn't incorporate indicators measuring how project results affects the lives of men and women, the situation of migrant workers.
Success / Positive Issues - Causal factors	The project was designed as gender-sensitive, as can be seen from its logical framework and confirmed by many interviewed stakeholders. Still, gender sensitivity is more present in capacity development activities, ensuring a proper gender parity in training and workshop activities. The studies, reviews and capacity development activities helped IOM develop a little handbook about gender impact highlighting all areas where gender has been impacted throughout the project.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority)

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Broader policy change happens at the MS level, therefore the need to integrate results from the continental and regional level into operational work at country level has utmost importance . The focus would be to share experiences through peer learning, partnerships, and exploring trends through existing or potential migration corridors, movements that accompany these phenomena and issues related to inter-regional mobility. This approach could shift the focus from not only providing capacity building and developing guides and different tools, but also towards more practice-oriented actions, focusing on the protection of migrant workers .
Context and any related preconditions	International labour mobility is characterized by the absence or weak implementation of labour migration policies and legal protection frameworks and of free movement protocols' rights and mechanisms. In addition, it can be obstructed by the lack of coherence between labour migration, employment and social protection, trade, migration monitoring, and security policies, leading to malpractices at boarder crossings and in the receiving countries. The same applies to inter-regional migration within the African continent.
Targeted users /Beneficiaries	Government representatives, RECs, Migration authorities, tripartite constituents, NGOs, Academia, migrant workers
Challenges /negative lessons - Causal factors	Weak labour migration governance can lead to tensions between host communities and migrants, and give rise to xenophobia, discrimination, racism and other related intolerances. The lack of accompanying social protection measures, the lack of capacity to handle migration as well as limited knowledge about migration-related issues resulted in negatively affecting inter-state relations; increased forced labour, human trafficking and migrant smuggling); increased tensions between host and migrant communities; threatened national and regional security.
Success / Positive Issues - Causal factors	The provision of pre-departure and post/arrival training and orientation to improve labour market and social integration and labour protection for both migrant and countries of destinations host communities. The training provided to labour attaches and migration authorities and to involve them in the overall protection agenda of migrant workers. The potential social partners have strong potential to providing direct and easily accessible services for migrant workers and their families. The importance of awareness-raising programs, activities directed towards migrant workers and the broader public has been documented through interviews.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority) Project ;

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Regional migration collaboration and cooperation with Gulf countries is considered an emerging focus of JLMP that needs special attention. The dialogue between Africa and the Arab States had already visible results and promising follow-ups by supporting the signing of BLAs, MOUs, and initiating knowledge-sharing events between the African and the Gulf region about good practices other projects have achieved till now in Africa and Asia.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The AU Department of Political Affairs guided LMAC to facilitate advocacy to promote the ratification of the AU FMPs, and ILO's work on ratification of international labour standards. In this regard, consultations between the AUC and the Abu Dhabi Dialogue Secretariat (ADD) led to a recommendation for a mutual invitation by both regions to relevant Regional Consultative Process meetings towards strengthening future cooperation and Draft Guidelines for MSs on the development of BLAs to enhance international cooperation.
Establish a clear cause- effect relationship	Briefings were held between May and October 2019 with representatives from key countries of origin for African labour migrants to the Middle East and OIC (Nigeria, Uganda, Morocco, Sierra Leone, Senegal, Kenya, Egypt, Ethiopia, Sudan and AUC (DSA & CIDO), ILO and IOM. In addition, the AUC engaged with key destination countries: Qatar, Saudi Arabia, and UAE, in their interest in involving in policy dialogue. In July 2019, CIDO led a mission alongside the Division of Labour, Employment and Migration of the Department of Social Affairs to two countries in the Gulf, namely Kuwait and UAE. In October 2019, at the invitation of the ADD Secretariat, AUC, ECCAS, ECOWAS, COMESA, and IGAD participated in the 5th Ministerial Meeting of the Abu Dhabi Dialogue on Labour Migration as observers in UAE.
Indicate measurable impact and targeted beneficiaries	The AUC, with the support of ILO and IOM, led the Africa Regional Consultations for the Global Forum on Migration and Development (GFMD). The produced background papers focused on addressing challenges to labour migration governance and made recommendations on opportunities for collaboration, especially inter-state cooperation between countries of origin and destination. In coordination with IOM and ILO, AUC is developing a Draft Guidelines for the Member States on the development of BLAs to further support MS with tools to engage among countries of origin and destination and develop gender-responsive policies for labour migrants. Targeted beneficiaries are African migrant workers.
Potential for replication and by whom	AU to organize an expert meeting in Addis Ababa between Africa and GCC countries to discuss migration governance, provide clear guidance on the Africa-GCC mechanism, and a set of good practices to the current challenges of African labour migration in the GCC. The African Institute of Remittances (AIR) will be included in the dialogues with the GCC to calculate the remittances flows and ensure that the process benefits both the migrants and the country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO international labour standards and Conventions.
Other documents or relevant comments	Report of Meeting of African Ambassadors of main countries of origin of African migrants to the Middle East States and GCC; 29 October 2019. Diaspora and Labour Migration Visit to the GCC Kuwait and UAE

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority) Project ;

Project DC/SYMBOL: RAF/18/07/IOM

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

Date: July 2022

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	LMAC proved to be instrumental in conducting needs, assessments, and field visits and performing advisory services in RECs, MSs and the AU level. LMAC is very well placed to ensure the necessary buy-in of project partners and target beneficiaries at different levels and to engage with the Government, political actors, NGOs, Academia, and migration authorities.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	LMAC was very successful in involving social partners, through the support provided by AUC and IOM. Besides the two Inter-regional meetings organized for the RECs, LMAC visited 6 out of 8 RECs, which is considered a big achievement. The visits to the Middle East and the OIC to target African migrants outside Africa are considerable achievements of LMAC. It has been agreed that GCC countries will protect African migrants, showed by the signed BLAs with Gulf countries, which show the interested parties are agreed on shared principles and approaches, using common instruments and mechanisms to deal with the situation of the African Migrants in the Middle East. This was regarded by many interviewees as being very important for the work of AUC, ILO and IOM.
Establish a clear cause- effect relationship	LMAC is urged to collaborate with the African Peer Review Mechanism (APRM) to promote the protection of migrant workers and address the increased discrimination faced by migrants, especially after the post-pandemic period.
Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries are migrant workers, and social partners. The impact of COVID-19 on cross-border traders, especially female migrant workers, highlighted the need to adopt and ratify the AU Declaration on the Protection and Promotion of the Rights of migrant workers.
Potential for replication and by whom	LMAC to support cooperation with the Pan African Parliament and ECOSOCC, and the African Peer Review Mechanism (APRM)
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	N/A
Other documents or relevant comments	3rd Consolidated project Narrative Report LMAC Consolidated Report

Priority Implementation Actions on the AU-ILO-IOM-ECA Joint Labour Migration Programme on Labour Migration Governance for Development and Integration in Africa (JLMP Priority) Project ; Project DC/SYMBOL Project Code: RAF/18/07/IOM
Name of Evaluator: Cecilia Deme, Paola Chianca, Lejla Sunagic
Date: July 2022

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Secondment to AUC was seen as a necessary and beneficial measure to optimize the coordination structure of JLMP. Stakeholders have proposed different scenarios to improve the existing Project Support Unit and JLMP project coordination processes.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	An essential administrative task of the Project was the establishment of PSU, representing the gateway to coordination with AUC, RECs, and the Member States on project activities. The PSU, located within the AU, ECOWAS and EAC (soon in ECCAS & COMESA under the JLMP Action project), made coordination, management, and liaison easier. PSU staff work as seconded officers at these institutions. Secondment to the AUC is seen both as good and bad, acknowledging the importance of technical expertise and representation while looking at the side effects of funding project-based personnel. In donors' view, secondments from the implementing agencies hinder the AUC's autonomy within the Project and negatively affects ownership.
Establish a clear cause- effect relationship	The Project faced severe human resource challenges that impacted its implementation. As a result, the secondment system has been introduced at the AUC level as a solution.
Indicate measurable impact and targeted beneficiaries	AUC, ILO and IOM teams and the RECs. In addition, measurable impacts can be observed from the Project's financial sheets and based on interviews and survey results that highlight the lack of human resources as being problematic.
Potential for replication and by whom	The donors, AUC, ILO, IOM teams, and the RECs have the decision-making power to maintain, change and/or replicate the secondment system.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	N/A
Other documents or relevant comments	Project narrative reports and the evaluation findings.

Annex 9

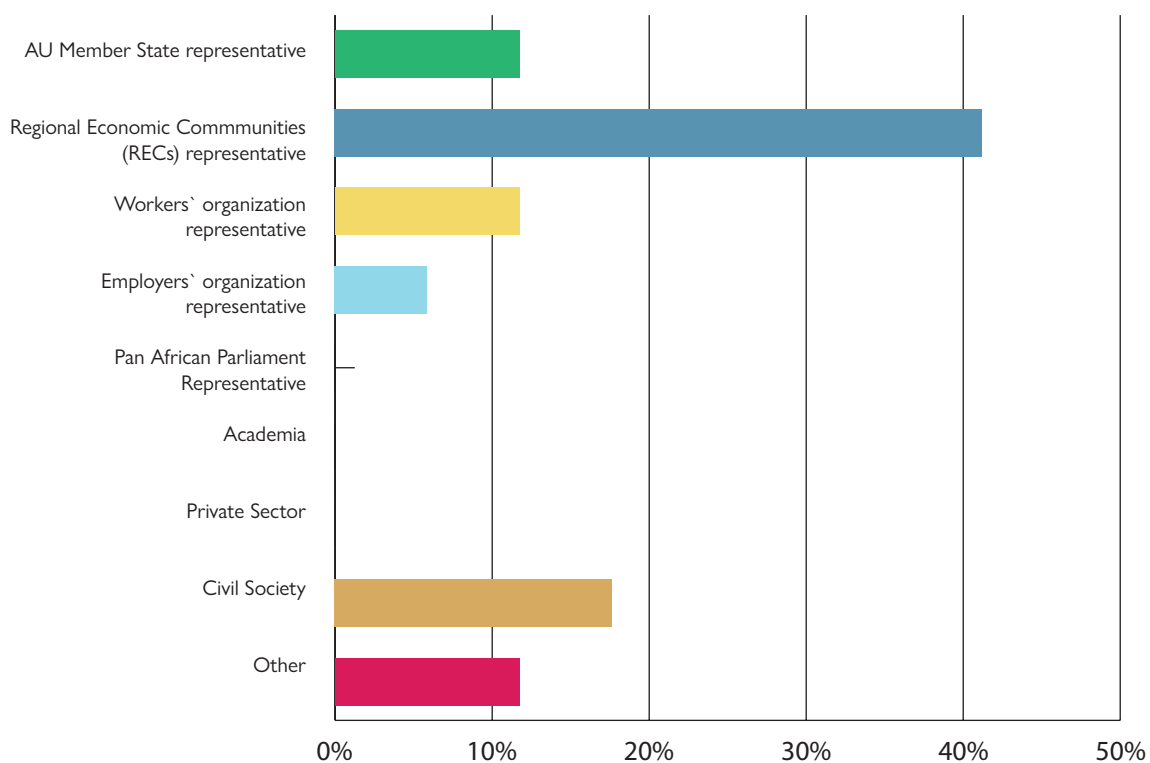
SURVEY RESULTS



Q1. WHAT IS YOUR AFFILIATION?

Answerd 17

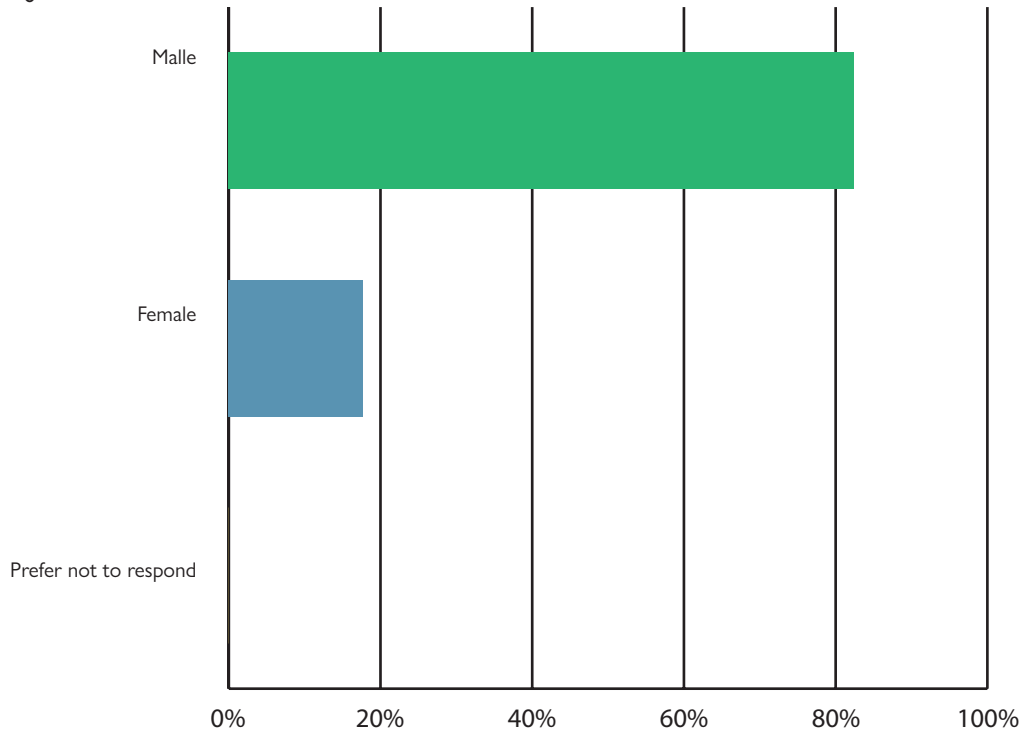
Skipped 0



Affiliation	Percentage	Count
AU Member State representative	11.76%	2
Regional Economic Communities (RECs) representative	41.18	7
Workers' organization representative	11.76%	2
Employers' organization representative	5.88%	1
Pan African Parliament Representative	0.00%	0
Academia	0.00%	0
Private Sector	0.00%	0
Civil Society	17.65	3
Other	11.76%	2
TOTAL		17

Q1. WHAT IS YOUR AFFILIATION?

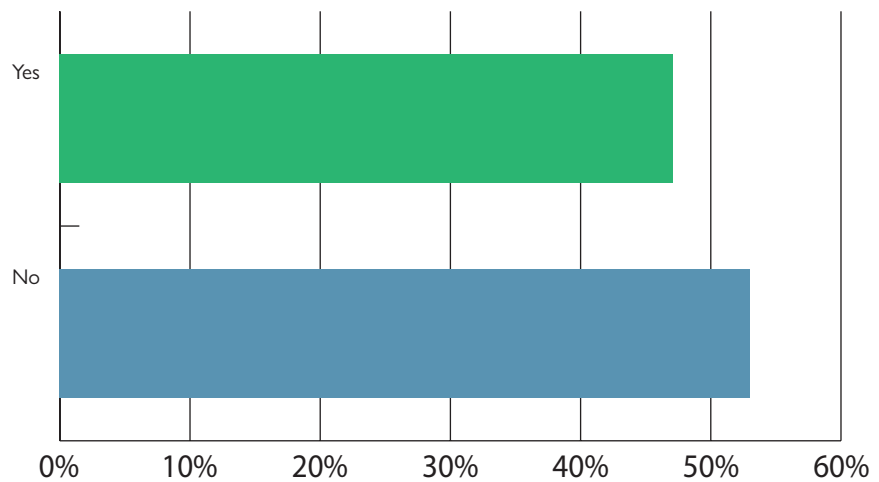
Answerd 17
Skipped 0



Male	82.35%	14
Female	17.65%	3
Prefer not to respond	0.00%	0
TOTAL		17

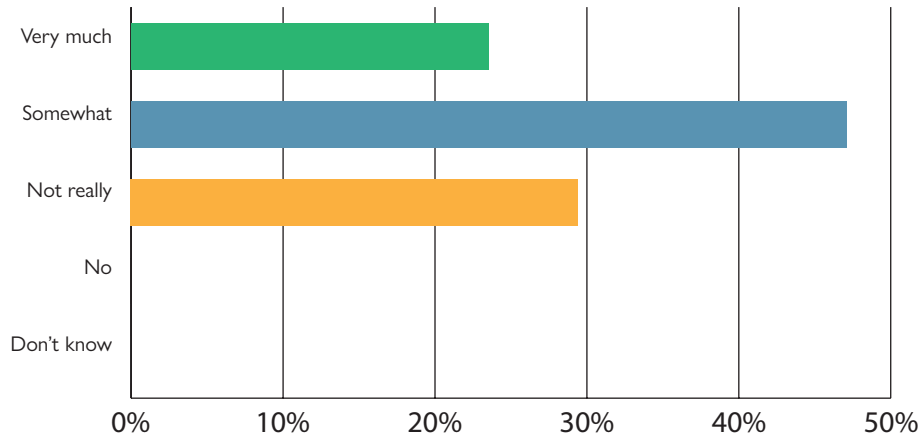
Q3. DID YOU/YOUR INSTITUTION PARTICIPATE IN THE DESIGN OF THIS PROJECT?

Answerd 17
Skipped 0



Q4. HAS THE PROJECT ADDRESSED YOU/YOUR ORGANIZATION'S NEEDS?

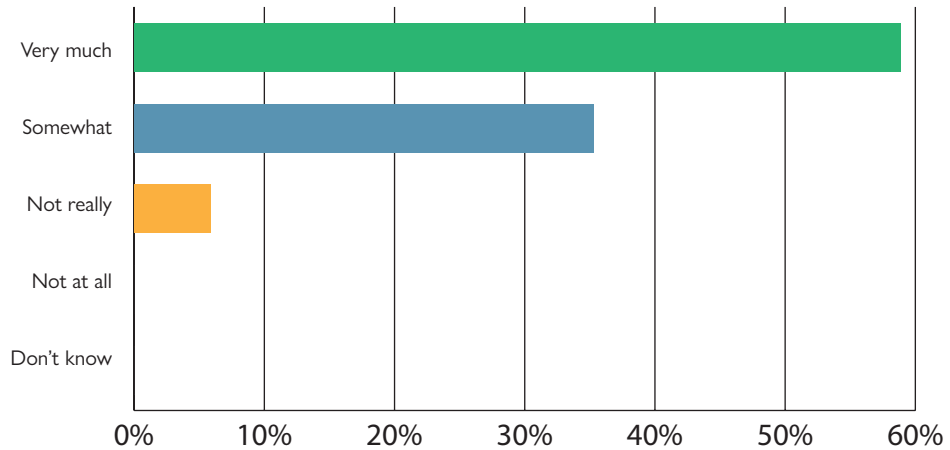
Answerd 17
Skipped 0



Response	Percentage	Count
Very much	23.53%	4
Somewhat	47.06%	8
Not really	29.41%	5
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q5. TO WHAT EXTENT WERE GENDER AND MIGRANT WORKERS' PROTECTION ISSUES MAINSTREAMED IN THE IMPLEMENTATION OF THE PROJECT?

Answerd 17
Skipped 0

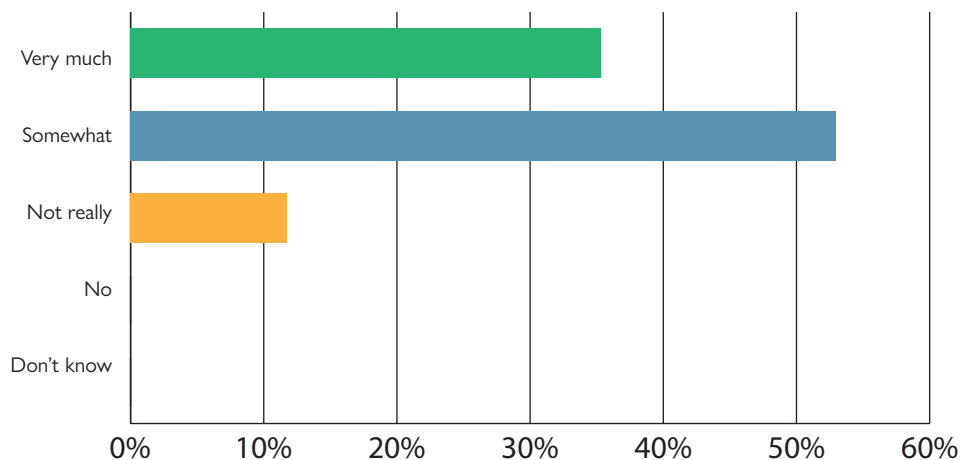


Response	Percentage	Count
Very much	58.82%	10
Somewhat	35.29%	6
Not really	5.88%	1
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q6. HOW VISIBLE HAS THE PROJECT BEEN IN CONTRIBUTING TO IMPROVED LABOUR MIGRATION GOVERNANCE IN AFRICA?

Answerd 17

Skipped 0

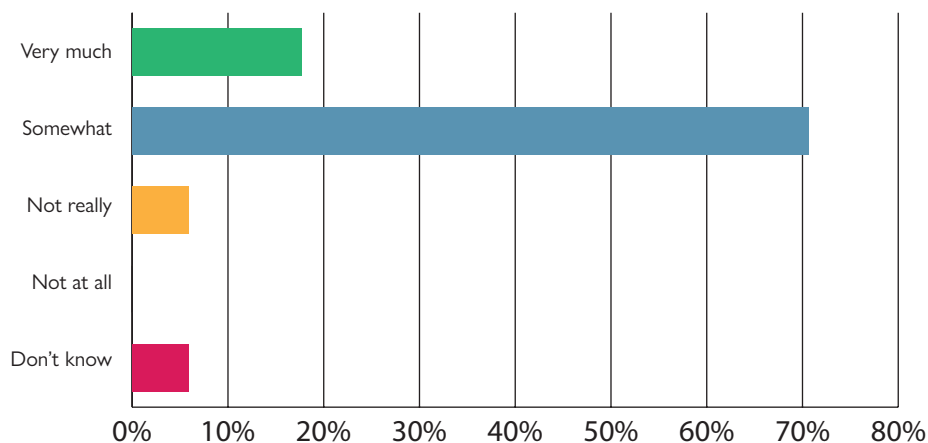


Very much	35.29%	6
Somewhat	52.94%	9
Not really	11.76%	2
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q7. HOW SUCCESSFUL WAS THE PROJECT IN IMPROVING RELEVANT INTERNATIONAL HUMAN RIGHTS AND LABOUR STANDARDS IN AFRICA?

Answerd 17

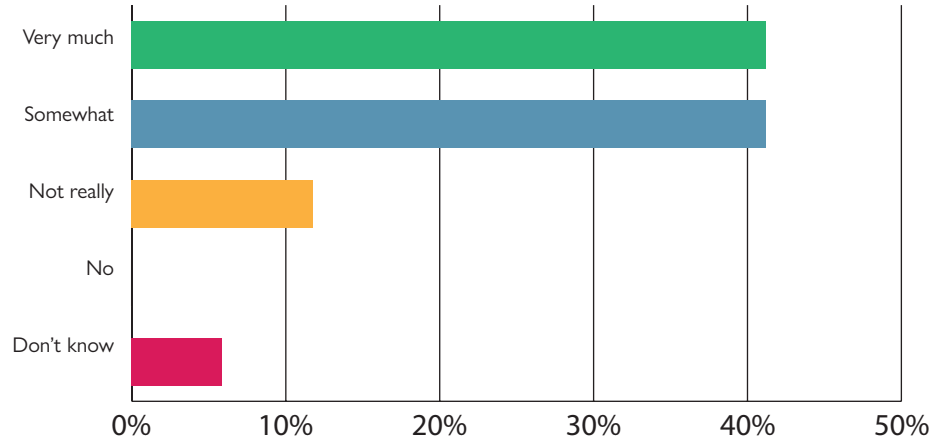
Skipped 0



Very much	17.65%	3
Somewhat	70.59%	12
Not really	5.88%	1
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q8. HOW SUCCESSFUL WAS THE PROJECT IN IMPROVING TRANSPARENCY OF OPERATIONS AND DELIVERING LABOUR MIGRATION GOVERNANCE SERVICES BETWEEN RECS AND ON THE AU LEVEL?

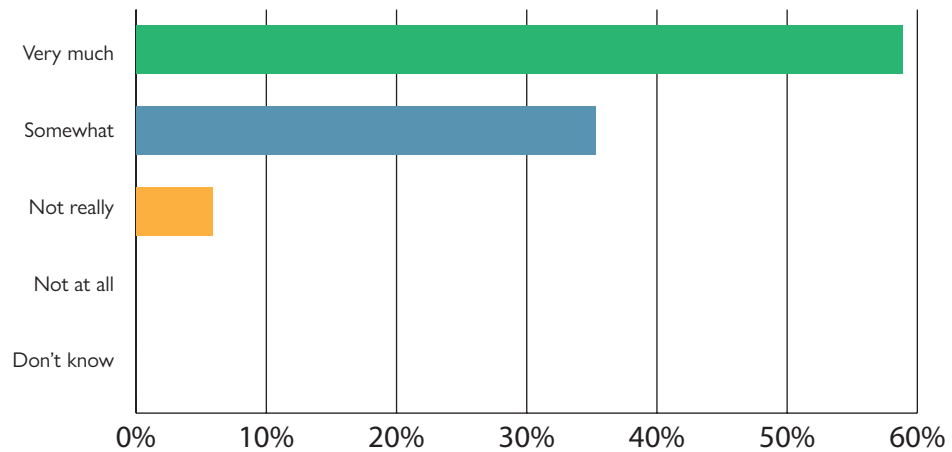
Answerd 17
Skipped 0



Very much	41.18%	7
Somewhat	41.18%	7
Not really	11.76%	2
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q9. DOES THE PROJECT SUPPORT THE IMPLEMENTATION OF THE PRIORITIES AND NEEDS OF THE AU, RECS, SOCIAL PARTNERS AND OTHER STAKEHOLDERS IN LABOUR MIGRATION GOVERNANCE?

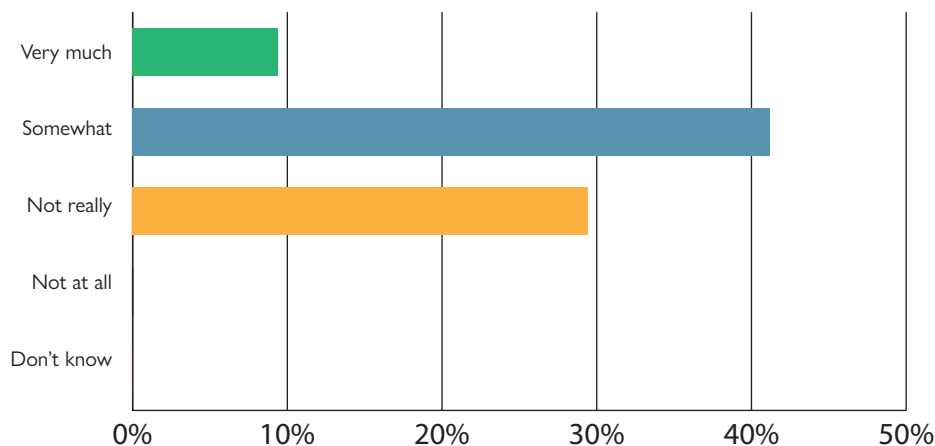
Answerd 17
Skipped 0



Very much	47.06%	8
Somewhat	35.29%	6
Not really	17.65%	3
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q10. TO WHAT EXTENT MSS AND RECS WERE SUCCESSFUL IN INVOLVING SOCIAL PARTNERS IN ADVOCACY AND LOBBYING ACTIVITIES, PAYING ATTENTION TO THE CIRCUMSTANCES OF WOMEN MIGRANT WORKERS?

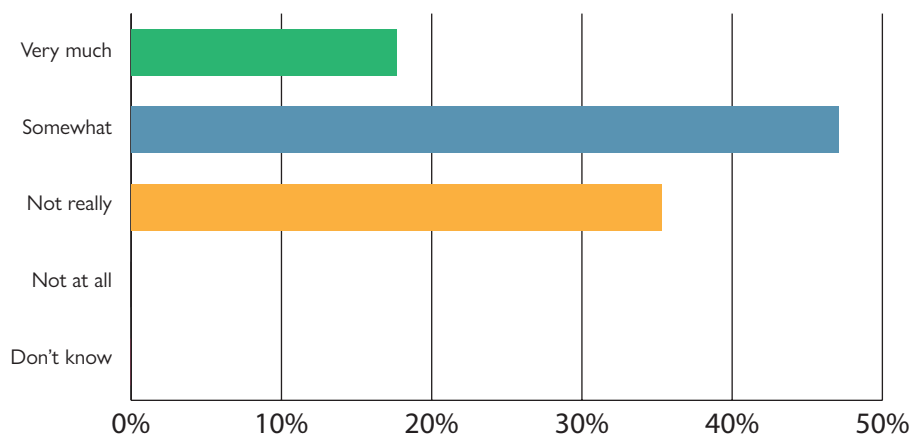
Answerd 17
Skipped 0



Very much	29.41%	5
Somewhat	41.18%	7
Not really	29.41%	5
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q11. IS THERE A STRONG REC AND MS INSTITUTIONAL ENGAGEMENT, COMMITMENT AND COORDINATION TO DOMESTICATE THE REGIONAL POLICY AND REGULATORY SYSTEMS ON LABOUR MIGRATION?

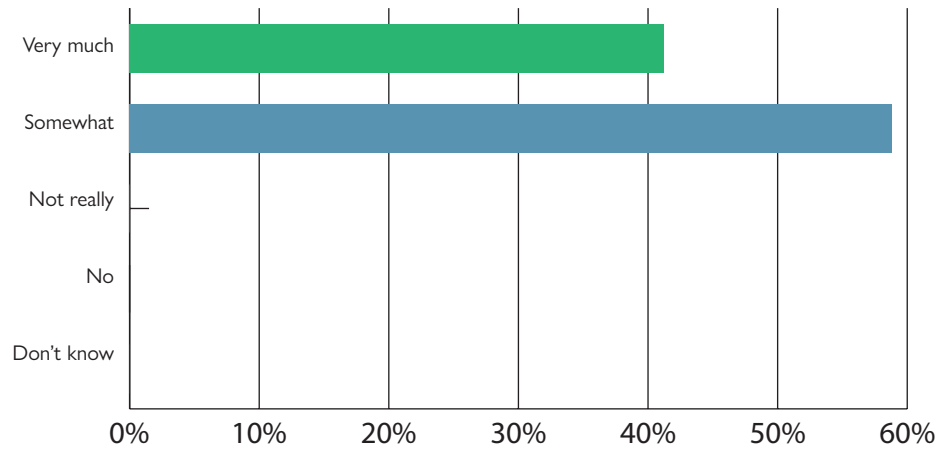
Answerd 17
Skipped 0



Very much	17.65%	3
Somewhat	47.06%	8
Not really	35.29%	6
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q12. TO WHAT EXTENT DO YOU FEEL YOU/YOUR INSTITUTION CONTRIBUTED TO IMPROVED LABOUR RIGHTS AND MIGRANTS' PROTECTION RIGHTS?

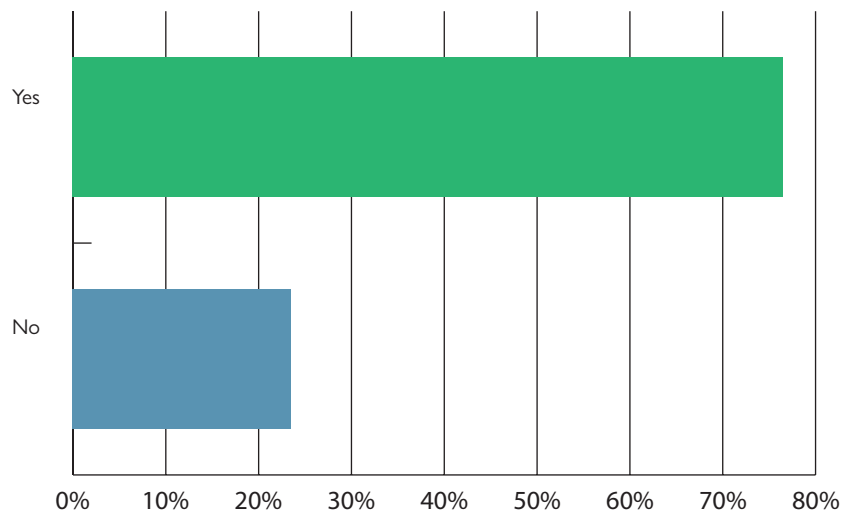
Answerd 17
Skipped 0



Very much	41.18%	7
Somewhat	58.82%	10
Not really	0.00%	0
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q13. HAVE YOU PARTICIPATED IN CAPACITY DEVELOPMENT ACTIVITIES OFFERED BY THE PROJECT?

Answerd 17
Skipped 0

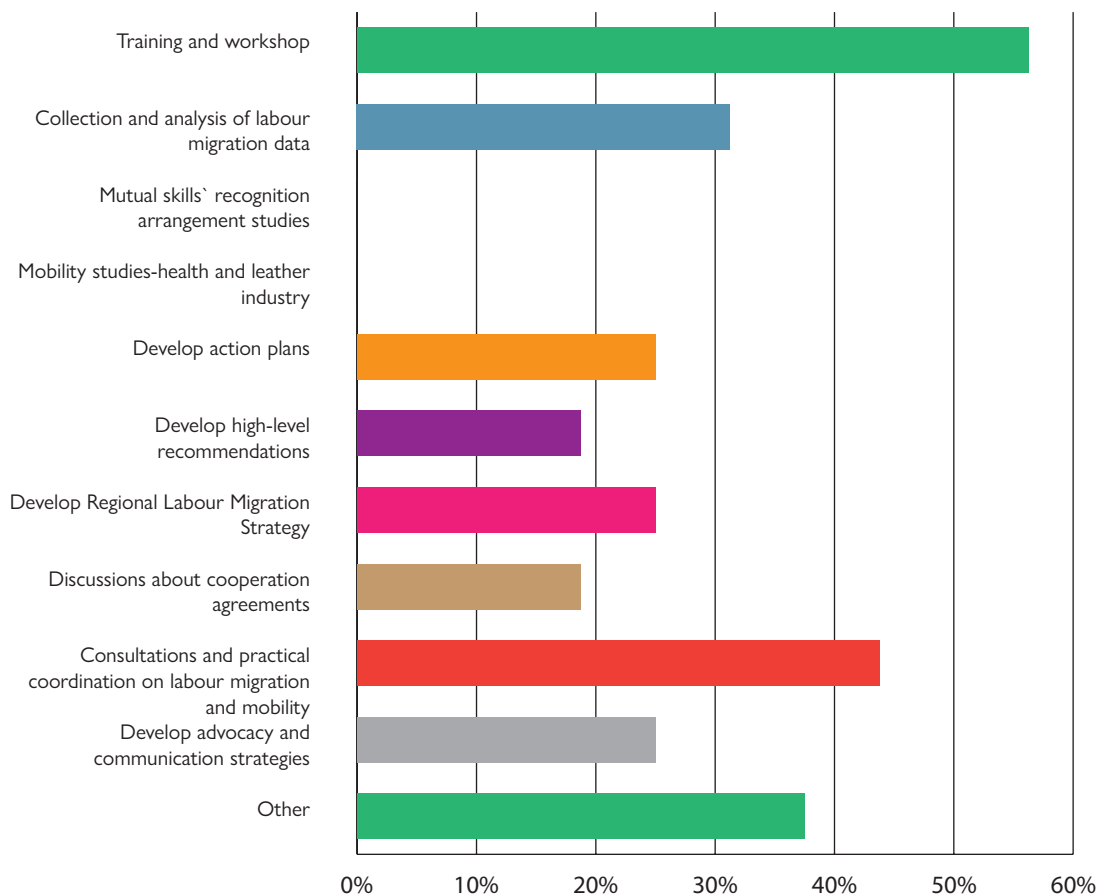


Yes	76.47%	13
No	23.53%	4
TOTAL		17

Q14. IF YES, WHICH AMONG THE ACTIVITIES LISTED BELOW WERE MOST USEFUL FOR YOU AND YOUR INSTITUTIONS? THICK ALL THAT APPLY:

Answerd 17

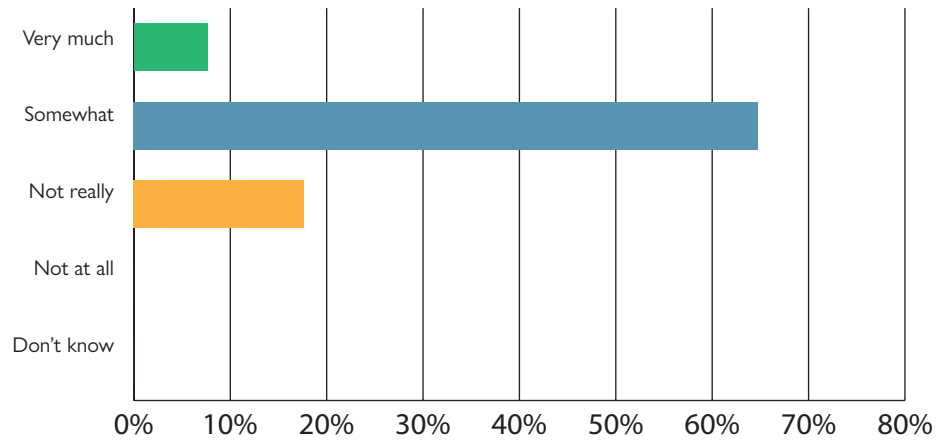
Skipped 0



Training and workshop	56.25%	9
Collection and analysis of labour migration data	31.25%	5
Mutual skills` recognition arrangement studies	0.00%	0
Mobility studies-health and leather industry	0.00%	0
Develop action plans	25.00%	4
Develop high-level recommendations	18.75%	3
Develop Regional Labour Migration Strategy	25.00%	4
Discussions about cooperation agreements	18.75%	3
Consultations and practical coordination on labour migration and mobility	43.75%	7
Develop advocacy and communication strategies	25.00%	4
Other	37.50%	6
TOTAL Respondents		16

Q15. COULD YOU SEE ANY RESULTS OF THE PROJECT IN YOUR WORK/INSTITUTION SO FAR?

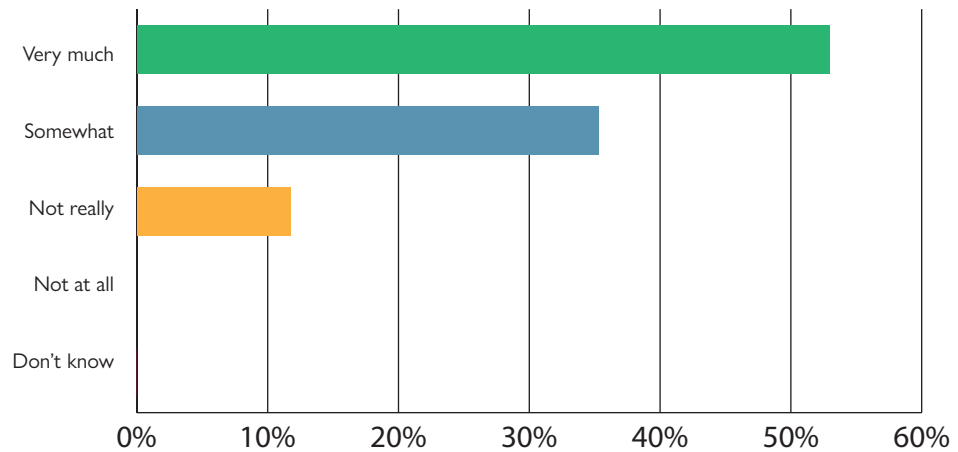
Answerd 17
Skipped 0



Very much	17.65%	3
Somewhat	64.71%	11
Not really	17.65%	3
Not at all	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q16. DO YOU FEEL YOUR KNOWLEDGE AND SKILLS IN LABOUR MIGRATION GOVERNANCE IMPROVED AS A RESULT OF YOUR PARTICIPATION IN THE PROJECT?

Answerd 17
Skipped 0

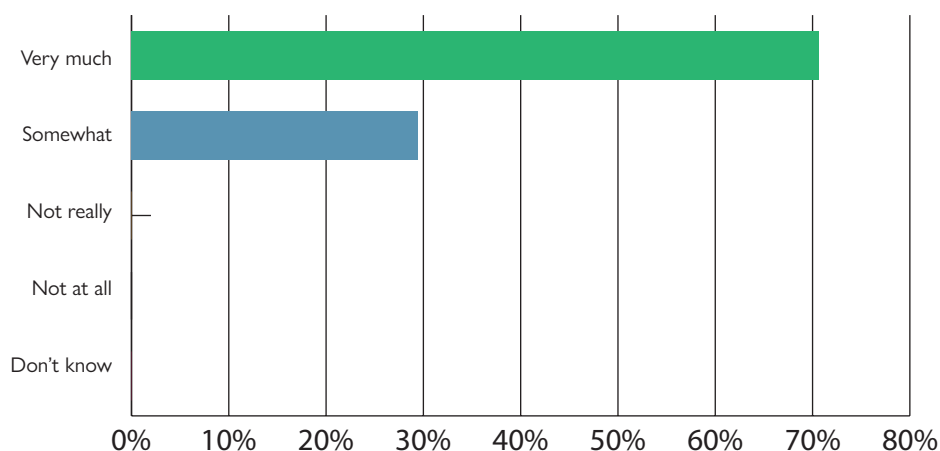


Very much	52.94%	9
Somewhat	35.29%	6
Not really	11.76%	2
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q17. DO YOU USE THE ACQUIRED KNOWLEDGE AND SKILLS IN YOUR WORK AND AT YOUR INSTITUTION?

Answerd 17

Skipped 0

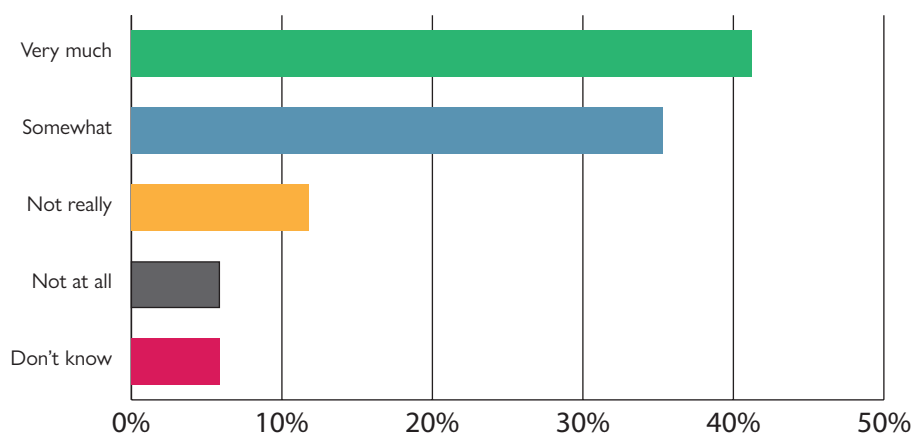


Very much	70.59%	12
Somewhat	29.41%	5
Not really	0.00%	0
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q18. DO YOU THINK THE MULTI-STAKEHOLDER CONSULTATION AND COORDINATION AMONG MS, RECS AND AU DECISION-MAKERS HAS BEEN STRENGTHENED AS A RESULT OF TRIPARTITE SOCIAL DIALOGUE, AND INVOLVEMENT OF OTHER SOCIAL PARTNERS IN POLICY DIALOGUE, ADVOCACY AND LOBBY ACTIVITIES?

Answerd 17

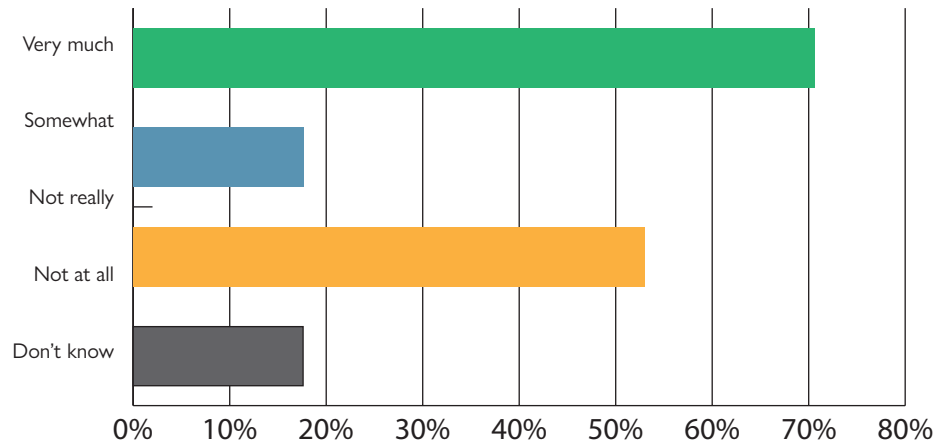
Skipped 0



Very much	41.18%	7
Somewhat	35.29%	6
Not really	11.76%	2
No	5.88%	1
Don't know	5.88%	1
TOTAL		17

Q19. DO YOU THINK THE MSS, RECS, SOCIAL PARTNERS AND OTHER STAKEHOLDERS INVOLVED IN THE PROJECT HAVE ADEQUATE CAPACITIES-TECHNICAL, FINANCIAL, MANAGERIAL -FOR ENSURING THAT THE BENEFITS OF THE PROJECT ARE RETAINED IN THE LONG RUN AND THEY ARE COMMITTED TO DOING SO? THICK ALL THAT APPLY.

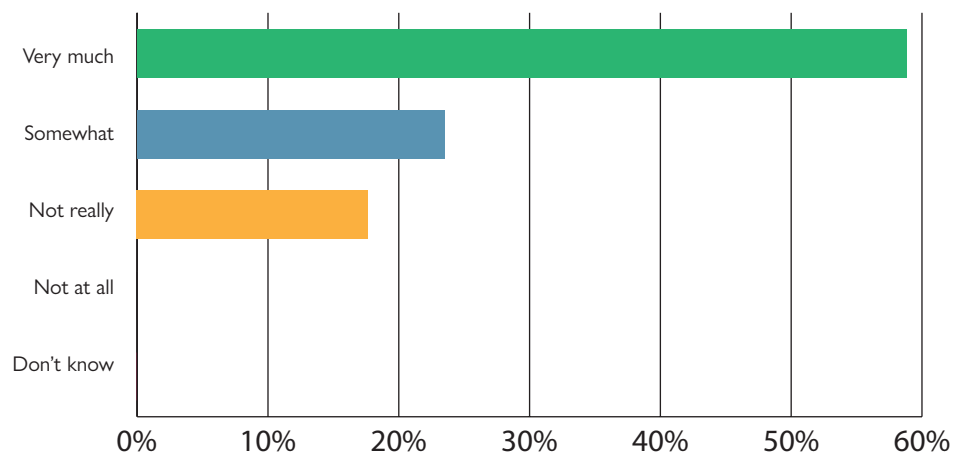
Answerd 17
Skipped 0



Technical capacities	70.59%	12
Financial capacities	17.65%	3
Managerial capacities	52.94%	9
None of these capacities	17.65%	3
TOTAL Respondents		17

Q20. DO YOU THINK THE PROJECT WILL IMPROVE THE SERVICES AND PROTECTION PROVIDED FOR LABOUR MIGRANTS, ESPECIALLY OF THOSE MOST VULNERABLE, SUCH AS WOMEN, YOUTH AND PEOPLE WITH DISABILITIES?

Answerd 17
Skipped 0

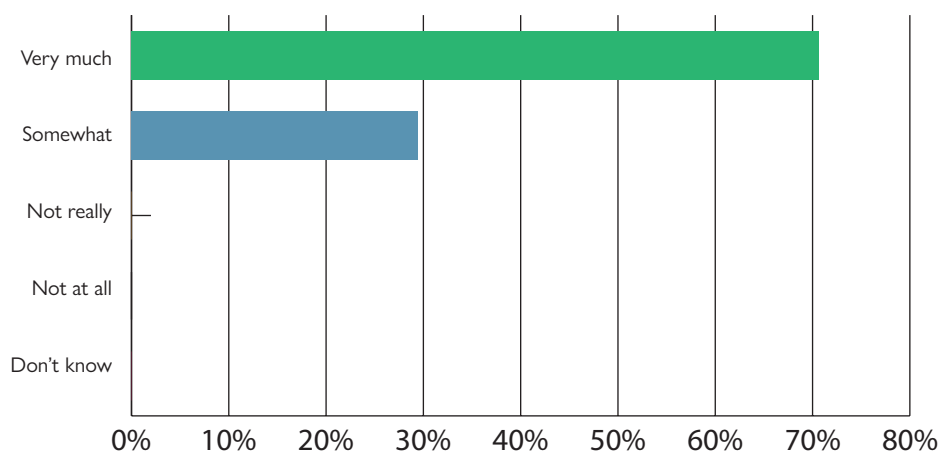


Very much	58.82%	10
Somewhat	23.53%	4
Not really	17.65%	3
Not at all	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q17. DO YOU USE THE ACQUIRED KNOWLEDGE AND SKILLS IN YOUR WORK AND AT YOUR INSTITUTION?

Answerd 17

Skipped 0

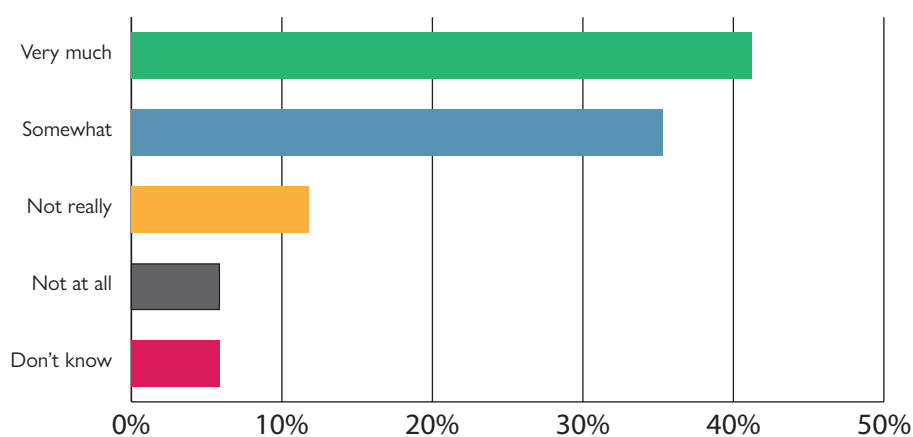


Very much	70.59%	12
Somewhat	29.41%	5
Not really	0.00%	0
No	0.00%	0
Don't know	0.00%	0
TOTAL		17

Q18. DO YOU THINK THE MULTI-STAKEHOLDER CONSULTATION AND COORDINATION AMONG MS, RECS AND AU DECISION-MAKERS HAS BEEN STRENGTHENED AS A RESULT OF TRIPARTITE SOCIAL DIALOGUE, AND INVOLVEMENT OF OTHER SOCIAL PARTNERS IN POLICY DIALOGUE, ADVOCACY AND LOBBY ACTIVITIES?

Answerd 17

Skipped 0



Very much	41.18%	7
Somewhat	35.29%	6
Not really	11.76%	2
No	5.88%	1
Don't know	5.88%	1
TOTAL		17

