



Evaluation Summary



International
Labour
Office

Evaluation Unit

Action Programme for Protecting the Rights of Women Migrant Domestic Workers in Lebanon (PROWD) Midterm Evaluation

Quick Facts

Countries: Lebanon
Mid-Term Evaluation: April 2013
Mode of Evaluation: Independent, External
ILO Office Administratively backstopping the Project: ROAS Beirut
ILO Technical Backstopping Office: ROAS Beirut
Evaluation Manager: Jean-Francois Klein
Evaluation Consultant: Guy Summers
Project End: 31 May 2014
Project Code: LEB/10/004/EEC
Donor & Project Budget: EU (US\$ 2,150,350)
Keywords: migrant worker, domestic worker, employment status, employment security; gender

Background & Context

Overall objective: To contribute to enhanced economic integration for women migrants and improved labour migration governance and social dialogue as means to contribute to poverty alleviation through decent work for migrant workers. **Specific objective:** Improved working conditions of women migrant domestic workers (WMDW) in Lebanon. **Expected Result 1:** Ministry of Labour and other key players in a better position to manage coordinate and monitor the working terms and conditions of Women Migrant Domestic Workers. **Expected Result 2:** Increased regional, social partners and public awareness on the situation of WMDW

in Lebanon. The project is managed by a team at the ILO Beirut.

Present Situation of the Project The project is approximately half way through implementation and has recently requested permission for a revision to the workplan and the accompanying budget. After a slow start, the pace of activity on the project is expected to increase in the current phase.

Purpose, scope and clients of the evaluation The purpose of the evaluation is specified in the Evaluation Terms of Reference (TOR) and is noted as follows:

- Review the current progress of the project by assessing to what extent the stated objectives and outputs are being achieved.
- Review the efficiency and effectiveness of the project implementation framework and management arrangements.
- Provide recommendations on how to build on the achievements of the project and ensure that it is sustained by the relevant stakeholders.
- Review and provide recommendations regarding the sustainability strategy of the project for the remaining period, and if possible suggest avenues for additional activities.

- Document lessons learned and good practices in order to maximize the experience gained.

Methodology of evaluation

Two research methods were used:

Desk review of documentation. Project documents including drafts, publications and manuals, financial reports and ILO documents related to the issue of Migrant Domestic Workers.

Stakeholder Interviews. A mission of nine working days in Lebanon was carried out by the consultant. The project team were met and key stakeholders were interviewed. Some interviews were conducted on the phone due to the interlocutor's location being in Geneva. Further project and other documentation related to the project was also collected during this mission.

Main Findings & Conclusions

The objectives of the project are compatible with the work of the ILO and the concerns and priorities of the EU. The project addresses highly relevant issues for Lebanon and for the region.

The design of the project is relatively straightforward in terms of structure although the original project documents including the Logframe and budget are very detailed and often unrealistic which has sometimes hampered efficient implementation.

The PROWD project had a slow start in implementation and although the pace of delivery has quickened, a considerable effort will be needed in the remaining time period if all activities are to take place and tangible progress realised in achieving the expected results.

The project operates in a difficult and often unstable political environment in which policy development and adoption is uncertain. Resistance to change on the issues surrounding migrant domestic workers is sure to continue and achieving progress is far from easy. Nevertheless, the project has succeeded in building relationships and partnerships with

concerned bodies in difficult circumstances. More efforts are likely to be needed in ensuring that a working network of driven stakeholders with better capacity is created and that this endures beyond project end.

The project could benefit from a more strategic view which would normally be provided by a Steering Committee or similar body. The Project Advisory Committee could be used to greater effect in providing needed guidance, correction and in prompting necessary support from other stakeholders. This and other fora for gaining consensus (working groups, taskforces etc.) could strengthen the argument for change and contribute to advocacy efforts in the WMDW area.

There is evidence to support the idea that the project is contributing towards the Overall Objective although progress to date may have been slow and with mixed success in the policy arena. It is more difficult to discern progress to the project Specific Objective (Improved working conditions for women migrant domestic workers) as a result of project activities.

Recommendations & Lessons Learned

Main recommendations and follow-up

Recommendation 1:

The project should, in conjunction with the Project Advisory Committee quickly review its actions and strategy specifically regarding policy development and assess whether there are other means or approaches that could lead to greater success.

Progress in the policy area would provide a substantial contribution to the achievement of the project's objectives and lead to greater sustainability.

Recommendation 2:

The project should consider the possibility of holding more frequent meetings of the PAC as it could be an appropriate forum in which to build consensus, share tasks, experience and skills and build a stronger front from which to advocate on the WMDW issues.

The project deals with sensitive issues in a challenging environment. Substantial progress is only likely to happen with a critical mass of support and in concert with other stakeholders.

Recommendation 3:

It is recommended that the project strengthen the stakeholder network in which it operates by creating more and better communication including consideration of the creation of teams of stakeholders in task forces or working groups. *The project's long term success will depend to a considerable degree on the ability to create partnerships and networks that devise new and improved means for carrying out activities and achieving tangible results. The network's future work could contribute to the benefits of the project being sustainable over the longer term.*

Recommendation 4:

The project should consider following the monitoring and evaluation measure outlined in the original project document – including quarterly reporting and technical field reporting. *Timely planning and reporting by the project would ensure that stakeholders are informed and able to be supportive of activities and priorities.*

Lessons learned

It is still at too early a stage of the project implementation to identify lessons learned in detail. However, the project itself has already been documenting lessons learned in preliminary form.

Policy making

- 1) Presenting the vision and the context prior discussion of policy drafts with national stakeholders *(In order to create a conducive environment about a strategy and not fragmented policy documents, it also increases potential for ownership by other stakeholders).*
- 2) Increased engagement at different levels of decision making within the MOL *(which will enhance the ownership, sustainability, and accountability of MOL, while taking into account political instability).*

- 3) Creativity in exploring different avenues for social dialogue consultation to ensure in-depth and satisfactory participation *(Since it proved that the formal way of approaching policy is not leading to concrete results).*
- 4) Policy initiatives should be accompanied by advocacy strategies to build momentum towards adoption

B) Coordination

- 1) Establish various communication tactics to engage with the large pool of stakeholders
- 2) Adopt a timely approach and consistency in coordinating with stakeholders
- 3) Increase knowledge sharing (for instance by sharing material produced by the ILO outside the scope of the project-but relevant to the context of MDWs).

C) Research

- 1) Take into account time to be invested by project staff in the conceptualization stages of research *(Due to Lack of policy oriented specialized resource persons on MDW issues)*
- 2) Ensure proper allocation of budget in the original design of the project relevant to the expected output *(research budget was underestimated relative to the research needs and to research dissemination)*
- 3) Ensure research output is linked to clear outcomes *(Misconception of the role of research in informing project interventions in Lebanon. Research is sometimes viewed as mere report-production, while dismissing other consultative and consensus-generating research methodologies.)*
- 4) Balancing the need to protect domestic workers in the research process and the visibility needs of the project *(MDW being an at-risk population).*
- 5) Engage stakeholders since the design phase of a research, and seek coordination with the same person with approval from their decision maker *(Example for the mapping report, the research validation process fell short from ensure the credibility of the research findings for some. A limited number of institutions*

dismissed the findings in spite of existing written record of the validation.)

D) Awareness Raising

- 1) Creativity and user friendliness in develop tools *(to increase chances of engage target groups who might not be interested in the subject)*
- 2) Ensure awareness material are compatible with needs and capacities of beneficiaries *(for instance are targeted MDWs literate to read material about their rights)*

E) Sustainability and Ownership

- 1) Increase effort on coordination and information sharing using different approaches *(for example the participatory newsletter planned which will involve more stakeholders, and will be designed in a way that allows MOL to take the lead)*
- 2) Invite stakeholders to implement some of the project activities linking them to their own initiatives