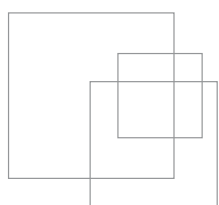




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MIGRANT

INFORMATION CENTRE

OPERATIONAL MANUAL



Migrant Information Center

Operational Manual



ILO Country Office for Ethiopia, Djibouti,
Somalia, Sudan and South Sudan and Special
Representative for AU and UNECA

*This publication was produced at the request of the
Ministry of Labour and Social Affairs and
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Foreword

Ethiopia has become a hub for outward and inward migration, as one of the major labour sending countries and largest refugee hosting country in Africa. A number of pull and push factors are at interplay for outward and inward migration in Ethiopia. The Government of Ethiopia has taken progressive measures to improve labour migration governance in the country and to make migration a choice rather than a necessity. On one hand, the government is stemming the root causes of migration by encouraging job creation, skills development and youth employability particularly in migrant prone regions. On the other hand, it is strengthening the protection of migrant workers with stronger legislation and regulations to control the operations of private employment agencies, and decentralizing and professionalising the migration process at regional level.

Despite the different steps taken by the Government of Ethiopia to decentralize labour migration process to the regions, accessing accurate information on existing services remains a challenge for potential migrants. In line with this, the ILO, with a European Union funded project entitled *“Development of a Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers (“MDWS”) to the GCC States, Lebanon and Sudan”* and in collaboration with regional administrative authorities and Bureau of Labour and Social Affairs (BoLSAs) established six Migrant Information Centers (MICs) in six migrant prone woredas in the four main region namely Oromia, Amhara, Tigray and SNNP regions. The aim of these MICs’ is to orient, inform and train potential migrants in preparation for migration and reintegration upon return by providing reliable and verified information.

Further to the establishment of the MIC’s, there has not been no harmonized way to effectively manage these Migrant Information Centre’s. Currently, the range of services being provided by these MICs differs significantly, some centres provide only information services, while others provide information, training, skill development etc. In order to standardize the services being provided by the MIC’s, the ILO in partnership with the Ministry of Labour and Social Affairs under the DFID funded *“Improved labour migration governance to protect migrant workers and combat irregular migration”* project developed this Migrant Information Center Operational Manual. This operational manual is equipped with a standard procedure for establishing and effectively run MIC’s, and is expected to serve as a reference to guide MIC staff on the role and purpose of MICs, outreach strategy, quality control, service delivery approaches, communication, establishing link with relevant institutions and monitoring and evaluation. This operational manual also seeks to provide direction for those considering setting up an MIC on matters of, service design and delivery, institutional structure and resources required. Last but not least, it responds to questions frequently asked by potential migrants, outlines the rights and responsibilities of migrant workers and informs migrant workers and their families about migration, so as to make informed decision about migration and making their migration experience successful while reducing the risks.

It is our belief that the content of this manual will not just be a resource for the MICs rather it can be used by any organization providing services to migrant workers. Hence we welcome, relevant government officials including MoLSA and the Technical and Vocational Education and Training Agencies and other non-governmental organization and civil societies to make use of this manual to provide relevant and practical information regarding the process of labour migration in Ethiopia.

We would like to commend the Regional Bureau of Labour and Social Affairs for ensuring the operationalization of the six MICs’ and appropriately utilizing this manual. Finally, we would like to express our appreciation to the United Kingdom’s Department for International Development for funding the project *“Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia”* under which this operational manual was undertaken.

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Acronyms and abbreviations

BoLSA	Bureau of Labour and Social Affairs
CV	curriculum vitae
EOS	Ethiopian Occupational Standards
ETB	Ethiopian Birr
FAQ	Frequently Asked Questions
FDRE	Federal Democratic Republic of Ethiopia
GCC	Gulf Cooperation Council countries
ILO	International Labour Office /Organization
IOM	International Organization for Migration
IT	information technology
KSA	Kingdom of Saudi Arabia
LFA	Logical Framework Analysis
M&E	monitoring and evaluation
MIC	Migrant Information Centre
MoLSA	Ministry of Labour and Social Affairs
MOU	Memorandum of Understanding
NGO	non-governmental organization
OVI	objectively verifiable indicators
PEA	private employment agency
SIYB	Start and Improve Your Business
SNNPR	Southern Nations, Nationalities and Peoples Region
TVET	Technical and Vocational Education and Training
UAE	United Arab Emirates
UFSJC	Office of Urban Food Security and Job Creation
UNICEF	United Nations International Children's Emergency Fund



Section 1: **About the Manual**

1.1. Introduction

In today's globalized world, international migration has become an ubiquitous phenomenon that touches nearly all corners of the globe. Over the past decades, the number of international migrants worldwide has continued to grow, reaching 258 million in 2017, up from 173 million in 2000 (UN, 2017). Due to this faster growth rate, the share of migrants in the total population increased from 2.8 in 2000 to 3.4 per cent in 2017, while growth in the number of international migrants in Africa rose by an average of 3.0 per cent per year (ibid). The 2015 UNICEF *Ethiopian Migration Profile* reported an increase in the number of international Ethiopian migrants from 662, 444 in the year 2000 to 1,072,949 in 2015.

Factors underpinning migration are numerous. While the overwhelming majority of migrants travel internationally for reasons related to work, family or study, many leave their homes and countries for other compelling reasons, such as conflict, persecution or disaster.

When supported by appropriate policies, migration can contribute to inclusive and sustainable economic growth and development in both home and host communities (IOM, 2017a). In the current trend of migration, however, irregular migration remains an intricate global challenge. Worldwide, the extent and magnitude of irregular migration has been escalating dramatically. Within Africa, the sub-Saharan region is the most vulnerable, from which substantial numbers of migrants have been recruited illegally (UNODC, 2016). This situation also holds true for Ethiopia. Though the exact number of irregular migrants is not known, the available evidence indicates that a majority of Ethiopians who migrate for work purposes to the Middle Eastern countries do this in an irregular fashion. For instance, of approximately 168,000 Ethiopian returnees deported recently from Saudi Arabia between November 2013 and March 2014, more than three-quarters were in irregular status by the time they were deported and close to 60 per cent had migrated irregularly from the start (IOM, 2017b).

Most Ethiopian migrants who travel irregularly become an easy prey to traffickers and smugglers and face the risk of physical/sexual abuse and exploitation at all stages – recruitment, journey, at the destination, employment and upon their return (ILO, 2017). In most cases, irregular migrants are recruited by local brokers, returnees, relatives and/or friends. In such situations, migrants are mostly taken in by the false promises of these informal actors. As a result, migrants neither receive relevant information before their departure nor are they given the opportunity to discuss the terms and conditions of their future jobs with their employer or recruiter. According to the ILO (2017) study on 1,450 migrants/returnees, more than 30 per cent of respondents stated that they received no information regarding the nature of the job, and 54 per cent had received no information about their employer. Consequently, irregular migrants experience a range of crimes and abuses in the entire process of the operation (Human Rights Watch, 2015).

Evidence suggests that migrants or potential migrants are often not aware of their rights in relation to the processes and procedures for legal migration, seeking employment, integrating into a new country or accessing public services in countries of destination. Potential migrants may seek information from social media, friends or social networks, which may be inaccurate and or outdated. This can leave them vulnerable to fraudulent migration brokers and recruitment agents, to using irregular means of

migration, and to being at risk of exploitation and abuse. A key issue is the need for migrants and potential migrants to become informed and empowered so that they can counter misleading information from unscrupulous brokers and fraudulent recruitment agents, and can benefit more from ethical recruitment practices.

In this regard, the indispensable role of Migrant Information Centres (MICs)¹ is to enable potential migrants to make informed decisions about migration and thus avoid misinformation, unrealistic expectations and difficulties encountered during integration into a new country. Enabling migrants to gain knowledge of integration issues at the pre-departure stage will help to enhance their stay in their country of destination. In addition, MICs also work as referral centres for returning migrants, where returnees can seek information on economic and social reintegration issues.²

As part of the ILO's endeavours to improve labour migration governance in Ethiopia, MICs have been established, in collaboration with the federal and regional Labour and Social Affairs Offices, in four regions so far (Oromia, SNNPR, Amhara and Tigray). It is recognized, however, that the setting up of MICs needs to be further supported to ensure services are provided in an accurate and efficient manner. The development of an operational manual was therefore sought, with a view to establishing, operationalizing and guiding the smooth, efficient and effective running of these information centres in a sustainable manner, in order to maximize the benefit for the clients.

1.2. What is a Migrant Information Centre (MIC)?

MICs are physical spaces that provide a range of services, often using a one-stop-hub model, in one physical location, in a language that the migrant understands. Services at MICs are provided at various stages of migration: in preparation for travel, entry and stay, employment and broader integration abroad, during the stay abroad and upon return, and to assist returnees with reintegration (ILO, 2014a).

MICs established in the countries of origin mainly focus on providing information services on safe migration in order to ensure the protection of migrants and enhance the developmental effects of migration. Clients receive complete information about each stage of migration and the components involved in each process (pre-departure, departure, arrival and in-service, return from destination countries and reintegration). These services are implemented through centre-based service delivery approaches or outreach programmes to a range of clients including potential migrants, returnees and their families.

Through information services and advice, MICs can ensure that migration choices become informed so that potential migrants are better aware of safe migration, ethical recruitment procedures and effective job-searching, and can better understand the living costs, cultural practices and other requirements in the country of destination (ILO, 2013). Moreover, MICs can also serve as access points for returnees to receive proper information and guidance about their needs for the reintegration and rehabilitation services which are implemented through partnership and referral mechanisms.

1.3. Objectives of the manual

The main objective of this manual is to guide and inform an efficient functional system for MICs to deliver migration-related information services which are responsive to the needs of potential migrants, returnees and their families. Specifically, the manual addresses the following:

- It serves as a reference guide to train MIC staffs on the role and purposes of MICs, on labour migration, on the service delivery approaches, and on effective management of the centres.
- It provides standard procedures for establishing and running an MIC.

¹ Also called Migrant Resource Centres, Migrant Service Centres, Migrant Assistance Centres, Centres for Migrant Advice, Migrant Worker Centres. Throughout this manual, we use the generic title Migrant Information Centre.

² Reintegration is defined as "the re-inclusion or re-incorporation of a person into a group or process, for example, of a migrant into the society of his or her country of origin or habitual residence. Reintegration is thus a process that enables the returnee to participate again in the social, cultural, economic and political life of his or her country of origin" (IOM, 2015, p. 4).

- It provides tools and techniques to facilitate the work of MIC management on a day-to-day basis and in monitoring and evaluating the services.
- It provides accurate and timely information and can serve as a document for consultation with target beneficiaries and other stakeholders on important migration issues and concerns.
- It informs migrant workers and their families about migration; thereby optimizing the benefits of labour migration against the risks.

1.4. How was the manual developed?

This manual has been developed for MICs in Ethiopia, adapting ILO's extensive experience in designing and operating migrant worker information centres in migration corridors. To do so, primary information was collected from potential migrants, returnees and key informants in the Oromia and Tigray regional states. To consolidate the data, all relevant documents including similar operational guidelines, good practices and research articles, and migration-related policy and legal documents were thoroughly reviewed. The following approaches were involved in the process of adapting and contextualizing the manual:

- tapping good practices from experiences of other operational MICs in Ethiopia and elsewhere;
- exploring the existing socio-cultural and economic environments and opportunities which promote optimal functioning of MICs; and
- identifying indigenous knowledge and resources to capitalize on and mobilize them for optimal functioning of the MICs.

The entire process of developing the manual was guided by a conceptual framework applied in similar settings that involves integrated and inclusive approaches based on the needs of the target groups and stakeholders. As indicated in figure 1.1, the conceptual framework illustrates components that point to the effective operation and delivery of services to migrants, potential migrants, returnees and their families.

1.5. Structure of the manual

Section 1: About the manual. This section provides a brief background about MICs, the conceptual model for setting up MICs, the purpose of the manual and how the manual is organized.

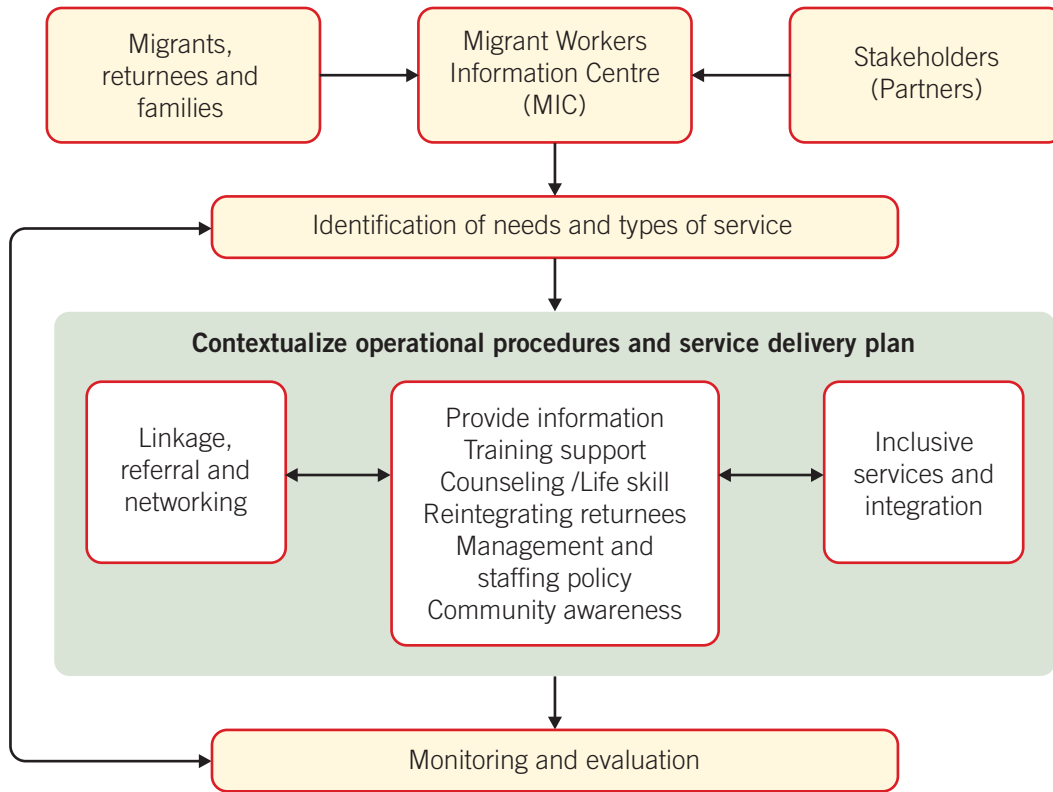
Section 2: MIC services. This section deals with the range of services available at MICs for migrants, potential migrants, returnees and their children/families. It also presents methods for delivering MIC services. These include one-to-one counselling and information services at the MIC, provision of written and web-based information, outreach and mobile services, training and awareness-raising campaigns.

Section 3: MIC management system. This section looks at some of the most important management systems for effective functioning of MICs. These include: establishing effective forms of cooperation and partnership; networking and referral mechanisms with other services and organizations; implementing good quality information management systems for client data; and creating the databases required for monitoring and evaluation, including client feedback and ways of measuring the outcomes of MIC services.

Section 4: Frequently asked questions. This section presents answers to the most frequently asked questions on labour migration. It provides supplementary information to MIC staff in order to demystify misconceptions and incomplete understanding on the part of both clients and staff about overseas labour migration and ethical procedures.

In Annexes 1 and 2, supporting documents and reference materials are presented, including key labour migration-related legislative frameworks as well as important tools and templates for running MICs.

FIGURE 1.1: Model for providing effective MIC services to potential migrants and returnees



1.6 How to set up an MIC

Prior to setting up an MIC, a well-thought-out participatory planning exercise should take place that will inform and guide the organization to exhaustively consider the essential steps and actions to be taken in establishing the MIC with a view to achieving the desired goals. Apart from building the physical set-up, it is equally important to pay attention to the planning exercise in order to ensure quality and inclusive services, systems and procedures for meaningful functioning of the centres. Key issues to be taken into account in setting up MICs are presented in figure 1.2.

FIGURE 1.2: Key issues to be considered in setting up an MIC

BENEFICIARY AND STAKEHOLDER MAPPING
<ul style="list-style-type: none"> • Define your target beneficiaries (integrate gender considerations) e.g. potential migrants, returnees, families, men, women, etc. • Identify and analyse stakeholders/partners for future collaboration (donors, referral institutions, volunteers, etc.)
DEFINE TYPES OF SERVICE AND DELIVERY APPROACHES
<ul style="list-style-type: none"> • Conduct needs assessment with target groups. • Identify priority issues, needs and any specific barriers or gaps in accessing services. • Identify best ways of delivering the services (based on the needs assessment).
DRAW UP FINANCIAL AND MANAGEMENT PROCEDURES
<ul style="list-style-type: none"> • Seek available funding options that will ensure sustainability. • Make a budget for setting up the MIC, including furnishings, equipment, staff salaries and service running costs. • Design an efficient management structure, staffing plan, data management, monitoring and evaluation system.
IDENTIFY LOCATION
<ul style="list-style-type: none"> • Consider accessibility (in terms of distance and time, accessible by public transport). • Ensure a comfortable, welcoming and trustworthy place for clients.
PHYSICAL SET-UP
<ul style="list-style-type: none"> • Ensure that the MIC has at least two rooms (a counselling room and a waiting area/space for orientation/training). • Ensure that the MIC is accessible to persons with a disability. • Ensure that there is a clear sign at the entrance; it should be clean and neat.

Securing legal permission from accredited institutions is the primary step in setting up an MIC. The physical facility needs to be furnished with basic equipment necessary for service provision, such as: audio-visual equipment (as far as possible consider the possibility of providing computers/laptops, LCD projectors, cameras, TV sets), an Internet connection, stationery materials, and office desks for staff, file boxes and cabinets, and reference materials/documents on labour migration. MICs should be equipped with qualified staff and management exclusively devoted to running the services. Good MICs, from the outset of their establishment, will consider partnering with stakeholders at various levels to ensure efficient delivery of services at the centre. Mapping stakeholders is beneficial to the setting up of referral networks with various organizations for sharing specialized services. It is also important to announce the opening of the MIC services to the local community, using various community structures and other viable means. Plan for outreach (door-to-door, radio, TV, banners, etc.).



Section 2: Migrant Information Centre services

2.1. Receiving visitors

The main purpose of the Migrant Information Centre (MIC) is to ensure that clients are provided with useful and efficient information services. The process starts with receiving potential migrants, returnees and other visitors seeking information on migration. Receiving clients/visitors involves greeting anyone who walks into the MIC, registering the visitor, quickly assessing and determining their needs, and delivering services based on those needs.

Good reception specifically includes giving a warm welcome and kindly asking the visitor what type of service they are looking for, answering questions, examining documents, arranging for interviews or job counselling, assisting with completing forms, facilitating or scheduling for pre-departure orientation and training, and initiating or referring return migrants for reintegration support services. Even just answering the telephone is a form of reception. MIC staff should note that this first encounter is a visitor's first impression of the MIC and it is important they feel they have met a new friend or resourceful person.



Box 2.1. Six steps for good reception and service delivery

1. Smile!
2. Welcome the visitor to the MIC. Use normal, everyday language, not formal language.
3. Ask, "How can I help you?" Or perhaps start by giving a summary of what the MIC does. Be patient and understanding if visitors cannot express their purpose clearly.
4. Ask if there is anyone specifically they wanted to speak to, or if you can discuss their issue with them. Some people may be more comfortable talking with a man or a woman, so try to ensure that there are both male and female staff available.
5. Then move into either mentioning some of the services of the MIC, depending on the needs of the visitor.
6. Once you have ensured that the visitor is willing to receive the service, proceed with registering the visitor.

Source: Adapted from ILO, 2014a.

When anyone contacts the MIC, they must be treated equally, regardless of appearance, social status, religion, political affiliation, gender, sexual orientation or any other factor. The MIC is there to support any potential migrant, returnee or community member who might require information about migration in general and specifically about labour migration, job opportunities abroad, support services and referrals. In no way should any staff member judge anyone who is looking for information.

Remember, there are no stupid questions! People visiting the MIC will probably know a lot less about migration and the laws than staff do. It is important to be patient and understanding, even if the question has been answered many times before.

There are many types of people who will visit the MIC and may become clients. These include, among others:

- potential migrant workers (both those who are considering migration and those who have definitely decided to migrate);
- returned migrant workers;
- parents, friends and family members of migrant workers;
- community members, including village and commune officials;
- researchers;
- students;
- staff of civil society organizations;
- trade union leaders;
- government officials;
- private recruitment agency staff.

Try to determine and respond to the specific need of each visitor:

- Is the visitor a village chief looking for information to give to villagers? Then provide multiple copies of pamphlets or guides for distribution.
- Is the visitor a potential migrant? Then provide information about the realities of working abroad, both the positive and negative aspects, so that they can make an informed decision on whether migration is right for them or which channel to use.
- If the visitor has decided to migrate, provide information on how to migrate in a safe and regular way, on their rights in the migration process and in the destination country, and how to safeguard those rights. Section 4 of this manual, frequently asked questions, has more information about overseas labour migration. If the client has been offered a job that seems too good to be true, encourage them to ask more questions of their recruiter and to be cautious. In addition to this, tell them the minimum requirements for overseas employment, how to migrate through the regular channels, and the contact addresses of legally registered agencies.

Sometimes, visitors to the MIC will have to wait because the staff are busy. Make sure there is a waiting area that has chairs for visitors, drinking water and plenty of material relating to labour migration available for them to read or look at while they wait. A board with information about the MIC and related services should be hung in the waiting area. Displays in the waiting area could include information on:

- verified current job vacancies advertised by licensed employment agencies, both locally and abroad;
- a list of documents required for jobs abroad;
- a list of licensed recruitment agencies operating in the area;
- a list of relevant institutions for migration including their roles and responsibilities;
- warnings about specific abuses in the recruitment process;
- workers' rights locally and abroad;
- available vocational and skills training;
- the importance of budgeting and financial literacy; and
- the migration process flow chart.

The waiting area should be kept clean and tidy at all times and should be comfortable for visitors – it should not be intimidating. If there is no staff member available to deal with a visitor at a given time, request that the visitor take a seat. Try to let the visitor know how long they will have to wait and why no one is available at that moment – this information helps visitors understand the situation and not feel frustrated by having to wait.

MIC staff will likely encounter family members of people who have already migrated. Some of them will be worried about their family member working overseas. Try to calm anyone who is reacting emotionally. Speak calmly and quietly, offer them a seat and a drink and help them relax until they are able to talk with a staff member.

2.2. Registration of visitors

It is important to register visitors. Keeping records on the services the MIC has provided and to whom they have been provided should be mandatory. Registration is very important in assessing who uses the MIC and how they are helped, so that this knowledge can evaluate the relevance of the MIC, identify migrant workers' needs, and inform policy-makers on major areas of intervention so that they can improve the services given by the centres in particular and the migration services in general. Moreover, registration helps to capture lessons learned, best practices and challenges so that such knowledge can be used in other areas.

MIC staff should be able to check the registration records at any time to see if the MIC is reaching its targets. Visitors can be registered in a special registration book or on client cards (see Annex 2), which are simple forms that are completed for every client. A staff member should encode the data into the computer using an Excel spreadsheet or other software to store data so that it can be analysed easily. Begin a client registration book the first day you open. Consider combining this registration with client cards so that data can be collected at the same time. Remember, it is fine if a visitor or client wants to remain confidential and prefers not to have their name recorded. Let them know that they do not need to give their name if they are not comfortable doing so. Or choose a pseudonym to complete the registration, if the client wants to remain anonymous.

2.3. Dissemination of information about migration

Promoting the MIC

Target groups must know about the existence and relevance of the MIC in providing vital information and other services. It is also important for them to know where the centre is, and how to access the services it provides. In other words, MIC staff must promote and advocate for the MIC at their locality and its services. There are many ways to promote an MIC, and most are very simple:

- Make sure that the MIC is well marked with a sign, so that people can find it or will notice it when they walk past.
- Use community gatherings to disseminate information about the services of the MIC.
- Promote the MIC through posters, school mini-media, word of mouth, flyers, radio and TV advertisements, banners, or any other way of getting the message through that the MIC is available to provide information on migration.
- Word of mouth has been shown to be the most effective way to promote an MIC. Do you remember a time when you received a service that you were especially happy with or even a great meal you had? Did you tell people about it and recommend the service? MIC staff need to consider that word-of-mouth reputation is the best promotion for their MIC – and it costs nothing! But to build a good reputation and have people recommending the MIC, staff need to provide quality service in a polite and timely manner.
- It is especially important to communicate with change-makers. “Change-makers” are people who have an effect on those around them and on the way people think. They are often at the forefront of societal change and might have ideas that are considered very progressive. In our context, change-makers could be prominent or locally known religious leaders, well-respected elders, youth groups or various youth and community association leaders.

- MIC staff can use the coordination/referral network and other different formal and informal structures to disseminate information and reach a larger target group at Kebele and village level. Write out a list of people and organizations in the MIC area who share similar goals or values to that of the MIC and make sure you communicate with them regularly, perhaps through a regular meeting or handing out of different publications. Find out who provides services to migrants in the destination countries and contact them.

Talking about migration at the MIC

Provision of information on labour migration is the key function of MICs. You may be disseminating information with a first-time walk-in visitor, or during training sessions with a variety of participants. Information dissemination can take many forms – some people will just want to drop into the MIC and look around, others will want to have long discussions about working abroad and may ask many questions. Others will be looking for information that they can take and disseminate in their own location.

There are many ways to communicate information, and there is no one RIGHT way to do so! Let your personality shine through, but remember to stick to the purpose of the MIC and make sure your facts are correct. Section 4 on frequently asked questions, and the additional references attached in the annexes to this manual can help you in replying to the variety of questions you may encounter.

Remember that people who visit the MIC trust the information that you provide, so you have a responsibility to them. Above all, if you do not know the answer, do not guess for the sake of “saving face”. Admit that you do not know and check with another staff member, refer to the reference materials or information fact sheets, or ask overseas employment experts based in the Bureau of Labour and Social Affairs (BoLSA). Take the client’s phone number and call them with the answer, or request that they come back to get the information another day if the answer is not easy to find. No one ever knows all the answers – so don’t feel embarrassed if you have to admit you don’t know something and need to ask around.

Try to make sure that every visitor to the MIC leaves with something, even if it is just with a pamphlet about safe migration. That way, the information is travelling with the person and can reach even more people. Make it a policy that no one should leave your MIC empty-handed.

If you have a follow-up meeting planned with the visitor, make a time for this appointment; record it in the MIC diary and give them a piece of paper with the date and time they are expected. This is best practice for both a follow-up visit to the MIC and also if you are referring the client to another service provider.

Consistent messaging is important, so that clients, potential migrants and change-makers don’t get confused about migration information. It is also important to maintain their trust in the quality of the MIC services that are available. The idea of consistent messaging is that everyone who is talking to potential migrants in your area is communicating the same ideas, particularly the key messages described in the next section.

Make sure that the information given at the MIC is realistic. There’s no point recommending action that is impossible for migrant workers (or anyone else visiting the MIC) to take. You need to provide information that can be followed and try to also provide an incentive for following the advice – for example, that it’s better to be a regular migrant because you have less chance of being cheated when it comes to payment of wages.

2.4. Key messages

It is essential to ensure that all visitors to the centre understand certain key messages. An important key message of the MIC is that there are both positive and negative impacts when migrating for work. Another key message is that regular migration is the safest kind of migration.

You can select from the key messages that are most relevant to your particular context, or add extra information to them to make a message more relevant to your community. Or you may add your own message. The key messages for use in an MIC are summarized as follows:

a. Be informed

- THINK: It is possible to earn good money while working overseas, but you might face some challenges.
- THINK: Sometimes you might end up working long hours.
- THINK: You might miss your family and feel lonely in a place where you don't understand the language or the customs.
- THINK: Some migrant workers suffer terrible abuse and very poor working conditions at the workplace in the country of destination.
- THINK: Consider the experiences of other people (talk to as many people as possible) before deciding to migrate.
- THINK: It might cost a lot more to live in the destination country, so even if you get paid more money (salary), you might not be able to save very much.
- THINK: It would be good to be informed about the working conditions and labour laws in your country of destination before deciding to migrate.

b. Regular migration has benefits

- KNOW: All migrants have rights.
- KNOW: Legal migrants are protected.
- KNOW: Legal migrants make informed decision about labour migration.
- KNOW: Legal migration is not as costly as irregular migration.

c. Minimum requirements for migration through regular channels

- KNOW: The minimum age for overseas employment is 18 years.
- KNOW: Completion of the 8th grade of education is required to undertake overseas employment.
- KNOW: The Ethiopian Overseas Employment Proclamation No. 923/2016 (Article 7) strictly requires a worker to possess a certificate of occupational competence issued by the appropriate competence assessment centre, which attests the match between the worker's skills and the occupation he/she is going to perform abroad.
- KNOW: Pre-departure training and orientation is mandatory.
- KNOW: Migrants cannot migrate to a country with which Ethiopia has not signed a bilateral agreement.

d. Recruitment fees and practices

- EXPLAIN: The employer in the destination country must pay for the destination country entry visa fee, round-trip transport cost, work permit fee, residence permit fee, insurance coverage, costs associated with visa and document authentication paid to the Embassy, and employment contract approval service fee.
- EXPLAIN: The potential migrant worker covers the passport issuance fee, costs associated with authentication of the contract of employment received from overseas and the certificate of

medical examination fee, vaccination fee, birth certificate issuance fee, and expenses for certificate of occupational competence.

- EXPLAIN: the agency or employer are expected to refund the worker's expenses if the potential migrant worker fails to be deployed for work for reasons not attributable to him after incurring the expense.
- EXPLAIN: Whenever the potential migrant worker, without justified cause, fails to be deployed for work after all requirements for departure are fulfilled, the employer may require the worker to refund expenses incurred regarding the employment pursuant.

e. Regular migration

- BE a regular migrant by having the correct documents.
- BE a regular migrant by using legal border crossings and passing through the immigration checkpoints.

f. Be ready for contingencies

- TALK: Build a support network.
- TALK: Be aware of support services at home and abroad.
- TALK: Make a personal communications plan.
- TALK: Your documents are important and keep it safe.

g. Choose your recruitment agency carefully

- DO: Use a licensed agency.
- DO: Use a reputable agency.
- CHECK: if the PEA has a licence

h. Understand your contract

- KNOW: You must sign a contract and be provided with a copy in a language you understand.
- KNOW: Understand the terms in your contract.
- KNOW: There are minimum standards for any employment contract.

i. Manage your money appropriately to benefit from migration

- CALCULATE: Quantify the cost of migration.
- CALCULATE: Make a budget.
- CALCULATE: Make a plan for sending remittances home and saving.

j. Prepare for returning home

- PLAN: Be aware of support services upon returning home.
- PLAN: Use your new skills when you return.
- PLAN: Have a goal on what you want to do upon your return and work towards achieving that goal.

Substantiate the key messages by referring to the Ethiopian Overseas Employment Proclamation No. 923/2016 (see boxes 2.2 and 2.3, and the 'Safe labour migration guide' in Annex 1) , international standards, fair recruitment initiatives and others.



Box 2.2. Ethiopian Overseas Employment Proclamation No. 923/2016 (extracts)

PART FOUR: OVERSEAS EMPLOYMENT EXCHANGE SERVICE THROUGH AN AGENCY SECTION THREE: EMPLOYMENT EXCHANGE SERVICE

Advertisement for Overseas Employment (Article 35)

1. Any Agency shall, as the case may be, submit to the Ministry of Labour or the appropriate authority to register and get approval before advertising any overseas job vacancy.
2. Job vacancy advertisement through any mass media, shall indicate the following:
 - a) the name of the Agency, address and license number issued to it by the Ministry and the authorized country for sending workers;
 - b) number of vacant job positions, required qualification, wage rate, duration of employment, country of destination and worksite and other necessary information;
 - c) a declaration that the Agency does not collect service charge from the worker for any service it provides.

Recruitment of Worker (Article 36)

1. Any Agency shall conduct worker recruitment only within the premises of its office.
2. Notwithstanding the provision of sub-article (1) of this Article, where the recruitment requires substantial work force, the Ministry or the appropriate authority may authorize a temporary recruitment venue the particulars of which shall be prescribed in the directives of the Ministry.

Approval of Contract of Employment (Article 37)

1. An Agency shall submit for approval a contract of employment signed by the employer, the Agency and the worker which is drawn up in accordance with the model contract of the Ministry and upon fulfilling other requirements specified in the directive issued by the Ministry.
2. The signature of the employer in the contract of employment specified under sub-article (1) of this Article and other documents attached to shall be verified by the appropriate Mission and the Ministry of Foreign Affairs.
3. Where the Ministry is satisfied that the conditions stipulated under sub-articles (1) and (2) of this Article are met, it shall approve and register the contract of employment within the time prescribed by the directive.

Deployment of Worker and Reporting (Article 38)

Any Agency shall:

1. Deploy the worker within one month after the approval of the contract of employment.
2. Notify to the Ethiopian Mission or Consular office in the country of destination and cause registration of deployed workers within 15 days with; ensure that the worker has obtained work permit and residence permit and report the same to the ministry.

Revocation of Contract of Employment (Article 39)

Where the Agency fails to deploy the worker within one month period, it shall notify along with reason to the Ministry within one month for the revocation of the approved contract of employment.

2.5. Job/work counselling

The counselling services within an MIC operate on the basis of client-led interventions. This means that anything that happens to the client or the information that is being provided to the client will be based on the client's request. At the same time, information about a client can be given to a third party if and only that client has provided written permission. So the most important service is to listen to the client. The client is in charge. MIC staff must provide the best support possible so that clients can achieve their goals. Handout 2 in Annex 1 provides further information on counselling in general; here we will look at what MIC staff can do to advise and counsel potential migrants and returnees in specific ways. (For information on the steps following counselling (pre-departure training and support during reintegration), see sections 2.7 and 2.8 below.)

Potential migrants

Most of the time, potential migrant workers who contact MICs or any other overseas employment agencies for the first time may not be aware of the options for working abroad. In this case, MIC staff could assess their knowledge to help them make informed choices on working abroad. Staff can offer job counselling for potential migrants by following the steps below.

a. Registration

- Register all basic information details (name, age, address, education, relevant qualifications and prior working experience).
- After registration, check and ensure that clients have an inclination toward labour migration by talking with them about their thoughts on overseas employment. Then provide information that can help them decide whether to migrate overseas for work or to stay in the country.
- Raise the following points to help the client think about the implications, before deciding to migrate overseas for employment:
 - Consider your reasons for migration in order to achieve your goals, such as financial or life-style goals.
 - Have a financial plan and a clear estimation of how much you can earn/save.
 - Have an open discussion about your intended travel with the people who matter to you.
 - Think about the positive and negative aspects of labour migration.
- Give the client a week to decide, making an appointment to discuss the issues in the following week.

b. Screening and assessment

- Once the worker has decided to migrate overseas for employment, conduct periodic meetings with them based on the level of their autonomy to check and ensure that they fulfil the minimum requirements to take up overseas employment set by the Overseas Employment Proclamation No. 923/2016. Check and ensure that the worker meets the requirements stated below:
 - Minimum of 18 years of age.
 - Completed at least eighth grade education.
 - Possesses a certificate of occupational competence issued by the appropriate competence assessment cent for the work he is to be employed.

c. Identification

- Once the worker has fulfilled the requirements, identify their strengths and weakness as well as their skills, competencies and motivation, using a tool such as a self-assessment checklist. Identify and organize documents that can provide evidence of competencies or refer the jobseeker to a local Technical and Vocational Education and Training (TVET) centre where competency training can be completed.

d. Decision

- Assess the readiness of the worker, analyse their options for migration and provide the necessary information and support. In addition, provide specific information and guidance, if appropriate, on different recruitment agencies and regular travel/migration channels.
- Provide information on standard recruitment practices and talk about the role and responsibilities of different agencies engaged in the recruitment process. In addition, provide the list of legally registered recruitment agencies in the region or in that specific locality. Information to be provided includes preparation sessions in the linguistic, social and professional areas of host countries, and also in the final arrangement of an agreement with the recruiting companies via the selection of workers through competitions, screening or final selection by interview.

e. Preparation for departure

- Support potential migrants to attend language and technical training as deemed necessary, as it is compulsory. This includes pre-departure training (information on the destination country including culture, necessary documents, rights and duties of migrant workers, information on work visas, medical examination, etc).
- Provide standard and relevant information about working conditions and social life in the main destination countries. This equips migrant workers with extremely important information familiarizing them with the rules, customs and culture of the destination country. You can use information brochures developed by the ILO and other organizations working in the migration field, or you can liaise with the Ministry of Labour and Social Affairs to access such kinds of information. Private overseas employment agencies also disseminate written materials. You should be cautious in avoiding the risk of giving outdated information, which is very possible. It is always advisable to periodically consult reliable information sources and update your information brochures and sheets. This information is vital for those who will embark on their first migration experience.
- Finally, raise the worker's awareness on the rules and conditions of a standard contract which will regulate their employment while in the destination country. MIC staff often play a crucial role in this matter, reviewing the contract and ensuring that the client understands all their rights and responsibilities written in it (see boxes 2.3 and 2.4).



Box 2.3. Employment contracts

The work conditions of migrant workers are regulated by the employment legislation of each destination country, so there is no standard format. A contract or working agreement, formulated in a language that the worker can fully understand, must include the following clauses:

- A clear identification of the parties to the contract: employer and employee including information about each party
- Purpose of the contract
- Duties of the worker
- Working time and holidays
- Remuneration of the employee and equivalence of the remuneration stipulated in one conventional currency; terms and way of payment of the salary for the work rendered during the working time and for the work delivered overtime, during night or under unfavourable conditions, and other possible benefits
- Compensation for work delivered during days off and holidays; annual paid leave, other supplements and indemnities foreseen by the legislation
- A way of paying for expenses of the journey from the country of origin to the destination country
- Provision of lodging complying with the working conditions
- Health-care insurance (duration, who is paying and on the territory of which country)
- Insurance against accidents, compensation for damages and prejudice caused as a consequence of work accidents, transportation of the injured person or the deceased to the country of origin, research on work accidents and the cases of occupational diseases
- Procedures for ending the contract

Proclamation 923/2016 (Part 3, Section 1) stipulates that “the Ministry of Labour and Social Affairs may issue a directive on working conditions regarding prevailing overseas labour market and social services”, and in Article 17 provides the following points to be included in a model contract:

- a. regular working time, favourable wages for regular working hours and overtime pay, as appropriate, the appropriate minimum wage set by the bilateral agreement, international agreements ratified by both countries, whichever is highest;

- b. annual leave, weekly rest and other similar vacations.
- c. free transportation to and from the worksite or offsetting benefit;
- d. free medication, food and accommodation or offsetting benefits;
- e. insurance coverage for life or disability;
- f. valid grounds for termination of contract of employment.



Box 2.4. Checking the employment contract

MIC staff should consider checking a work contract in order to minimize or prevent abuse of migrant workers. The most common forms of abuse are:

Substitution of work contract

- Signing of another contract with different provisions

Wage withholding

- Delays in payment of wages, or reduced payment

Lack of weekends or holidays

- Overtime work without pay or for a number of hours

Arbitrary termination of contracts

Withholding of personal identification documents

by the employer or intermediation agency

Destination countries have institutions who are in charge of supervising the enforcement of legal provisions regarding work relations. Migrants should be made aware of these authorities so that in case of exploitation they can file a complaint with them.

Source: ILO.

Returnee migrants

MIC staff play a vital role in the successful social and economic reintegration of returnees. They can smooth the process of reintegration into the labour market and reduce the need for re-migration. They can provide access to counselling either at the MIC's premises or by referring returnees to specialists, including training and, in some cases, for those who are experiencing psychological challenges due to various forms of violence and abuse.

The reintegration of returnees into the social and economic life of their community is a complex process and depends on the individual needs and capacities of the person, on one hand, and on the opportunities and support services available, on the other. MIC staff can help returnees enter the domestic labour market through the following services:

Job searching

- Job counselling, paying attention to the skills and experience acquired abroad.
- Referral for on the job training.
- Assistance in developing an individual plan of actions to be undertaken to increase employment opportunities.
- Helping returnees to participate in 'job clubs' to learn about changes in the labour market, how to develop an attractive CV and application/motivation letters.

- Helping returnees to participate in job fairs, where they can meet with potential employers and negotiate possible employment.
- Suggesting training opportunities (for qualification, requalification and improvement of skills) to facilitate skill matching, as appropriate.

Self-employment

- Providing information about business opportunities, developing a business plan, business development services, and access to credit.
- Referral to specialized organizations for consultation and entrepreneurship assistance.

Plan follow-up services

Follow-up services can be as simple as calling a client and making sure that they are happy with the service they received from the MIC or from the agency that the MIC referred them to.

Keep a record (either paper or electronic) to remind you to make phone calls or visit a particular client after certain periods of time. Make the entries in the record immediately after you refer the client or if you have concluded follow-up services with them (at the point when you think that this will be the last time they will visit you or you will visit them) to ensure you don't forget. Record all follow-up activities on the client card so that you keep a complete record of that client or case.

Perhaps the most important follow-up practice is to keep track of workers who decide to migrate through a contact phone number or that of their family, as well as information about their destinations, which recruitment agency they went with and making sure that the recruitment agency is regularly checking on the migrant worker in the destination country.

Follow-up also can be done directly with the service provider you referred the client to. Request updates on the progress of the client and make sure to record this, but again, be careful of confidentiality issues. Think about who else would be interested in updates on client cases and share the relevant information from the update with partners who need to use the information.

2.6. Outreach activities

MIC staff should organize outreach activities in selected migrant-prone areas to spread messages in the community about safe migration. This is important, since many people will not be able to visit the MIC because they do not have the time, they live too far away, or for other reasons.

Outreach activities will be specific to the area where an MIC is located, because the needs of the surrounding community will vary. There are many types of outreach activities that MIC staff can engage in, such as:

- providing awareness sessions about safe migration and welcoming returnees in a community or village setting;
- talking about safe migration at schools or other local meeting places; and
- distributing information at a community meeting or festival.

In all these outreach services MIC staff will need to address the issue of irregular migration and promote regular migration channels. In collaboration with the Woreda BoLSA, they can decide on the type of outreach programme required for their area and make an outreach plan to be undertaken during the year. This will be important for reporting purposes, so make sure to keep a good record of all outreach activities and of all clients who benefit from them.

2.7. Providing pre-departure orientation for potential migrants

Pre-departure training is mandatory for all departing migrant workers. It is one of the requirements by the Government of Ethiopia to certify or qualify migrant workers for regular foreign employment. The MIC can be used as a place where such training is provided.

MIC staff, in collaboration with the regional BoLSA, Zonal and Woreda overseas employment experts, can facilitate the training, providing and equipping departing workers with accurate and realistic information about the conditions of work for Ethiopian migrant workers. The facilitators can thus provide specific advice pertinent to the departing workers in relation to the protection of their labour and human rights.

MIC staff receive the list of future migrants whose foreign employment contract has been approved from the Labour and Social Affairs Bureau. They then facilitate the pre-departure training, with a focus on enhancing migrants' awareness of travel procedures, employment rights and duties as well as occupational safety and financial management issues; on equipping them with a better understanding of the social, cultural and economic circumstances of their employers and the people of the destination countries; and to remind them about the value of advance planning for their return and reintegration into their home country.

Pre-departure information is tailored to reflect on and respond to the current needs, educational level and skills, as well as work experience, of the departing workers. It employs adult learning interactive methods and participatory approaches to facilitate learning, as well as reflection exercises. It also contains testimonies and tips that illustrate the day-to-day encounters of migrants, both in Ethiopia and abroad. Returnee migrant workers can be engaged as resource persons to make the training highly practical.

Pre-departure training is recommended to be carried out for a total of 12 hours on two consecutive days, ideally one or two weeks before the departure dates of migrant workers. The MIC will then certify the worker and inform the Labour and Social Affairs Bureau accordingly.

Pre-departure training does not replace other skill-specific training programmes. Rather, it complements the basic vocational and language skill training programmes that must be attended by migrant workers in separate sessions prior to their departure. Indeed, the overall pre-departure training increases the psycho-social preparedness of migrant workers, improves their competences, acquaints them with modern appliances and provides them with advice to facilitate their interpersonal communications in the course of their employment.

2.8. Supporting returnees in their reintegration efforts

In addition to its significant role in equipping migrant workers with information and skills vital for their migration, the MIC provides comprehensive support services for returnee migrants, as outlined in section 2.5 above on counselling. In this section we look more closely at the services that can be provided.

The MIC can become a one-stop centre providing reintegration services for returnees, in collaboration with the Woreda Office of Job Creation and Food Security, Micro and Small Enterprise Development Office and Labour and Social Affairs Office. MIC staff can serve as a point of contact to register returnees, assess their needs, provide job counselling and refer them to the different service provision agencies. The central component of reintegration at the MIC and the role of the MIC staff is to offer flexible and targeted interventions to meet the different needs of returnees.

The MIC staff should map out government and non-government agencies that provide reintegration services in their local areas, and communicate with them through an efficient referral system. A list should be made of known referral agencies in the area, and their projects or service activities. The MIC needs to contact all these organizations and make sure they are willing to provide services if and when the MIC makes referrals to them. A memorandum of understanding (MOU) should perhaps be considered with institutions that provide frequent services to returnees. MIC staff should also talk with BoLSA to see how best to manage the referral network and process, and how BoLSA would like those relationships to be established.

Based on the coordination network, MIC staff will refer returnees to the different types of services as appropriate, based on the ILO/MoLSA *Reintegration package for Ethiopia* (see box 2.5) and the Reintegration Directive. Referrals to other support services should be made only with the consent of the service users. Be careful with confidentiality issues, especially if the service users are still in a vulnerable position. Remember to ask them if they are comfortable with you sharing information with the referral service.

- Provide information and contact details about organizations that could help them further.
- Ask if they would like to contact these organizations themselves or would like a referral from the MIC.



Box 2.5. The ILO/MoLSA *Reintegration Package for Ethiopia*

The *Reintegration Package for Ethiopia*¹ categorizes reintegration support services into two main areas: rehabilitation and regular reintegration.

Rehabilitation

Rehabilitation is specific to returnees who suffer significant mental or physical trauma, including disabilities, or other health conditions requiring follow-up and intensive care focused on their well-being. In most parts of the country, rehabilitation services are being provided by NGOs and other non-government actors. As a result, rehabilitation appears to already be well-functioning in Ethiopia through referral and coordination with the various agencies. Once returnees have been rehabilitated they can enter mainstream reintegration programming. It is also possible that specific reintegration programmes are established to meet the needs of rehabilitated returnees.

Reintegration

Reintegration interventions include economic, socio-cultural, and psychosocial/health spheres.

a. Economic reintegration interventions

Economic integration encompasses building hard and soft skills through training, and facilitating employment in either wage employment or self-employment.

Soft and hard skills training

Soft skills training: As a first requirement, all returnees should be required to take soft skills training. This will include life skills training, motivational training, financial awareness/literacy, basic skills training, entrepreneurship training, and female empowerment.

Hard skills training: Different types of vocational skills training for returnees are facilitated through referrals to TVET.

Decent employment for returnees

Facilitation of wage employment through using public employment service providers or supporting returnees to start their own business.

Public employment service: After returnees have completed their skills training, job placement is facilitated in collaboration with TVET, MoLSA, the private sector and other relevant stakeholders.

Enterprise development support: Returnees are supported in starting their own business through facilitating Start and Improve Your Business (SIYB) training, coaching on enterprise development, and facilitating access to finance and other resources essential for their business.

b. Targeted mediation in communities when necessary

In many return contexts there can be conflict between local people and returnees. Such conflicts may include internal family conflicts or over land, or other issues within the community. Such conflicts can be mediated through the interventions of trained mediators, religious leaders or community leaders employed or available at the request of the MIC, who can be requested by any community member to address the social problems of the returnees.

c. Psychosocial and health reintegration interventions

For returnees who need psychosocial and health rehabilitation services, the MIC can facilitate the provision of such services through linkages and referrals.

¹Kuschminder and Ricard Guay, 2018.



Section 3: **MIC management system**

3.1. Principles of MIC management and operation

The engine of the MIC is its management system. It should have a well-defined management structure, efficient system and operational procedures to govern its functions. This includes a well-documented mission statement and objectives with clearly defined roles and responsibilities of the staff and a clear line of communications and working procedures in line with government policies and legislation. If MICs are to function effectively and efficiently, the management will also need consider the following cross-cutting principles in the process of running the centre (figure 3.1).

- Commitment and collaboration
- Community engagement
- Inclusive and ethical service delivery system
- Sustainability

FIGURE 3.1: Principles of MIC management and operation



Commitment: It is evident that overseas labour migration is a complex phenomenon that embodies multifaceted dimensions. Such a formidable maneuver also demands a genuine and strong commitment on the part of the Government (as a regulatory body), and concerted efforts and collaboration of all actors who have a stake in the issue. The commitment levels might range from endorsing the purpose and importance of MICs and extends to funding the project and taking over the services. Where services are shared, or where pathways of referral are established with partners, MICs should agree and put in place a Memorandum of Understanding (MOU). The MOU should set out the commitments and responsibilities of each organization, including methods of communication, services provided, and personnel and resources requirements.

Inclusive service delivery system: This refers to equality of access to all the services provided by the MIC, sensitive to and accessible for all potential clients, regardless of their gender, family status, ethnicity, disability or migration background (Pillinger, 2015). Services should be provided to the target groups without discrimination and should be responsive to the needs of diverse groups of beneficiaries (box 3.1). In addition, it is important to ensure that MIC services are provided in an ethically sound manner.



Box 3.1. Making MIC services inclusive and accessible to various target groups

- Make sure that all the information delivery channels take into account the gender, language, literacy level, cultural background and disability status of the audiences (women and men, people with disabilities, literates and illiterates, old and young, returnees, potential migrants, etc.).
- All clients need to be treated equally and with no discrimination.
- MIC management and staff should be aware of the specific needs of the clients and respond accordingly (for instance, extra effort may be needed to address the information needs of persons with disabilities).
- The staffing plan should consider recruitment of both male and female counsellors.
- People's privacy and confidentiality should be respected and victims' personal information should remain confidential (should not be disclosed to unauthorized bodies) without their consent.
- The location and physical structures of the MIC facilities should be made accessible to persons with disabilities.

Community engagement.

Community engagement is a planned two-way process by which specific, identified groups of the community are given the opportunity to provide input that enhances decision-making processes on issues that may have an impact on their well-being or interests. It strengthens the trust between the service providers and the community by creating a platform for the community to have their voices heard, their views considered and acknowledged, and to be informed of and involved in issues which may have an impact on their lives (Hume City Council, n.d.).

The MIC management, therefore, can use a wide range of engagement techniques to involve local communities for effective functioning of the centres. There is no “one size fits all” approach to identify an effective engagement method. To be most effective, it will be necessary to combine a range of complementary methods. It is advisable to use existing community networks and structures. Methods such as community mapping, community conversation (public meetings, see box 3.2), workshops and focus groups, forums (a regular meeting with community and religious leaders), using feedback strategies (suggestion boxes, etc. could be some of the mechanisms applicable in most settings to encourage effective community engagement. The spectrum of community engagement is generally categorized into three types, as indicated in table 3.1.

TABLE 3.1

LEVELS OF COMMUNITY ENGAGEMENT		
Purpose of engagement	Description	Suggested methods/ tools
Inform	Provide the public with objective information about safe labor migration.	Information dissemination campaigns, leaflets, websites, public meetings, community radio, etc.
Consult	Inform the community, listen to and acknowledge concerns and provide feedback on how their inputs influence decision.	Focus groups, community conversations, workshops, survey, suggestion box, hotline feedback forms, etc.
Active involvement/ participation)	Partner with the community groups in decision-making and identification of alternative solutions	Form advisory committee, (anti-trafficking/smuggling committee, community reference groups, etc.



Box 3.2. Community conversation

“Community conversation” is a way to bring a diverse set of community members together to collectively brainstorm strategies and resources that can be used to address challenges facing the community

Identify location/settings which are accessible and free from distractions to conduct community conversation. This could be in schools or homes, or in any place where community meetings traditionally take place –inside a building or outside, in community centres or libraries, in places of worship, etc.

Identify a conversation leader/facilitator and note taker. The main responsibility of a conversation leader is to guide discussion. The note taker records the discussions to track the conversation.

During the discussion, make sure that the discussion is not dominated by only a few participants.

Prepare and ask conversation questions such as these:

- *What do you think are the biggest issues or concerns that our community is facing?*
- *What issue do you think our community should work on together first to make the biggest change?*
- *What do you think is creating or causing this issue/s?*
- *What do you think people in our community can do to make a difference?*

Community conversation must end in a structured manner with concrete resolutions so that action can be initiated. Therefore, action plans must be well guided to bring out priorities that the community can realize based on the resources within their reach.

- N. B. The chances of your conversation turning into actions will be greatly improved by including diverse groups of people from the community.

Thus, the general spectrum of community engagement goals for MICs may include the following:

- Increasing awareness of safe overseas labour migration and the consequences of irregular migration.
- Increasing the use of MIC services.
- Educating and informing the community and involving them in decision-making.
- Motivating changes in behaviour.
- Empowering communities to identify and address problems.

Sustainability

Ensuring financial and institutional sustainability is an important component of an MIC management system, and should be clearly defined and articulated at the outset. MIC management’s sustainability strategies are an essential tool to propel the continuation of MIC services properly and effectively in the

long term. Most often, sustainability remains a challenging part of project management, especially in conditions where funding demands a limited project duration. But in any case, to achieve sustainability of MIC services the management should make sure that:

- Services are integrated into relevant government structures and linked to the longer-term government strategies and budget plan.
- Good collaboration and partnership with (stakeholders) local groups, organizations and government bodies is in place.
- There is genuine commitment from relevant structures/stakeholders to take over the MIC's services or to work with the MIC in designing a sound strategy for sustainability.
- A sustainability plan is designed in a such way that there is a gradual exit process for funding by donors (in this case the ILO) or other funding partners, through building capacity of the MIC management structure and eventually handing over services to the relevant government organ.

3.2. MIC management structure

The essence of establishing sustainable MICs (as learnt from the practical experiences of many low-income countries) follows a feasible model that links management of the services entirely or partially to the accredited local government structures. The lessons learned validate the importance of such systems for running MICs effectively and sustainably. By the same token, the findings of the rapid qualitative assessment conducted for the preparation of this guideline suggest the need for a similar structure. MICs established in Ethiopia should consider their operations to be under the auspices of the locally entrusted government body, namely the Labour and Social Affairs Office, which is legally mandated with responsibility for labour migration issues in the country. With this assumption, a feasible operational structure for Ethiopian MICs is presented in figure 3.2.

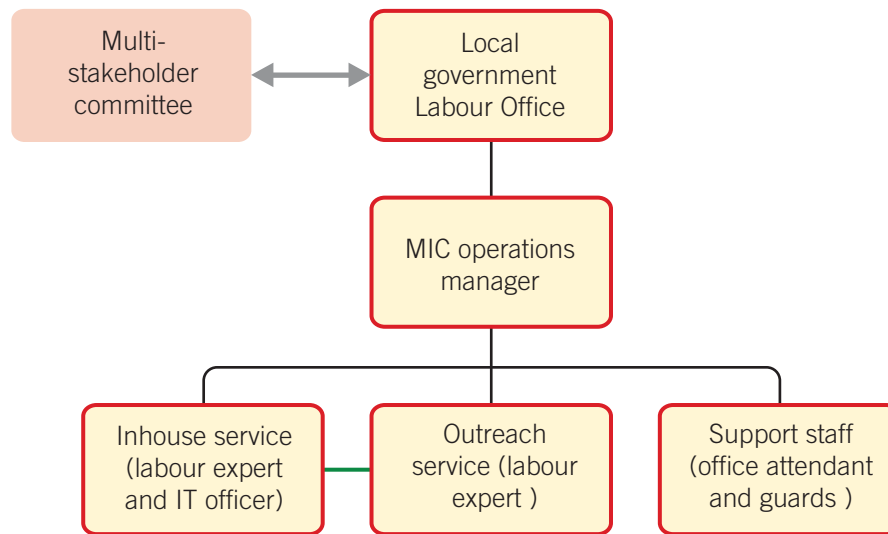
This structure suggests that the overall management of an MIC be integrated into the Labor and Social Affairs structure and governed by its administrative, financial and human resource management procedures. For effective functioning of the MIC, the office will form a strong multi-stakeholder committee in the target location to set up collaborative and referral systems. This will facilitate resource sharing and partnerships with stakeholders. The operations manager who is accountable to the Labour Office (labour department) leads the two core sections (indoor and outreach services) and support staff at the MIC. The two sections will consist of at least three project staff members/experts, i.e. two labour experts (male and female) and one IT specialist. The IT specialist is responsible for information management, data recording and operating all technology-assisted instruments for all sections. The two labour experts will run the indoor and outreach services, and will be accountable to the operations manager. This is the minimum number of staff needed to start the MIC; the number could change depending on the size of the target population using the services during the course of the project.

3.3. Staffing plan

The MIC management needs to follow a clearly defined and transparent staffing procedure that complies with the existing labour law and human resource policy. Staffing procedures will need to be well documented and should be familiar to every staff member. In general, in developing a staffing plan, MIC management needs to give due consideration to the following salient issues:

1. The staff recruitment process should take account of equal opportunities, for it will be important to recruit a mix of both men and women. This is especially important, as some clients may prefer to talk to a staff member of a particular gender.
2. Staffing policies will need to be drawn up in line with existing government policies concerning recruitment, contracts of employment, equality, health and safety, leave arrangements, social protection and so on.

FIGURE 3.2: Suggested operational structure of MICs



3. Staffing policies should also emphasize the importance of MICs working closely in partnership with relevant government departments, agencies and NGOs. This will lead to a more efficient and relevant service at lower cost than where MICs work in isolation.
4. MICs should draw up a staffing plan to ensure that an appropriate mix of skills and knowledge are in place to meet the information needs of clients, and that job descriptions are in place stating the main tasks of staff (see table 3.2).
5. It will be important from the outset to identify what level of staffing is needed in the MIC. This will be dependent on the overall budget, but may also be affected by the needs identified, potential partners who can provide services, and whether staff are seconded to work in the MIC.
6. The staffing plan should promote human resource development of the MIC by ensuring the recruitment of skilled personnel in the right position, and providing on-the-job refresher trainings to keep the staff up-to-date on labour migration issues in the country of origin and destination countries.
7. Staff training should include initial training, which must cover the legal and labour rights of migrants, the procedures and visa requirements for migrating legally, the ethical recruitment procedures and responsibilities of recruitment agencies, international standards and rights-based approaches to migration and information on support services in the country of origin and in destination countries. Staff should also be trained on how to deliver this information. Specific skills in counselling and information provision are required in providing accurate and accessible information. The following are some of the topics that are relevant for the initial and ongoing staff trainings to ensure that a high-quality service is provided:
 - sources of information, using the Internet to keep information up-to-date and relevant;
 - migration law, information and terminology;
 - migration and employment trends in the main countries of destination;
 - sourcing and providing information in an individual and group setting;
 - counselling and advice in relation to national and international migration law;
 - human trafficking and the protection of vulnerable migrants;
 - employability skills (CVs, job interviews and so on) and assistance in finding employment in a country of origin; and
 - how to provide services in partnership, for example, by putting in place agreements for the sharing of services and referral pathways.

TABLE 3.2

SAMPLE JOB DESCRIPTIONS FOR MIC STAFF		
Position	Major duties and responsibilities	Qualification
1. MIC Operations Manager	<ul style="list-style-type: none"> Oversees and manages the daily operation of the MIC. Coordinates and endorses approval of budget for regular operation. Ensures efficient, orderly and accountable expenditure. Guides and monitors staff; conducts regular monitoring meetings; evaluates performance and service delivery. Manages institutional partnerships/ relations. Prepares regular activity reports on the progress of the MIC. Represents the MIC in official duties, meetings, trainings and other events requiring its representation. 	<p>Graduate in social science, management, and other relevant fields; preferably with Master's degree and knowledge/ experience on migration contexts in Ethiopia.</p> <p>Fluency in the local language and good command of English.</p>
2. Labour expert(s) (project officers)	<ul style="list-style-type: none"> Regularly provides information on ethical procedures of labour migration to potential migrants. Provides psychosocial services and welfare assistance (counselling and other forms of intervention) to migrants and their families. Refers cases to appropriate institutional partners and provides follow-up. Provides regular training for potential migrants on safe labour migration. Conducts various community sensitization programmes to inform the target population about safe labour migration. 	<p>Graduates, with at least BA degree in social sciences.</p> <p>Experience in community engagement and facilitation skills.</p> <p>Good command of the local language and English.</p>
3. IT expert	<ul style="list-style-type: none"> Provides IT technical assistance in the day-to-day operations of the MIC. Develops monitoring database for cases handled. Generates data/statistics. Collaborates with the labour expert(s) in the process of delivering the information on safe labour migration to the target groups. 	<p>Graduates with at least BA degree in information and communication technology/ computer science.</p> <p>Good command of English and the local language.</p>
4. Office attendant	<ul style="list-style-type: none"> Cleans the MIC and provides sanitary services. Assists the office as messenger. 	
5. Security guard(s)	<ul style="list-style-type: none"> Ensures the day-to-day security of the MIC. 	

Depending on the availability of budget and appropriate human resources, the employment of MIC staff could be effected through either full-time direct recruitment or staff secondment procedures. It will be more cost-effective to assign staff from the Labor and Social Affairs Office or other relevant partner organizations on a secondment basis.

Monitoring performance efficiency

The MIC management should employ a transparent procedure where both the management and staff give feedback about their performance in a one-to-one discussion using a standard performance monitoring format (for example, the staff supervision record in Annex 2) at regular intervals such as weekly, fortnightly or monthly. This procedure allows the staff to evaluate the performance of each other, identifying strengths and areas of improvement needed in the future.

Steps in staff performance monitoring

- Each staff member fills out the staff supervision record about himself/herself and submits it to the immediate supervisor.
- Feedback from supervisor.
- Discussion between the staff and supervisor (clarify comments and resolve disagreements).
- A final performance form will be signed and documented in the staff personal record file.

Moreover, performance efficiency of the MIC management and staff could be regularly and systematically examined based on client feedback (potential migrants and returnees) who have visited and used the MIC services. A client satisfaction form can also serve this purpose, where beneficiaries are randomly required to complete a brief questionnaire about the type of services they sought and received, how their case was handled by the staff and the outcome of the services (how they are benefited from the services) and any area for improvement, etc. In addition to the client satisfaction form, MIC management can also make use of suggestion boxes and suggestion notebooks to collect feedback from beneficiaries.

3.4. Budget planning and financial requirements for MICs

Operationalizing the MIC requires the allocation of considerable financial resources. An organization which takes over the responsibility of running an MIC should make sure that an annual budget will be allocated for its sustainability (see also box 3.3). At the outset, the budget for the MIC should be able to cover the following requirements:

1. Physical office structure with sufficient space for all approved services (e.g., training/meeting room, counselling room, etc.).
2. Office supplies and equipment (desks, chairs, photocopying machine, file cabinet, ventilation and air conditioning).
3. IT and communications equipment (computers and printer, LCD projector mobile and landline, Internet connection, etc.).
4. Human resource requirements (permanent and part-time staff, maintenance staff, security, consultants if any, etc.).
5. Utility expenses (water, electricity, etc.).
6. Monthly operating expenses (transport, meals, etc.).
7. Training and capacity development.
8. Emergency fund (crisis assistance fund for clients in distress –such as medicine, food, transport, temporary accommodation if not available within the MIC).
9. Development and distribution of information materials about the MIC (e.g., brochures/information kit, etc.) and other programmes, services and activities.



Box 3.3. Some tips on budget planning for MICs

- To be cost-effective, seeking an alternative cost-sharing strategy with partners is commendable. Examples include staff secondment from partners, engaging volunteers, utilization of local resources, and so on.
- All the financial procedures should be linked to the existing financial policy, auditing and reporting system of the Government (such as MoLSA).
- The financial plan should include a monitoring and evaluation (audit) procedure to measure the financial performance in line with the project activities.

3.5. Information (data) management

Data management is an important function of MICs. Delivering MIC services without proper management of data is bound to be inadequate. The management of MIC data includes data collection, filing and documentation and reporting. MIC staff should systematically collect, file and report data pertaining to the quantity and quality of services, financial and material resources required and utilized and the major activities planned and executed in a given time frame. Partners of the MIC can evaluate or learn about the operation of the MIC based on how the data has been managed within the centre. Hence, MIC staff should give equal weight to the proper management of data as to delivering quality services to the community. Additionally, proper management of the data will help the MIC staff to develop a sound service plan, and efficiently manage and monitor the operation of the centre against its objectives and goals. It can also help the MIC staff to design evidence-based interventions, understand the trend of migration, advocate for the rights of migrant workers, and make proper communications with the funding partner and government agencies.

In sum (Pillinger, 2015), the management of MICs requires the collection of reliable and comparable data in order to:

- monitor MIC services and caseloads;
- monitor and track services provided to specific client groups and individual clients;
- record client information including case notes, care plans, and client goals and outcomes; and
- provide summary data for project reporting.

Data collection

MIC staff can collect data along the major types of services they provide to the community. These may include:

- counselling on safe labour migration, rights of migrants workers and reintegration;
- providing information, education and training both at the centre and through outreach programmes; and
- referral and linkage services.

Based on the outline of performance indicators under the major types of services, MIC staff can develop standardized information-gathering tools to collect data. The data collection may take place both at the MIC and during the outreach activities.

To collect data related to activities performed at the MIC, the staff can use client cards that help them record basic information about the client and the type of services sought and provided. A sample client card is annexed in this manual (see Annex 2). MIC staff should examine this client card and see whether it requires amendment before being used. Once amended, it should be used with specific reference to the clients within the MIC.

MIC staff can also develop a template for recording their outreach activities that helps them to collect data pertaining to the types of services they delivered, the number of districts they visited, the mechanisms they used to deliver the services and the reactions and feedback of the community towards the services.

Data filing, documentation and security

There are two major ways of filing and documenting MIC data: using paper files, and database management. Alternatively, the MIC staff may use both options. Filing and documenting data on paper may be conducted using client registration forms, client cards and client files (hard copies presented by a client in relation to migration). Though less costly, filing and documenting data on papers is difficult to manage when the data sets are large. They are also not easily transferrable and difficult to manage during data analysis. So, the recommended strategy is computer-based database management. If possible, the web-based database management system is the most efficient form of

storing large data sets that are accumulated over years. The MIC staff need to be trained on how to operate a web-based data management system. Such a system requires good Internet access. The other alternative is to create the database off-line using Microsoft Excel in such a way as to give a complete picture of client information and MIC services. The MIC staff therefore need to have basic computer knowledge.

The data to be filled in the database can be collected from client registration forms, client cards and/or client files. All visits or contacts by telephone or e-mail with the MIC should be logged into the database, as well as any referrals to other services and outcomes for the client.

MIC databases should include client profiles (such as name, gender, birth date, marital status, employment status and contact information) as well as services provided (type of service, location of the service, date file opened, referrals, and so on). It is important that data can easily be disaggregated by gender, age, type of service provided, and so forth. Databases should also provide for date of consultations and subsequent consultations as well as the name of the MIC member of staff who assisted them. Suggested themes to be used in an MIC database have been adapted from ILO (2014) and Pillinger (2015) and are presented in table 3.3.

TABLE 3.3

SUGGESTED THEMES TO USE IN AN MIC DATABASE	
Themes	Contents
Contact information	<ul style="list-style-type: none"> • Contact details of client • Contact details of family members in the event of an emergency
Client demographic information	<ul style="list-style-type: none"> • Age and gender • Marital status, family status and number of dependents • Country of origin (for MICs providing destination country services) • Current town/area where client lives • Highest level of education achieved
Client employment/migration information	<ul style="list-style-type: none"> • Current phase of migration • Employment status • Employment sector • Professional experience • First and second languages spoken • Previous migration, including type of migration and country of destination • Vulnerabilities (for example, health, victim of trafficking) • Planned country of destination/return country of destination • Reasons for migrating
Services sought and provided	<ul style="list-style-type: none"> • Type of service sought • Type of service received (one-to-one counselling, pre-departure training, legal services) • Method of communication with the MIC (visit to MIC, telephone, e-mail, website) • Referrals to other services (for example, government employment or training services, services of an NGO) • MIC clients enquiring on behalf of others, including relatives • MIC clients enquiring for themselves • MIC services accessed by clients with previous international migration experience
Outcomes	<ul style="list-style-type: none"> • Client outcome when leaving the service: numbers who migrated (through regular channels, irregular channels, course of study, family reunification, and so on) • Client outcome when leaving the service: did not migrate (carried out further education or training, found employment, and so on)

Reporting

Reporting is an important part of MIC management. It is based on detailed analysis of the data recorded in the paper files or database and findings generated in the analysis process. The information included in the MIC report has a range of advantages:

- It can help us understand issues and problems that cause clients to seek information and advice.
- It helps to identify relevant trends and emerging issues in migration.
- It can be used for advocacy purposes to promote policy and legislative system change.
- It can be used as a fundraising tool, to demonstrate the efficacy of the service provision and value for money.

The MIC staff can make two types of reports to the responsible government authorities, funding partners and other relevant stakeholders. The first type reports activities of the MIC, while the second is a budget/financial report. Both forms of reports may be made quarterly or annually depending on the commitments made between the MIC and responsible bodies.

While reporting the activities of the MIC, it is important to consider the following performance indicators:

- the number and category of clients visited the MIC within a specified time;
- the types of services the clients sought and received;
- the number of clients referred and linked;
- the number and types of outreach activities performed;
- the number of districts visited during outreach activities; and
- the qualitative and quantitative outcomes achieved through the interventions (for example, change in attitude towards irregular migration, community preparedness to promote legal migration, community preparedness to support reintegration of returnees).

Financial reporting, on the other hand, refers to reporting a combination of budget projections (what you will be spending in the next period) and budget actuals (what you have actually spent for the reporting period). Some funding partners require receipts to be submitted, others require that they just be kept in case of an audit.

3.6. Partnerships and referral networks in MIC operational areas

Networking, partnerships and referrals are integral to the efficient and effective operation of MICs. MICs can mobilize resources, pool expertise and provide integrated and sustainable services to potential migrants, migrants, returnees and their families through well-established network and partnership mechanisms. The cooperation and referral systems enhance the visibility, capacity and sustainability of MICs, and enable each partner providing the services to focus on improving quality and accessibility of its services. The importance of partnerships and referral networks comes to the forefront due to the fact that MRCs cannot provide the full range of services that clients seek. This is due to lack of resources or specialist expertise on a variety of needs of the clients. Even for those services that are provided by MICs, the cooperation and support of different stakeholders is highly important.

Through partnership and referral networks, MICs can achieve the following:

- enhance the knowledge of different stakeholders about the MIC services and encourage their active involvement in referral networks;
- provide opportunities for their clients to access a wide range of services that are beyond the capacity and responsibility of the MIC;
- improve the quality of services; and
- help them to act as a one-stop shop for their clients.

To this end, MIC staff should identify the organizations, groups and individuals that the MIC can partner with, and to which they can refer their clients for the specialist services that are not delivered at the

MIC level. The specialist services may include legal assistance, job placement assistance, entrepreneurship training, vocational training, educational scholarships, health care and expertise, psychosocial counselling, financial and material support, access to loans and revolving (emergency) funds, etc.

The following institutions, organizations and groups are potential partners for an MIC. Depending on the local context, MIC staff may include other organizations and stakeholders that can facilitate their efficient operation.

- Office of Women and Children Affairs
- Office of Youth and Sport
- Municipality
- Micro and Small Business Enterprises office
- Office of Justice and Security
- Office of Health
- Hospitals
- Higher education institutes (universities and colleges)
- Office of Urban & Rural Job Creation and Food Security
- Community-based organizations and NGOs
- Trade unions and cooperatives
- Religious institutions
- Associations of returnees (returnee individuals)
- Police office
- Justice and Security Office
- Courts
- Micro-finance institutions
- Technical and Vocational Education and Training Institutes (TVET)
- Overseas private employment agencies
- Local private employment agencies
- Microfinance institutions
- Cooperatives
- Self-help groups

For the successful implementation of partnerships and referral mechanisms, MIC staff should take into account the following important issues:

- There should not be service duplication.
- There should be an effective client case management system in which services provided by other agencies can be coordinated and tracked by the MIC. A well-designed referral form (an example can be found in Annex 2) can facilitate this. It should include important information about the client such as names, demographic details (age, sex, education), contact address, consent of the client for being referred, specific needs identified, specific service accessed from the MIC, reasons for the referral.
- MIC staff and referral partners need to be clear about their roles and responsibilities, including how client information is provided confidentially to the referral partner. This can be achieved by having a Memorandum of Understanding (MOU, see the example in Annex 2) between the MIC and the referral partner. The main roles and responsibilities of referral partners, methods of communication and information sharing between the MIC and the referral partner, and how client outcomes are monitored should be clearly set out in the MOU.
- For monitoring purposes and tracking the outcomes of referral, MIC staff should follow up with the referral partner. This would facilitate learning about the types of services provided for the client by the referral partner, the status of the services (if ongoing or ended) and the outcomes and impacts of the services on the quality of life of the client.

3.7. Monitoring and evaluation of MICs

Equally important to the service delivery component, monitoring and evaluation (M&E, see box 3.4) at the MIC is also essential. It provides a management tool for learning from what has been achieved, and to make well-informed adjustments in order to improve the services for potential migrant workers and returnees. Therefore, MIC service providers should think of planning M&E as an integral part of the MIC management process.



Box 3.4. Monitoring and evaluation: Definitions

Monitoring is an ongoing activity during the life of a project. It is through monitoring that a project is able to determine what progress has been made in relation to the work plan. Monitoring helps determine whether a project is on track and if any of its strategies or activities need to be changed so that it can be as successful as possible.

Evaluation determines how successful a project has been in meeting its objectives. It also helps assess the impact of project activities on desired outcomes, like knowledge or behaviour change. Project evaluation begins with a baseline survey that is conducted before project activity begins; project evaluation concludes when data is collected again through an end-of-project survey and then compared to baseline data. When funds allow, some projects also conduct a mid-term evaluation halfway through the project's implementation.

Source: CORE Initiative, 2006.

No management plan is complete without a description of how it is going to be monitored and evaluated. The logical next step, after the MIC programme objectives and activities are set, is to prepare a monitoring and evaluation action plan in order to make sure that the programme progresses satisfactorily and objectives are achieved as intended. It is also worthwhile to note that the MIC management must make sure that the monitoring and evaluation plan is prepared in consultation with partners and community members. The action plan forms the basis for the monitoring and evaluation of the MIC. Once the management know what they want to achieve through a project, they can identify what they need to monitor in order to track progress and ensure that implementation occurs according to the plan (see box 3.5).



Box 3.5. Planning, monitoring and evaluation of MICs

- Monitoring is conducted periodically and evaluation is usually conducted at the middle or end of the project cycle.
- Monitoring and evaluation is jointly conducted by all project partners.
- Maintaining records is an important step in developing a monitoring and evaluation system. It is not possible to build a monitoring system without regular updates on key activities and selected indicators.
- Plan well in advance and ensure that sufficient resources are available.
- Be clear and ensure agreement among all partners about what is being evaluated.
- Use the baseline survey to develop a repeat survey that will reveal changes experienced over the life of the project in relation to selected indicators.
- Comparisons can be made over time or between different genders, age groups, locations, or different project activities.
- It is important to document the results and share them widely.
- It is important to keep in mind that an evaluation is not simply to determine success or failure, but that it is also an effort to find ways of doing things better and to learn from the process.

Identifying indicators

The first step in monitoring and evaluation of an MIC is to identify objective indicators. Indicators help the MIC management to keep track of progress and results. They specify how a project's results are to be measured, providing the basis for monitoring progress at all levels and demonstrating achievements to MIC staff, to the beneficiary community and to the donors. Indicators provide a detailed idea of where an intervention is going well and where adjustments are needed.

Projects can establish different types of indicators, such as impact indicators, outcome indicators or output indicators. Good indicators are said to be SMART (specific, measurable, achievable, relevant and time-bound). Therefore, they need to be coupled with targets and a means of objective verification if they are to be useful. This simply means that either a quantitative (number or rate) or qualitative (qualities or characteristics) goal has been set, and that there is a clear way to determine if it has been achieved (ILO, 2014b). Table 3.4 presents some examples of indicators that could be useful to MICs.

TABLE 3.4

PROTOTYPE OF INDICATORS FOR MICs			
Impact	<ul style="list-style-type: none"> Labour rights of migrant workers protected 		Evaluation report
Outcomes	<ul style="list-style-type: none"> Number of beneficiaries taking decisions to migrate through regular channels 	1,000 potential migrants (700 females and 300 males)	Monitoring reports
	<ul style="list-style-type: none"> Number of return migrants sustainably reintegrated 	500 returnees (400 females and 100 males)	
Outputs	<ul style="list-style-type: none"> Number of training participants (potential migrants who attended) 	2,000 (50% females)	Training records
	<ul style="list-style-type: none"> Number of community members who attended the awareness campaign 	15,000 population	Monitoring reports
	<ul style="list-style-type: none"> Number of clients who received the counselling service 	500 clients	
	<ul style="list-style-type: none"> Number of returnees supported 	300 returnees	
Activities	<ul style="list-style-type: none"> Training organized/provided to potential migrants 	3 training sessions	Activity progress reports
	<ul style="list-style-type: none"> Community sensitization campaigns conducted 	4 campaign sessions	Financial reports
	<ul style="list-style-type: none"> Individual and group counselling conducted with returnees/potential migrants 	100 sessions	
	<ul style="list-style-type: none"> Business skills training provided to returnees 	3 training sessions	

Steps in identifying good indicators

Selecting indicators involves a meticulous exercise during MIC planning. A good indicator clearly demonstrates the expected progress or result. It measures the intended change as accurately as possible. It is clearly defined, easily understood, and easily measured.

For example, in a project for returnees from overseas migration, the objective might be to provide 500 returnees with business skills training. One indicator that measures the success of this objective is to count the actual number of returnees provided with business skills. "Number of returnees provided with business skills" is a simple and straightforward indicator. At the start of project monitoring, it is necessary to first agree on the definitions of "returnees" and "business skills" to be used for the purposes

of the project. This ensures that project staff and community members in all the project sites are recording standardized data on this particular activity.

The following rules of thumb (adapted from USAID) will help in selecting indicators:

1. Develop a monitoring plan and identify a list of possible indicators (quantitative or qualitative) by brainstorming with the MIC staff and among partners, and decide which indicators will be monitored or evaluated.
2. Review objectives carefully. Try to understand exactly what they are saying. Avoid formulating objectives in a broad manner. Broad objectives are not clear and make it difficult to identify indicators for monitoring and evaluation purposes.
3. Be clear about what type of change is implied. What does the project expect to change – knowledge, attitudes, behaviours, situations, laws, policies, or the social environment? At what level does the MIC project plan to affect change – at the individual, household, group, or community level?
4. Make sure that indicators are clearly linked to specific objectives and activities of the MIC project. This helps even when different people collect and analyse data.
5. Try to select simple indicators which focus on one dimension or one aspect of expected change. The more complicated an indicator is, the more difficult it is to collect, analyse and interpret the data.
6. Once indicators are selected, it is necessary to decide how data will be collected and recorded. Be sure to consider the sources of data, and which methods are best suited to collect data on the different indicators.

Logical Framework Analysis: A monitoring and evaluation tool

There are various tools available for efficient monitoring and evaluation of MIC services and functions. The most widely used is the Logical Framework Analysis (LFA) matrix. LFA is a tool for summarizing the main features of a programme and also for monitoring progress and evaluating its impact. Its key features are:

- it develops a common understanding of expectations by delineating a hierarchy of aims;
- it defines indicators of success and establishes criteria for monitoring and evaluation;
- it defines the critical assumptions on which the programme is based; and
- it identifies means of verifying accomplishments.

The matrix's vertical logic explains the underlying concept of means-and-end relationship. By definition, each programme has a "if-then" or "means-and-end" logic embedded in it – that is, if we produce certain results under certain conditions, then we can expect to achieve certain other outcomes. Activities will produce outputs and achieving outputs will lead to attaining the underlined objectives, and so on. On the other hand, the matrix's horizontal logic also explains each level of vertical aims measured by objective indicators through information collected and presented in specified means of verification and assumptions. Examples are given in the matrix shown in table 3.5 to better illuminate key features of the two concepts. MIC management staff can make use of these procedures in planning and conducting monitoring and evaluation of the programme.

TABLE 3.5

LOGICAL FRAMEWORK MATRIX: AN EXAMPLE			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MOV)	Important assumptions
<p>GOAL/IMPACT Eg. Labor rights and psychosocial wellbeing of migrants and returnees protected. <i>For example:</i> Labour rights and psychosocial well-being of migrants and returnees protected Irregular migration in X target location declined</p>	<p>Number of migrants and returnees who benefited from MIC services and regular labour migration % decline in irregular migration in the target area by the year XXXX</p>	<p>Evaluation report and regional migration data</p>	<p><i>There is genuine commitment among stakeholders and partners for referral services</i></p>
<p>OUTCOME <i>For example:</i> Number of potential migrants who made informed decision for regular migration Number of returnees sustainably reintegrated into the community by year XXXX</p>	<p>Number of male and female potential migrants who concluded overseas employment through regular channels Number of returnees who have re-migrated Number of returnees who have established a business or obtained wage employment</p>	<p>Activities report Training records Records of follow-up calls and updates on returnees Evaluation reports</p>	<p><i>Meaningful collaboration and participation of the community</i></p>
<p>OUTPUTS <i>For example:</i> Potential migrants attended the training/ orientation sessions Returnees completed the counselling sessions and business skills training Community members attended and participated in the awareness campaigns</p>	<p>Number of potential migrants who completed the training Number of returnees who completed the counselling sessions and received business skills Number of members who attended the awareness campaigns</p>	<p>Periodic activity and financial reports and minutes Evaluation reports Participants list (ledger) Client satisfaction forms</p>	<p><i>Adequate trainers and skilled staff are available</i></p>
<p>ACTIVITIES <i>For example:</i> Materials/ equipment procured Training provided to potential migrants Counselling provided to returnees Awareness campaigns conducted Referral support provides to returnees</p>	<p>Amounts purchased Number of training sessions conducted Number of returnees who received counselling Number of campaigns conducted Number of returnees who received referral support</p>	<p>Progress reports Financial reports Audit reports Contract agreements Purchase orders financial expenses reports</p>	<p><i>There will be a continuous and sustainable budget to run MICs</i></p>

Notes: Objectively verifiable indicators (OVI) are the quantitative, qualitative and time-bound measures that constitute evidence of the extent to which the aims have been met at the four levels of the hierarchy. OVIs indicate how to recognize success at each level of aim. They facilitate monitoring and remedial actions if required.

Means of verification (MOV): The specific sources from which the status of each of the indicators can be ascertained.

Assumptions: Assumptions and risks are external conditions that are outside the control of the programme. The achievement of aims depends on whether or not assumptions hold true and the risks materialize.



Section 4: **Frequently Asked Questions (FAQ)**

This section suggests possible answers that MIC staff may make to questions received.

4.1. **About the MIC**



What is the MIC? What would I benefit from visiting the centre?

Your possible answer

The MIC is a place where all necessary information related to overseas employment/labour migration and reintegration is available. Those people who plan to work abroad, particularly in Gulf Cooperation Council (GCC) States, as well as returnees, can benefit most from visiting the centre. However, the MIC also serves as an information centre for migrants' families, recruitment agencies and other stakeholders.

We provide advice on the overall benefits of labour migration/overseas employment through regular means, the requirements of regular migration, the challenges and risks involved in overseas migration for work, and specific advice related to jobs and working conditions. We can also advise you on finding and dealing with licensed recruitment agencies. We provide detailed information about your rights and duties, the rights and responsibilities of employers and recruitment agencies, and the working conditions and labour laws of destination countries. We also provide detailed information required for successful reintegration on return within the community to which the client belongs.

If we cannot address your needs, we will refer you or link you with the appropriate governmental and non-governmental organizations that may provide the type of support you require, such as getting access to legal assistance, health care, opportunities for employment, financial and material support.



Does the MIC provide loans (financial support) or jobs for unemployed youths?

Your possible answer

The MIC may not directly provide financial support or job placement. The main objectives of the centre are to provide information about labour migration and to maximize opportunities for potential migrants and returnees with reliable guidance that would help achieve their dreams. MICs are expected to fulfil this responsibility through referral and networking efforts with other stakeholders. We establish strong collaboration and support structures with relevant stakeholders, through which they facilitate accessibility to resources and enhance self-employment opportunities. Therefore, by approaching the MIC, clients will receive guidance on where and how to get the required services from other sources.



What makes the information you provide about labour migration different from that provided by friends, brokers and returnees?

Your possible answer:

It is true that you may hear a lot about overseas employment/labour migration from friends, families, brokers and returnees. The issue is the reliability, accuracy and completeness of the information they provide. In most cases, there is a high probability of getting misinformation about migration from these sources.

As employees of the MIC, we have received extensive training on labour migration by the Ministry of Labour and Social Affairs (MoLSA), the International Labour Organization (ILO) and other organizations specializing in labour migration. This has given us an opportunity to know about the needs of potential migrants and the experiences of returnees from GCC States. We usually upgrade our skills and knowledge on labour migration through on-the-job training and participation in a variety of capacity-building workshops. Moreover, assisting labour migrants is our full-time job. Hence, we have the responsibility to provide up-to-date and complete information in order to protect the rights and safety of labour migrants.



Which other organizations can provide reliable information about international labour migration?

Your possible answer:

When you make a prudent plan for migration, the first step you should take is to visit the MIC or the Labour and Social Affairs Office. You should always be sceptical about possibly fraudulent information offered to you from unauthorized sources such as brokers, returnees and illegal recruiters. You need to crosscheck the information with the formal source so as to make an informed decision about labor migration. Misconceptions are also fuelled by false promises on the part of unscrupulous brokers and smugglers. Potential migrants who fall easy prey to these individuals often lose their legal rights, as well as the advantages and inherent benefits of migration. By choosing the irregular routes people put their lives in grave danger. But those who approach reliable sources will receive sufficient and reliable information about the labour migration process, the rights and obligations of labour migrants in each receiving country, the lifestyles and sociocultural backgrounds of the GCC States and the types of job opportunities (labour demands) and skills necessary in the destination countries, as well as how to get legal protection in the destination countries.

4.2. Basic questions about labour migration



How can I distinguish regular from irregular labour migration?

Your possible answer:

A person can be said to be a regular labour migrant only if he or she fulfils the legal requirements of their home country for international labour migration before departure, as well as the legal requirements of the transit country if any and the destination country after arrival. Commonly, the legality of labour migration is determined by the bilateral agreements between sending and receiving countries, by the recruitment processes and documentation requirements, and by the national regulations of both country of origin and destination. Those individuals who migrate for work bypassing the legal processes of home

and destination countries are automatically considered to be irregular labour migrants and are not entitled to the rights of protection, safety and dignity they would enjoy as legal migrants.



If I plan for irregular migration voluntarily (without being forced or threatened by anyone) would that be risky?

Your possible answer:

Yes! What makes your travel irregular is not only your intent or the factors that drive you to migrate, but the legal status of your travel. If your travel is accompanied by force (being threatened or deceived by someone) you are falling into a trafficking venture and you will finally end up in either sexual or labour exploitation. Similarly, if you are planning to migrate voluntarily but in an illegal way, you may fall prey to smuggling ventures where you will face a multitude of dangers across all the travel routes, and that may culminate in life-threatening situations, as you will be engaged in illegal and risky jobs in which you are not entitled to any legal protection. In any case, whether your travel is voluntary or forced, unless it is passed through a regulatory procedure, you should know that you are always at risk. In addition to being detained for months or years in miserable conditions and being finally deported back to a home country, illegal labour migrants are vulnerable to various forms of exploitation and abuse (including sexual, psychological and physical abuse). This means that any migrant to the GCC States should be well aware of and fulfil the legal requirements of both home, transit and destination countries to be considered as a legal labour migrant.



Is having a legal passport and travelling via an airport a sufficient condition for legal labour migration?

Your possible answer:

Absolutely not. A wealth of evidence related to labour migration shows that most migrants have incomplete understanding about the legal procedures necessary. Having a passport issued by the immigration office and an air ticket are necessary but not sufficient to define overseas labour migration as legal. In some cases, migrants may receive travel visas from illegal agents under the cover of the direct employment modality, which may not be recognized by the Government. In this event, migrants have little or no chance of getting sufficient information about the details of the labour contract, or about their rights and obligation in the destination countries. Air travel, and getting a passport and visa, do not by themselves warrant safe migration. Migrants should make sure that their migration processes are taken care of by a recognized agent and according to the requirements of the new Overseas Employment Proclamation No. 923/2016.



Who is eligible to migrate legally for overseas employment according to the law of Ethiopia?

Your possible answer:

As stated in the Overseas Employment Proclamation No. 923/2016, persons who fulfil the following criteria are eligible to migrate legally for overseas employment:

- A minimum age of 18 years
- Who have a legal passport
- Who have completed at least eighth grade education
- Who possess a certificate of occupational competence issued by the appropriate competence assessment centre for the work he or she is to be employed in
- Who have an approved employment contract

- Who have fulfilled other requirements set by the employer
- Who have a legal entry visa to a destination country
- Who have a work and residence permit for a destination country



Are there conditions where the status of a legal labour migrant can be changed to illegal?

Your possible answer:

Yes, there are conditions in which a legal labour migrant can be automatically considered as illegal. Breaching of the employment contract without sufficient reason; being transferred to another employer without the knowledge and approval of the previous employer, recruitment agency and government authority; staying in a destination country without a residence permit; engaging in any business activities defined by the laws of a destination country as crime, are, among others, conditions that make a person who has migrated legally for work to be considered as illegal and treated as such.

4.3. Basic questions about recruitment and placement processes



What are private employment agencies? How do I know their legal status if I want to approach them?

Your possible answer:

According to Article 2 of Ethiopia's Overseas Employment Proclamation No. 923/2016, a private employment agency means "any person other than a Government body, which makes a worker available to an overseas employer by concluding a contract of employment with such a worker". Based on a range of requirements set in the Proclamation, agencies are legally certified by the Federal Ministry of Labour and Social Affairs (MoLSA) to recruit workers. There are many ways to determine the legality of recruitment agencies. The list of legal agencies is available in MIC centres, so contacting a centre could be of great help. Unlike the illegal recruiters, certified recruitment agencies also operate openly and usually place their licence certificate in a visible place in their office. However, you should also be informed that the agencies are given a licence to send labour workers to certain States for which they have made an agreement with the Ethiopian Government. For instance, if a given agency is licensed for sending labour migrants to KSA, it is illegal for that agency to send labour migrants to Lebanon.

Please also be aware that recruitment agencies are of two types, i.e. agencies for local employment and agencies for overseas employment. Although both should have a legal certificate, their responsibilities and scope of operations are different. The responsibilities of homeland employment agencies are confined to within the territory of Ethiopia and their respective regional states in the country. These agencies are not permitted to perform recruitment for overseas labour migration. It is only the overseas employment agencies that are allowed to recruit migrants for work in countries abroad.



Can anyone be a recruitment agent? Who is eligible to establish a recruitment agency?

Your possible answer:

No! According to the new Overseas Employment Proclamation, other than the public institutions (MoLSA) and the direct employment modalities, recruitment and deployment of migrant workers can be only done through legally certified private recruitment agencies. And as to private employment agencies, this business is restricted to Ethiopian citizens who have a capital of one million Birr (ETB). In addition to other eligibility

requirements, the agencies are required to deposit a financial guarantee of US\$100,000 or its equivalent in ETB. Those employers who are entitled to undertake direct employment are required to deposit a foreign employer's guarantee of 50 US dollars per worker. An overseas employment agency must have a business registration certificate and obtain a licence from MoLSA. If deployment and other operations involve different countries, it is mandatory to obtain a separate licence for each operation.

The Proclamation also states (in Article 23) that certain persons are not legible to obtain the licence due to measures associated with contravention of Proclamation 632/2009, violation of other laws, or the undertaking of specific offices susceptible to conflict of interest. Proclamation 632/2009 provides dispositions concerning the contravention. Specifically: (i) an agency whose licence is revoked for failure to provide remedies for complaint against the violation of rights, safety, and dignity of migrant workers; (ii) an agency whose licence has been suspended three times; and (iii) the recipients of a prior notice of revocation, are not allowed to obtain the licence. With respect to the violation of other laws, individuals or companies convicted for human trafficking, smuggling of migrants, organized crime, terrorism, drug dealing, or money laundering, and those whose case is pending cannot obtain a licence. The Proclamation also declares that owners or employees working in specific businesses such as travel agencies, airline ticket offices, transistors or seamen, are not eligible to get the licence.

FAQ



Can private employment agencies recruit migrant workers for any country?

Your possible answer:

Not at all. According to Article 12 of the Overseas Employment Proclamation No. 923/2016, the recruitment of workers for overseas employment should be made only to those countries which have concluded bilateral agreements to receive migrant workers from Ethiopia. This is believed to strengthen lawful overseas employment and prevent irregular migration. Recruitment agencies can therefore recruit workers only for those GCC States that have concluded bilateral agreements with the Ethiopian Government. As of July 2018, the following countries have signed bilateral agreements; Jordan, Qatar, and the Kingdom of Saudi Arabia.

FAQ



What does “bilateral labour agreement” mean?

Your possible answer:

“Bilateral agreement” means an agreement between two countries, in this case the the Federal Government of Ethiopia and the receiving country pertaining to overseas employment. Deployment of domestic workers for overseas can be effective only if there is a bilateral labour agreement concluded between the Ethiopian Government and the receiving country. The content of the agreement may include the minimum wage, conditions of work, and the safety and security of legal Ethiopian migrants in the receiving country.

FAQ



For what kind of work do private employment agencies recruit migrant workers to the GCC States?

Your possible answer:

According to the Overseas Employment Proclamation No. 923/2016, private employment agencies are allowed to recruit domestic workers to the Middle East countries with which the Government of Ethiopia has made bilateral agreements. The presence of a bilateral agreement does not necessarily mean that the agencies can recruit labour migrants for any type of work. The Federal Ministry of Labour and Social Affairs and the Federal Ministry of Education have identified three major areas under the domestic work framework. These include domestic help, care giving and household services. These categories

of domestic work share a range of activities in common though they are recognized as independent occupations in the Ethiopia Occupational Standards (EOS) of the national TVET strategy.

The domestic help category comprises cleaning house, providing food and beverage services, preparing hot and cold meals, washing and ironing clothes, and providing care and support to pets and children. The household services category comprises all activities included in the domestic help category except caring for children and pets. As the name implies, care giving involves providing care and support to infants and children, children with special needs and the elderly. Additionally, cleaning the house, washing and ironing clothes and preparing hot and cold meals are also part of care-giving activities.

These types of domestic work are commonly limited to female labour migrants. Male non-skilled Ethiopian labour migrants also migrate to the Middle East to work on private farms (gardening and looking after cattle, goats and camel) and also serve as household car drivers. Unfortunately, there is no occupational standard set for this kind of domestic work and there is no competency training for them in the TVET institutes. Selected TVET institutes in Ethiopia provide competency training and certificates on care giving, domestic help and household services. According to the Overseas Employment Proclamation, labour migrants to the Middle East countries need to possess competency certificates from the TVET institutes on the aforementioned categories of domestic work. Private employment agencies are also obliged to recruit only those individuals who have received a competency certificate on one of the stated domestic work qualifications.



How much do domestic workers earn for working in GCC States?

Your possible answer:

Most Middle East countries have set a minimum wage for domestic workers, but the amount of the minimum wage varies from country to country. In any case, you should know that the minimum wage is the minimum, not the maximum. This means that depending on your qualification, experience and employer's interest, the amount of wage paid for domestic workers can be higher than the minimum wage. But it is not always the case that you will earn at least the minimum wage – some employers pay even less once the migrant worker starts working, contrary to the agreement. You should therefore make sure that the amount of wage included in your employment contract is not less than the minimum wage of the receiving country. For instance, the minimum wage for domestic workers in the Kingdom of Saudi Arabia is 1,000 Saudi Riyal (approximately US\$260) per month, while in Kuwait it is 52 Kuwait Dinar (approximately US\$170) per month (this amount might change and you should always update yourself on the changes). The minimum wage these countries pay for Ethiopian labour migrants may be different from the minimum wage paid to labour migrants from other countries such as the Philippines. According to the Overseas Employment Proclamation, the minimum wage for Ethiopian labour migrants is determined based on the bilateral agreement between Ethiopia and the receiving country.



What should I be informed about by an employment agency during the recruitment process? What kind of documents should I collect from the agency?

Your possible answer:

During your interaction with a private employment agency, you have the full right to ask the agency to give you information about the content of the employment contract (type of work, wage, working hours), legal and cultural expectations of destination countries, complaint mechanisms in the case of breach of the contractual agreement by the employer (including names of responsible bodies and their addresses), monitoring your status and protection of your rights during your stay in a destination country,

and any other issues related to your employment in the Middle East. You also have the full right to get the complete address of the agency and a copy of your employment contract, or keep it with your close relative in your home country.

You can request and obtain legal documents from the agency that allow you to travel to the destination country and to enter it for work, living and receiving benefits. These documents include:

- Residence and work permit
- Employment contract
- Travel or air ticket



What is an employment contract? What should be included in the employment contract? Can I have an employment contract written in the language I speak?

Your possible answer:

An employment contract is an agreement between a worker and an employer about the nature of their relationship. The content of the contract should include the following important elements:

- The type of work and duties which have to be performed by the worker
- The wage that will be paid by the employer to the worker
- Means of payment
- Duration of probation time
- Holidays and time off to be received by the worker
- Obligations and rights of the employer and the worker
- Complete duration of the contract (start and termination date)
- Accommodation, food, clothing, medical care
- Insurance costs
- Transportation of workers to and from the work location
- Expenses of transport to and from your home country

All these pieces of information should be correct and as specific as possible. You do not have to agree to everything in the contract – you have the right to ask for changes to the contract and you have the right to refuse to sign the contract.

The employment contract must also be written in Amharic (or other local language you speak or understand), English and the language of the destination country, and must comply with all applicable laws and regulations of the destination country.

According to the Overseas Employment Proclamation No. 923/2016, there are a couple of steps that should be followed to authenticate the employment contract. First, the agency should submit the contract of employment signed by the employer, the agency and the worker to the Ministry of Labour and Social Affairs for approval. Second, the Ministry verifies the signature of the employer and other documents attached with the contract through the appropriate Mission and the Ministry of Foreign Affairs. Third, once the Ministry has verified that the employment contract is complete, it approves and registers it.

When you collect your employment contract, you should take the following points into consideration:

- You should ensure that the content of the contract has not been altered or changed against your initial agreement.
- You need to make sure that the employment contract is authenticated by all legally responsible bodies, including the Ministry of Labour and Social Affairs, Ministry of Foreign Affairs and the respective legal bodies in the destination country.

4.4. Financial costs involved in regular labour migration to the Middle East



What are the financial costs involved in regular labour migration to GCC States? Most people think that irregular migration is less costly than regular migration? Is that true?

Your possible answer:

Absolutely not! People are misled by unscrupulous actors who use this idea as a trapping mechanism to attract potential migrants, and people may not have clear information about it. According to the Overseas Employment Proclamation No. 923/2016, the major expenses of the overseas labour migration process are to be covered by the legally certified recruitment agencies, and this amount is far larger than the expenses expected to be covered by the migrant. The share of the migrant in the legal process is also much lower than the amounts paid to the illegal recruiters and smugglers. For specific information regarding the amount of money required, labour migrants should visit the TVET institutes for expenses related to the certificate of occupational competence, immigration offices for expenses related to passport issuance, public health centres or hospitals (private health facilities are relatively expensive in Ethiopia as compared to public health centres) for expenses related to medical examination, and the municipality for expenses related to birth certificates. They should not believe what smugglers or brokers tell them about these expenses.

TABLE 4.1

EXPENSES TO BE COVERED BY EMPLOYER AND MIGRANT	
Expenses to be covered by the employer	Expenses to be covered by the migrant
<ul style="list-style-type: none"> • Entry visa fee • Document authentication fee • Round trip air transport fee • Employment contract approval fee • Work permit fee • Residence permit fee • Insurance coverage 	<ul style="list-style-type: none"> • Expenses for certificate of occupational competence • Passport issuance fee • Medical examination fee • Vaccination fee • Birth certificate issuance fee • Personal expenses before departure

4.5. Risks involved in regular migration to the Middle East



How can I check that the job offered by a recruitment agency is a legitimate one in the Middle East? How can I check if I am not being sent to an employer that has signed an employment contract with me and the agency? How can I check that the city or town stated in the contract and the place I am being assigned are the same?

Your possible answer:

A wealth of evidence shows that there are several instances in which Ethiopian labour migrants to the Middle East have experienced a mismatch between the type of job indicated in the employment contract and the type of job they are actually offered in a destination country. For example, a female migrant worker may be recruited for domestic work but is instead sent to sex work. Commonly, a male migrant

worker may be recruited to look after goats or camels but instead is trafficked into forced labour, and in the worst cases into drug dealing.

There are also instances where labour migrants have been transferred to a person other than the employer who has signed the employment contract. In some instances, migrant workers have been placed in a city or town different from the one indicated in the employment contract. For example, without the consent of the worker and the knowledge of the recruitment agency, an employer may transfer the worker to his family, friends or other person. There are times when Ethiopian migrant workers have been placed in a rural village while they had previously agreed to work for an employer in a town or a city.

The first important possible time these problems may occur is during the signing of the employment contract or the collection stage. So make sure that the employment contract contains all the important information, including the full address of the employer and details about the type of work you will be undertaking in the destination country. You should also ensure that the employment contract has been written in a language you can understand. The employment contract should be signed and stamped with full details of the appropriate bodies that verified and approved it. This will reduce the possibility of exposure to similar problems.

However, if you are offered a job that you have not agreed to, or if you have been transferred to a person or employer who has not signed the agreement, or if you have moved to a place which is different from that stated in the contract, you should be aware that your rights have been infringed and you are in danger of being exploited or abused. You should report the problem as soon as possible to your family so that they can report to the agency or responsible government body. Or you can make a call or send an email to the agency. If the agency fails to address the problem or does not take the case seriously, you should also talk to the Ethiopian Embassy or missions in the destination country, or to other relevant government authorities such as MoLSA or BoLSA.



What are the common forms of labour rights abuses faced by regular labour migrants in the Middle East?

Your possible answer:

Though irregular labour migrants are at greater risk of experiencing various forms of labour rights abuses, regular labour migrants are also sometimes affected. There is a possibility that regular migrants may face the following labour rights abuses:

- Confiscation of regular documents such as passport, residence and work permits and other documents that contain important information about the addresses of important bodies such as the agency, government authorities and embassies
- Sexual abuse, commonly against female migrant workers
- Labour exploitation or forced labour (working long hours, excessive overtime, lack of weekly rest and holidays, not paying the wage according to the agreement, withholding wage, debt bondage, forcing the worker to perform other work outside the agreement, etc.)
- Poor working conditions (lack of proper accommodation, lack of food, poor nutrition, etc.)

If you have experienced one or more of the above, you are in a situation of labour rights abuses and you should be ready to protect your rights and free yourself from further abuses.



How can I reduce the possibility of labour rights abuses occurring?

Your possible answer:

First of all, you should understand that many countries including the Middle East have either signed or endorsed International Conventions on labour rights and several other labour standards, although

they have not ratified most of the labour rights enshrined in them. Although the quality of implementation varies from country to country, the labour laws of the Middle East countries acknowledge the rights of migrant workers to be protected from any form of labour abuse. As indicated in the Overseas Employment Proclamation No. 923/2016, the Ministry of Labour and Social Affairs and the Ministry of Foreign Affairs are expected to work with the Ethiopian Embassies and Consulates General to protect the rights of labour migrants in the receiving countries. To this end, the Proclamation dictates the establishment of labour attachés in the Ethiopian Embassies or Consulates General in the receiving countries to ensure the rights, safety and dignity of workers employed overseas.

Still, the presence of legal and policy frameworks cannot alone fully guarantee that your labour rights will be protected. So the first important solution is to prevent the labour rights abuse from occurring at all. In this regard, you yourself can play a role in reducing the possibility of labour rights abuses, as follows:

- Do your job in the best possible and effective way you can do (manage your time, deliver your tasks fully, be trustworthy to your employer).
- Respect the culture and norms of the destination country such as in dressing and other codes of conduct.
- Reduce the chances of aggressive encounters through smooth and polite communication strategies.
- Acquaint yourself with the laws and regulations of the destination country.
- Running away from the employer is not recommended unless you find staying with that employer life-threatening. In case you find escape the only option, you should not forget to keep all the necessary legal documents with you, and you should report to the legal agency such as an embassy or police office.
- As much as possible, keep all your legal documents with you (your passport, residence and work permit, and address book of family or friends, agency, embassy and other government authorities).
- Try to learn and master the language of the destination country as much as possible.
- Learn how to use Internet networks (social media such as Facebook or others) so that you can easily share your working situation or overall status with friends or networks.
- Build social networks such as friends or other individuals engaged in similar work – but be warned that you should not talk to individuals who smuggle migrant workers into destination countries in an illegal way, and you should not take any actions that they may advise.
- Know where to complain or seek help.



What can I do if I face any one of the labour rights abuses?

Your possible answer:

You should never tolerate any form of labour rights abuse. However, be warned that you should only take legal action or try to escape safely in time of emergency. There are a number of responsible bodies who can act on your behalf to protect your rights, such as the labour attaché at the Ethiopian Embassies and Consulates General, labour unions and Ethiopian Community Social Organizations. If you have access to a phone, you can talk to your family indicating the various forms of abuse you are facing or have faced. You can also make a call directly to your agency; the agency should communicate the issue to the employer and settle the problem in such a way that your rights are protected. If the agency fails to settle the problem, you can submit your complaint to the responsible government body in Ethiopia or in a destination country.

According to Article 43 of the Overseas Employment Proclamation No. 923/2016, the complaint process passes through the following procedures:

1. Any victim worker or his representative may submit an oral or written complaint, to the Ministry of Labour Affairs or the appropriate authority including Embassies and Consulates General and the labour attaché.
2. If the complaint is submitted orally, the officer of the Ministry or the appropriate authority shall write on hardcopy and cause the complainant to sign.
3. The Ministry or the appropriate authority may conduct proceedings on its own initiative or based on reports received from other body on the violation of the rights of the worker.

According to Article 44 of the Proclamation, a complaint must include the following information as well as other explanatory notes:

- name and address of the complainant;
- name and address of the agency the claim is against whom the complaint was submitted;
- nature of the complaint, relevant facts and reasons for the complaint;
- time and place of the commission of the act complained;
- the amount of claim, if any;
- relief sought; and
- other relevant supportive evidences.

4.6. Support services in the destination countries



Who would I talk to if I do not like the work and want to be transferred to another employer or want to return home?

Your possible answer:

The major duty of the Bureau of Labour and Social Affairs, as indicated in the Overseas Employment Proclamation, is to provide pre-departure orientation to labour migrants. You should therefore make sure that the support services of the different organizations and their contact details are clearly presented during this orientation. Some organizations that can provide support services in a destination country are the representative of your agency in a destination country, the Ethiopian Embassy or Mission, Ethiopian community representative (if available), Ethiopian workers' association (if available), NGOs, trade unions, and relevant government authorities of a destination country.

However, you should be aware that the organizations indicated above have limits to the help they can offer you. On your part, you should make all efforts to deliver your responsibilities as per the contractual agreement. If you face difficulty regardless of your willingness, efforts and motivation to do your work effectively, the first thing you should try is to talk or complain to your employer. Don't ever run away as a first option unless you are in a life-threatening situation. Running away from the employer without enough legal justification will have both financial and legal consequences. It reduces your chances of gaining justice for the problem you have faced; and it may even exposes you to being liable for all the expenses made by your employer. On top of this, you will be a prey of human traffickers or smugglers and may also be imprisoned.

If your employer is not willing to listen to you and keeps on making your life difficult, you can make a call to your agency or the representative of your agency in a destination country. They should interfere to solve the problem as fast as possible. If this option does not work, you should contact the Ethiopian Embassy or labour attaché. You can also contact the appropriate government authority of a destination country.

In extreme cases, some employers lock the gate so that you cannot get out of the house. So you should always have the contact address of relevant bodies. Knowing the phone numbers by heart is highly recommended in case your documents are confiscated by your employer. In other situations, you may have a chance to file a complaint in person to the appropriate authority.

Whether you make your complaint orally on the phone or in person, you will be requested to provide the following (and see also the previous FAQ above):

- your ID card, work permit and passport (in all circumstances labour migrants should always keep these documents on themselves);
- information about your employer – address, name, identifiable features of the workplace (to enable an officer to inspect the premises rapidly) and the telephone number of the company;
- relevant evidence for the complaint in hard copy, such as proof of wages, pay slip, an employment contract or an employee identification card; and
- a record of days worked, wages paid, overtime and holidays, and you should bring this with you.



What is an Embassy or Mission? What is a labour attaché? Is addressing migrant issues the major business of the embassy and labour attaché?

Your possible answer:

The Government of Ethiopia has established Embassies or Consulates General in most of the Middle East countries. They represent the Ethiopian Government in the Middle East. Their major task is to maintain relationships between the two countries. They also have a role to protect its citizens who reside in the Middle East.

The Embassy's function is to represent its Government in the host country and protect the State's interests and its nationals within the limits permitted by international law. Embassy officials negotiate with the host Government (often on trade issues), promote friendly relations between the two countries, and develop their economic, cultural and scientific relations.

Additionally, the Ethiopian Embassies have a responsibility to assist its citizens and may be able to help migrant workers who find themselves in trouble. However, they will not be able to find work for a migrant worker who has left their job, fix papers, or correct irregular migrant status. The Embassy is bound by the laws of the host country in which it is operating, so it cannot fix everything. It especially cannot intervene in cases in which a migrant worker has committed a crime, though it may be able to provide help in finding a lawyer.

The labour attaché, on the other hand, is directly responsible for settling issues related to Ethiopian labour migrants in a destination country. He or she is primarily responsible for protecting the rights, safety and dignity of Ethiopian workers employed overseas. According to the Overseas Employment Proclamation No. 923/2016, the Ministry of Labour and Social Affairs and the Ministry of Foreign Affairs collaboratively establish the labour attaché in the Ethiopian Embassy or Consulate General.

Currently, the Government of Ethiopia is making preparations to materialize the establishment of labour attachés in all its Embassies throughout the Middle East. When the labour attaché functions with full capacity, the major role will be protecting the rights and dignity of Ethiopian labour migrants in the Middle East. The Embassies and Consulates General have the responsibility to handle migrant issues diplomatically. However, since their responsibilities are limited by the law of the destination countries, the main reason for establishing labour attachés is to ensure the protection of rights, safety and dignity of workers employed overseas.

4.7. Cultural differences and challenges in destination countries



FAQ

What can you tell me about working in the Middle East?

Your possible answer:

Each hosting country has its own legislative frameworks regarding migration in general and labour migration in particular. The Ethiopian Government, under its Overseas Employment Proclamation, 923/2016, only permits labour migration to those countries in the Middle East with which Ethiopia has concluded bilateral agreements. It is important to understand that going to the countries that have signed bilateral agreement does not necessarily guarantee that migrants will be safe. There are many circumstances where even legal labour migrants face different forms of rights abuses. However, the Ethiopian Government is better able to follow up the rights of labour migrants in those countries with which it has bilateral agreements. On the other hand, employers are responsible for protecting the rights of their migrant workers as per the employment contract. In general, legal migrants have the right to be protected from violence or abuse.

Though most of the Middle East countries are not signatories of the ILO Conventions, many have introduced legislative and policy frameworks to improve the situation of migrant workers, particularly migrant domestic workers. To mention a few, Qatar, the Kingdom of Saudi Arabia, the United Arab Emirates and others have ratified laws on domestic workers that clearly state the rights, duties and penalties involved in the employment of domestic workers. Minimum statutory entitlements, additional obligations and worker protection provisions have been included in the laws (see Annex 1, Handout 3). Minimum statutory entitlements prescribe working hours (10 hours a day), daily break (9 to 12 hours), rest day (1 day per week), payment of wages (once every month), probation time (3 to 6 months), annual leave (3 weeks to 1 month per annum), age eligible for work permit (18 to 60 years), sick leave (one month per annum), and airfare (return flight once every two years). However, a range of studies and media reports confirm that these statutory entitlements are almost universally infringed by employers, confirming the existence of the gap between policy and practice. Hence, labour migrants need to be well informed about all the risks related to travelling to the Middle East as a domestic worker.

Additional obligations and worker protection provisions include the fulfilment of basic needs (accommodation, food and health care) for workers, protection from discrimination and abuse, compensation for work-related injury, the fact that the possibility of transfer of employment is legally justified only in specific circumstances, and submission of complaints to an authorized body such as the Ministry of Labour and Social Development in the case of the Kingdom of Saudi Arabia. Other countries such as Qatar and the United Arab Emirates have also specified the appropriate legal authority to respond to domestic workers' complaints.



FAQ

What can you tell me about living in the Middle East? What are the do's and don'ts in relation to the culture and lifestyle of the Middle East?

Your possible answer:

All countries in the world have their own cultures, customs and traditions that make them different from other countries. From sign language to verbal language, from eating patterns to table manners, from dress code to greeting styles, from interpersonal interactions to holiday celebrations – customs are governed by certain norms and values that specify the **do's** and the **don'ts** in specific situations. As the style of life in various situations is unlikely to be that of your own, you may face culture shock. So, the first thing you should recognize is that cultural differences are normal and common. You should make every effort to understand and learn the cultural codes of conduct in every interpersonal interaction. You may face difficulties in understanding and practising their lifestyle. But, you should always show due respect for the culture and traditions of the country where you live as a foreigner.

Religion is an important part of the culture of the GCC States. The most dominant religion in these countries is Islam. Most of the cultural expectations and normative lifestyles are drawn from the principles of the Muslim religion. In consequence, you should take into account the following points to be safe and win acceptance in the community:

High regard for religious and ethnic traditions: The basic creed of Islam is that Allah is the one true God and Prophet Mohammad is the only true prophet. Allah and Mohammad are revered, and you should not say or do anything offensive against them. You should not disrespect any mosque. Muslims practise these things in their everyday life.

Prayer: Muslims pray at least five times a day; at dawn, noon, mid-afternoon, sunset and at night. Included in this is the purification rite in which, before prayers, Muslims are expected to wash their hands, face, arms and feet. If you see somebody bowing down and praying, do not stare at them or walk in front of them, as this is considered offensive.

Fasting: Muslims are required to abstain from eating and drinking from dawn to sunset during Ramadan. Ramadan lasts for about 29 or 30 days, based on the cycle of the moon. It is a time of solemn self-examination that ends with a celebration and a national holiday. You should be careful not to eat in front of Muslims when they are fasting or even offer them food, as this may be seen as offensive.

Not eating certain foods: Some foods are prohibited in the diet of Muslims. You should be careful not to prepare these foods unless you are sure they are acceptable to eat. If you are preparing food for a religious family, be sure that you don't use the same utensils you used in cooking prohibited foods with the food that you will prepare for them. You should check the dietary restrictions of those around you.

Worship: Friday is the worship day for Muslims. Government offices and banks are closed two hours every Friday so that Muslims can carry out their Friday worship in the mosques.

Dress code: Muslim women dress modestly. In public places, Muslims should cover their heads and wear loose clothes. In the same way, non-Muslim women who go to public places should also dress modestly because tight-fitting or revealing clothes may seem offensive, though they are not required to dress the same way as Muslim women do. The top should cover at least the upper arms, and skirts should be knee-length or longer. Men should avoid wearing shorts.

4.8. Basic questions on return and reintegration



I have been working as a domestic worker in the Middle East and came back to Ethiopia recently. I have saved some money which I want to use to start a business. Whom should I contact for help?

Your possible answer:

Congratulations for having saved enough money to start a business. First of all, you should not start spending your money before you have enough information regarding what, how and where to start a business in the context of your locality. You may personally make a market assessment and identify a profitable business activity. However, you should also be aware that the business activity you choose may require some skills or experience. So, it is better to consult the appropriate government agencies in your locality to give you orientation or training on entrepreneurship. Currently, this service is being provided by a government agency called the Office of Job Creation and Food Security (/). The office is available in all Woreda and town administrations. Similar structures are available in rural Woreda, specifically in the Agriculture Office. The Office of Social and Labour Affairs can also facilitate the opportunities for you to receive entrepreneurship training provided by NGOs or other relevant bodies. This Office also provides the unemployment status confirmation card that may help you in accessing the services provided to unemployed people in your locality.

If you want to start the business jointly with other people, you can consult the Office of Job Creation and Food Security. Depending on your needs and initial capital, the Office may refer you to and link with microfinance institutions (if you need a loan) and the municipality (if you need a place to start your business). But you should be aware that the microfinance institutions and the municipality have their own standards, procedures and priorities for service provision, so you should be ready to fulfil their requirements and be committed to the agreement you make with these institutions.



I was a migrant worker in the Middle East and have come back recently. I want to be employed in a governmental or non-governmental organization. Whom should I contact for help?

Your possible answer:

You should be aware that there are requirements that you need to fulfil to be employed in any organization. For example, if you want to be employed as a driver, you need to have a driving licence and also meet the minimum level of education. For security officer positions, you might be requested a military or related experience and also meet the minimum level of education. In any case, you should be able to demonstrate to your prospective employer that you meet the minimum requirements of the position where you want to be employed in a given organization.

You may contact the Labour and Social Affairs office in your Woreda to get advice and information on how to get employed. You may also contact licensed local private employment agencies in your locality so as to get full information about the employment opportunities.

ANNEX 1

HANDOUTS





Handout 1:

Safe labour migration guide³

1. Pre-departure

A. Key considerations before making the decision for overseas employment

- Discuss the issue with extended family members before making your decision, as their support is also required. Their emotional and physical support will also give you strength and courage.
- Discuss with the family who will handle the family finances, how they will be managed and how much you will be saving monthly towards your goals.
- Establish the purpose of your migration clearly (e.g. to purchase assets, children's education, saving capital to start a business, etc.).
- Have a clear reintegration plan after discussing with the family, the authorities and service providers.
- Make your decision only on the basis of verified information: do not trust anyone simply on their word; ask questions of different people.
- Obtain information from reliable sources (legally registered recruitment agencies, the Ethiopian Government Labour and Social Affairs Office) about types of available jobs in the respective countries.
- Compare the income you currently have and the minimum income you can reasonably hope for in the destination country.
- Try to work out all your costs including accommodation, transport to work, food and toiletries, etc., to see whether you will be able to save anything.

Ask yourself the following:

- Do I have a plan B (someone to assist me that I can trust) if things do not work out as planned?
- Will I be travelling safely to my destination? During my journey and while working there, will I be at risk physically, legally or financially?
- Do I have enough financial means to support myself without income for some time?
- Do I know my rights and how to claim them?
- Do I clearly understand my reasons for seeking overseas employment?
- Does my family understand the objectives of my seeking overseas employment?
- Am I eligible to seek foreign employment? (Check the age limits, level of education, training certificate, medical requirements, etc.)
- Have I explored all options for employment within the country?
- Do I have the ability and required skills and competencies to work in the job I am seeking?
- Who will take care of my family/children in my absence?
- Will my children's education be monitored by someone reliable?
- Can my family members manage day-to-day activities without my support?
- Whom should I discuss with and consult before taking a decision to migrate for employment? Husband or wife, children, parents/elderly relatives, extended family members, sisters, brothers, neighbours, etc. to discuss their concerns and seek advice and support. Service providers, school principals, religious or spiritual leaders: to understand the various services provided by them and seek their support for my family while I am out of the country.

³ Adapted from Sri Lanka Bureau of Foreign Employment and ILO, 2015.

B. Preparation for departure

Once you have decided to work overseas:

- **Obtain a valid passport:** Consult on how to get a passport (passports are issued by the Ethiopian Immigration Authority).
- **Obtain a visa for the country you are going to work in:** An employment/work visa (NOT a visitor or holiday visa) that allows a foreign national to temporarily live and work in a country.

Required documents to obtain a visa:

- Valid passport
- Medical report/ certificate
- Police report
- **Obtain a certificate of pre-departure and vocational skills training.** Obtaining a training certificate is mandatory. There are several training programs and categories specifically designed for particular jobs and services.
- **Obtain an employment contract/agreement.** You must sign a job agreement or employment contract with recruitment agency before departure. Make sure you understand all the terms detailed in the contract. If necessary, ask someone you trust to explain it clearly to you. This agreement has to be adhered to by the foreign employment agent as well as the prospective migrant worker to ensure the safety and welfare of the worker.
- The following signatures and endorsements should be made on the agreement.
 - Signature of employer
 - Signature of foreign agent
 - Signature of local agent
 - Signature of employee
 - Authentication by MoLSA

Getting ready to leave

If you have followed all the formalities and procedures and obtained the necessary approvals for travel, you can prepare yourself for the journey. ***Now is the time to consider the following:***

- Make sure you have the firm job offer/contract in writing and detailed indications of your conditions of work (wages, hours, etc).
- Make sure you have the appropriate immigration permit that will allow you to stay and work legally.
- Make certified copies of all your documents and leave them in a safe place at home:
 - Copy of your passport
 - Copy of your job agreement/contract
 - Contact details of the recruitment agency both local and abroad
 - Details of the employer if available
 - Details of the Ethiopian Embassy in the country of your employment
- Open a bank account in your name in your own country to keep your savings.
- Plan your trip through safe means of transport.
- Take all your official documents (passport, work certificates, contract, etc.) and useful telephone numbers with you.
- You should have made all arrangements and appointed necessary caretakers to look after all your chores and responsibilities which need to be carried out in your absence.
- You should inform the authorities in your locality about your plans so that they can look into your family's welfare and support and assist upon your return.

Baggage, hand luggage and handbag

- Ensure that the weight of your luggage does not exceed the amount specified in the travel ticket.
- Ensure that your hand luggage does not weigh more than 7 kilograms and that it contains no restricted items (such as sharp objects, firearms, materials that can catch fire easily, large amounts of liquid).
- Ensure that you keep on your person the most essential items such as passport and copy, ticket, purse, information and telephone numbers of foreign agent, local agent, employer and Embassy contact details.
- Ensure that personal items (toothbrush, comb, etc.), medication and clothes for a period of three months are packed in the main luggage that you will check in at the airport. You may wish to keep a toothbrush and comb with your hand luggage too.
- Ensure that clothes that are comfortable to travel in and which are culturally suitable are chosen for the journey. You may also take a jacket, scarf, etc. as appropriate.
- Ensure that your name and address at destination is clearly marked on a tag and fixed to the main luggage.
- Ensure that your luggage is locked with a small padlock and keep the key safely in your hand luggage.
- Ensure that you are not taking any items that are not allowed in your country of destination or in any transit country (e.g. religious statues, pictures, animals, Khat, alcohol, drugs, firearms, explosives).
- Do not carry anybody's luggage even if they plead with you, as you never know what is in it.

2. Departure**Travelling to the airport**

- Become familiar with the E-ticket system.
- Ensure that airport, airline names, flight times indicated in the ticket are well understood.
- Ensure that transport is arranged so that you reach the airport three hours before the time of your flight as indicated in the travel ticket.
- Inform the airline about any special meal preferences such as vegetarian or halal meals.
- Remember to refresh yourself and wear clean clothes before you leave.
- Keep your ticket, passport, visa documents, flight details, the sponsor details or the details of the person who will be receiving you at the destination airport, and the contact number of the Ethiopian Embassy in the destination country somewhere safe and secure in your handbag for easy access.
- Ensure that you don't give personal contact details to unknown persons, as you may be at risk of human trafficking – being tricked, cheated or scammed.

At the Airport

- Ensure that you go to the correct check-in counter after referring to the information board displayed at the airport or on the basis of an airport announcement. Sometimes, customs officers will make a personal search at the check-in desk to ensure that you are not carrying any unauthorized property/articles.
- Your passport and ticket will be checked just before you enter the check-in counters. Your baggage will also be security-checked for the second time.
- Ensure that you are not carrying any packages or bags for which you do not know the contents along with your luggage, as they may contain unknown or illegal items. If anybody has asked you to take something for them, make sure you have seen the contents. It's safer just to say no.
- Show your passport, air ticket and baggage at the relevant airline counter and obtain your boarding pass, baggage acknowledgement sticker. If you are going via a transit point, ensure you have your onward boarding pass.

- Do not leave your hand luggage or handbag unattended while at the airport.
- Ensure that you fill in the embarkation card correctly.
- Proceed to the immigration counter and submit your passport and boarding pass for verification and endorsement.
- Check the flight information board, if there is one, to see if your flight is boarding yet.
- Proceed to the boarding gate through duty free areas and go to the boarding gate indicated on the boarding pass. Listen to public announcements and stay in the waiting area until a boarding announcement is made by the airline staff.

During the flight

- Ensure that you sit according to the seat number assigned in your boarding pass.
- Place your hand luggage in the overhead cabin, except for a small handbag which you can put under the seat in front of you.
- Listen to the instructions of the flight attendants. They are there to help you. Ask them if you need any information/ help.
- You are given refreshments and meals free of charge in-flight other than budget airlines.
- Behave in a calm manner that does not disturb other travellers.

Arrival in the destination country

- Ensure that you correctly fill the disembarkation card if provided while in the aircraft or obtained at the immigration counter at the disembarking airport.
- Ensure that an immigration stamp is placed in your passport as proof of your date of arrival.
- Collect your luggage from the luggage belt allocated to your flight (usually shown on an overhead panel). If your baggage is missing you can seek help from the lost baggage counter.
- Ensure that you follow the instructions to the exit gate through the customs.
- Meet the foreign agent representative or employer as advised by the local agent.
- Verify their identification to ensure that you are meeting the correct person.
- Accompany them to reach your workplace safely.
- Inform your family of your safe arrival.

In the case of transit via another airport before destination

- Check if your flight is flying directly to your destination or you will be transiting in another airport.
- Contact the information desk if you need any help.
- If you need to change your flight, check your air ticket to find the details of the next flight such as time of departure, flight time and terminal numbers.
- Once you disembark at the transit airport from the first flight, find the correct boarding gate number of your next flight and get there without delay.
- Go to the indicated departure gate after following the necessary security procedures.

3. At work/in service

A. Duty-related responsibilities

- Keep a copy of your passport with you at all times as your employer may keep your passport with them while you are employed. You can also save your passport number in your mobile phone or somewhere else safe.
- Ensure that your employer obtains your work permit or resident permit with the correct information. Keep the number safely written or saved in your hand phone. This document is important as you must have it with you when seeking other services such as hospitalization in the country of employment.
- Ensure that you have a good understanding of the home set-up and the employer and the exact work that you are expected to carry out.

- Ensure that the tasks expected of you by the employer are communicated to you and that you have a good understanding of these expectations.
- Build a healthy relationship but maintain professional distance with the employer and family members and others in the workplace.
- Ensure that your tasks are completed in the appropriate time allocated.
- Ensure that your tasks are completed to the full satisfaction of the employer and family members.
- Ensure that you respect the privacy of the employer and family members and do not disturb their routine while carrying out your own tasks.
- Ensure that your place of employment, assets and family members of employer are free of any risks of accidents, fire, etc.
- Ensure that you follow safety rules and norms when working to ensure your own safety and security.
- If there is a problem, the employer should be informed and a suitable resolution should be reached.
- Ensure that your ability to communicate in the local language is enhanced during the time of your employment.
- To make learning of the local language easier and faster, keep a book to write down words and their corresponding meaning.
- Ensure that your employer sends your monthly salary to your Ethiopian bank account. Give your account details to the employer and ask for some evidence of payment and that the deposit has been made.
- Ensure that the use of your mobile phone for personal matters is done at the appropriate and allocated time and not while performing your tasks.
- Ensure that you keep your work permit with you when you go outside your place of work.
- Keep in mind the prohibitions in the country where you are employed.
- If you are faced with a problem in the workplace, talk to your employer or supervisor or to the recruitment agency first. It is in everyone's interest to resolve disputes. Try to record the incidents or problems occurring, in case you need to file a formal complaint. If the problem is not resolved, you should contact an NGO, a trade union, your Embassy, labour attaché or the MoLSA through a family member. Inform the MoLSA or Embassy if your salary has not been paid or if your sponsor has violated your contract.
- Do not run away unless in an extreme situation. You need to report such a situation to the recruitment agency. Also, contact the Embassy or the police station. But be aware that if you run away you automatically become an illegal entity in that country. Running away from your employer's house is also grounds for the police to arrest and imprison you. Do not get tricked by people who ask you to do so, you may be at risk of trafficking for sexual or labour exploitation.

B. Personal responsibilities

- Establish a good working relationship with other workers in the workplace or household.
- Ensure that you have regular communication with family members during the allocated time period for personal time.
- Do not misuse the facilities provided to you such as telephones, water (as it is scarce in the Middle East), household equipment, etc.
- Ensure the safety and security of all your important documentation such as passport, contract copy, work permit or resident permit where appropriate, your return ticket and medical reports if appropriate.
- Make sure to wear appropriate and culturally sensitive clothes while in the household or workplace.
- Take special care about your personal hygiene and your health, including sexual health (prevention of STDs, HIV & AIDS), cleanliness and appearance.
- During the contract period, try as far as possible not to return to Ethiopia unless essential.

- Do not steal any item from the household or outside; this is a punishable offence and you will be imprisoned.
- Make sure that you are aware of the exchange rates when purchasing items.
- Ensure that your salary is being deposited to the bank account with proof given to you (deposit slips).

4. Returning to Ethiopia

Repatriation before the end of your contract

There are various reasons why you may need to be repatriated or undergo “immediate facilitation of return to home country” before the end of your contract.

- Due to a result of a medical test in your host country
- Due to chronic illness whilst in service
- Due to occupational injury
- Due to death of loved ones at home
- Running away from employer due to numerous harassments
- Completion or finalization of detention due to illegal/ undocumented status
- Completion or finalization of prison term

Returning at the end of your contract

- Ensure that the employer is informed in advance of the contract end date and whether you wish to remain or return back to Ethiopia.
- Ensure that all salary payments due to you have been made by the employer. If paid to you in cash, make sure that the cash is secure.
- Make sure that all your salary has been paid to you before the employer gets your exit permit.
- Your return ticket should be purchased by the employer; this is a contractual requirement.
- Ensure that your work permit is in order. It should contain a photo ID with the sponsor’s name and identification, and the your name and passport number. Without the work permit, you will not be issued an exit permit to leave the country.
- Not having a work permit can put you at risk of a fine or a jail term.
- Inform your family members in Ethiopia if you will be returning and possible dates.
- Hand back to the employer all items given by the employer for use within the employment period.

What not to do

- Do not promise to send someone as a replacement to your employer, you may be at risk and put others at risk.
- Do not take items that do not belong to you.
- Do not get tricked into buying items for others in the plane or at duty free. You are at risk of being cheated and tricked.
- You must maintain and protect the dignity of all Ethiopians.

Extension of stay

If you do not wish to return home at the completion of your contract and you are agreeable to your employer’s request to remain for a further time period, you must do the following:

- Ensure that your work permit is adjusted accordingly or that the sponsor is in the process of doing so.
- Inform your family members of your plans.
- Inform the foreign agent and local agent.

- Inform the Ethiopian Embassy and renew the contract for the additional period.

Arrival at the airport in Ethiopia

- Ensure that you correctly fill in the disembarkation card before you get off the plane, if provided while in the aircraft, or obtain it at the immigration counter and fill it in there.
- Ensure that an immigration stamp is placed in your passport as proof of arrival and date of arrival.
- Collect your luggage from the allocated luggage belt.
- If your baggage is missing you can seek help from the lost baggage counter.
- Ensure that you follow the instructions to the exit gate through the customs. You can go through the Green Channel if you have nothing to declare. You can take that channel without filling in any documents if you do not have anything to claim, but customs officers can still will do a random check and ask questions. If you have things to claim such as new electronics items, and alcohol or cigarettes over the limit, then you need to fill in the appropriate documentation and take the normal channel for people with items to declare.
- Baggage should not contain goods for others, goods in commercial quantities, and prohibited or restricted goods. These include dangerous drugs, weapons and explosive devices, and gold.
- If faced with a problem or feeling sick, seek assistance from the immigration counter at the airport.
- If you happen to lose an item at the airport, you should firstly contact the relevant airline you are/ were travelling with. Please proceed to the nearest information counter and the personnel on duty will assist you further.
- Inform your family about your safe arrival. If you family members are not picking you from the airport, and you have decided to go home in a taxi, make sure to choose one that is registered with the airport. Do not get assistance from brokers/middlemen. Also do not allow people you don't know to get into your hired vehicle, as all your valuable things are there.
- Do not get tricked by unknown persons at the airport or outside.

5. Reintegration

- Look back at the achievements and progress you have made in the past two years and compare with your original goal. Have you met your goal? What more needs to be done to reach it?
- If you wish to start a business venture of your own, contact MoLSA or BoLSA and the Office of Urban Food Security and Job Creation (UFSJC).
- Seek information on reintegration support from your area's BoLSA or MIC.
- Seek the advice and guidance of the M/BoLSA/UFSJC/MIC and get to know all their reintegration related services such as livelihood loans, training, etc.
- Visit your MIC and obtain information about small and medium enterprise loans and other similar programmes, including those of NGOs and UN agencies.
- If you are taking long term medication, seek regular medical advice. Obtain a health check to ensure that you are healthy and fit and able to engage in work.



Handout 2:

Tips on counselling procedures

1. The counselling relationship

Counselling is a helping relationship that involves working with people to address their feelings and emotions, thoughts, beliefs, behaviours and relationships. Whilst counselling focuses on the individual, it can sometimes be beneficial to work also with the family and community. Their support can be enlisted and their issues and questions also addressed (IOM, 2009).

2. The outcome of the counselling relationship

The counselling relationship and process should help the individual towards:

- Improved understanding of themselves – including challenges and potentials
- Improved acceptance of self and situation
- Improved clarity about issues and awareness that something can be done about the problem
- Improved self-esteem and confidence in their ability to handle their issues
- New decisions, new ways of coping and positive action plans
- Motivation to resume meaningful participation in the family and community.

In order for counselling to have any measurable effect, the skills and knowledge of the counsellor and the ongoing development of these are critical. In addition, change will only occur for the individual if the conditions for safety and confidentiality are met. It is also important that the counsellor allocate the time necessary for such work if it is expected to make a positive difference to the person affected. The following is a useful summary of the process. This process will take place over more than one appointment depending on the specific circumstances. An appointment should not last more than one hour or be too short to make any progress.

i. Beginning stage

Prepare a safe and private setting

- Do the best you can in the context in which you work with the resources that are available and remember that privacy is important. This means making sure no one else can overhear your conversation or disturb the counselling session.
- Be sensitive to cultural norms with regard to gender issues and privacy.
- Minimize any likely distractions, for example by turning off your telephone/ mobile and informing other staff that you need uninterrupted time with the individual.

Counselling contact; attend to person and build rapport

- Make the client feel welcome and at ease; provide comfortable seating levels, etc.
- Build rapport with a warm welcome, smile and attention.
- Explain the purpose of counselling, typical timeframes, appointment duration and confidentiality.
- Gather any necessary personal information, but this should be kept to a minimum.
- Ask the individual if there are any particular concerns they would like to discuss
- (depends on whether they have been referred or have come voluntarily).

ii. Middle stage

- Ask the individual to tell their story and their feeling about the incident they had encountered.
- Listen and respond to help the person to explore their situation

- With the individual's consent you may take notes of key ideas, but do not allow this to divert you from listening.
- Listen and observe for feelings. Encourage the individual to identify and safely express these (remain non-judgemental). The individual should feel free and safe to express feelings fully in your presence without you stopping them with quick comfort. Sometimes silence is necessary here.
- Listen and observe for thoughts and beliefs process 21
- Listen and observe behavioural and/or relational issues.
- Use responding skills to help the individual explore. and allow them to determine the direction.
- Summarize and reflect to clarify and reach a shared understanding.
- Together identify what the person perceives as the initial issue. It may be an overwhelming feeling or a belief, thought, behaviour or relationship.
- Together discuss the issue and develop goals to address it. The counsellor needs to help empower the individual and build them up rather than offer expert solutions. Remember, the individual is the expert on their own life!
- Together initiate specific actions to help the individual with their issues.
- This may include support from a wide range of sources, for example family, community groups, learning and practising problem-solving/social skills, medical help, or community-based rehabilitation. Subsequently, these can be reviewed, refined and developed as changes begin to occur for the individual.
- The counselling visits become less frequent as the individual increasingly experiences positive change in their situation and builds other supports outside the counselling setting.

iii. End Stage

When the individual begins to experience the change needed to enable them to cope with or overcome the impact of the problem they encountered, the counselling is no longer required. It should be phased out gradually as progress is made. It is important that the individual has been empowered through the counselling experience so that they are more able to live their life with purpose and dignity. Termination may be difficult for the individual, but they must be:

- congratulated on the efforts taken to change or cope; and
- assured that they can return to counselling whenever there is a need.

3. When to consider referral?

Sometimes it will be necessary to refer the person to another professional (e.g. a psychologist or a psychiatrist, depending on the severity of the problem). It is helpful if the counsellor/social worker has basic knowledge of the indicators to recognize psychiatric problems. You should refer the individual to the relevant professionals immediately if you observe any of these symptoms:

- Post-traumatic stress disorders (if the migrant worker experienced any traumatic event such as sexual violence, attempt of murder, loss of a partner, etc.).
- Depression: Lack of sleep and appetite, decreased energy, suicidal thoughts, overwhelming sadness or episodes of crying.
- Psychotic symptoms:–fear, agitated state, palpitations, tremors in hands, restlessness.
- If an individual expresses a wish to die or says that they have had ideas of or have attempted suicide, they should be referred immediately to a doctor.
- The counsellor should also inform the family about an individual's suicidal thoughts.

4. Group and family counselling

MICs can arrange group counselling for clients or the family in addition to one-on-one support. Group counselling has its own dynamics. However, many of the skills and exercises used for individual counselling can be used in group situations too. A group may be as few as two people and may be composed of family, friends, affected individuals or members of the community. Five to seven is a good size; ten should be the upper limit. The counsellor acts as leader of the group and facilitates the discussion (ILEP and NLR, 2011). Group counselling offers benefits in many aspects. It is particularly useful because:

- It's cost-effective and time-effective.
- Individuals will realize that others also face issues similar to theirs.
- Communication skills can be developed and practised.
- Relationship skills can be developed and practised through group interaction exercises.
- Groups become a support system for each member.
- The facilitator has an added opportunity to see how an individual or group acts in group situations.
- An individual becomes more committed to the goals when others share the responsibility of achieving the goals.

The role of counsellor in group counselling will be to:

- Communicate with and listen to each member, direct and mediate the communication process and give background information when appropriate.
- Provide resources and referrals to community services or support networks.
- Explain the ground rules and make sure each member complies.
- Explain the reason for and purpose of the group counselling.
- Make sure that respect and time are given to each member; whoever dominates or takes up too much time should be gently dissuaded from continuing, or the counsellor should introduce a subject change, and gently encourage reluctant or quieter individuals to participate.
- Help the group to focus on exploring their feelings and experiences of the event and ways of coping.
- Offer options and not solutions, giving the group suggestions for solving issues.

Handout 3:

National and international legislation on migration

National legislation⁴

The FDRE Constitution (1995): Article 18 of the Ethiopian Constitution prohibits slavery or servitude, trafficking in persons and forced or compulsory labour.

The Criminal Code of 2005 in particular contained several provisions that are relevant in this area. It includes article 597 (“Trafficking in women and children”), article 635 (“Trafficking in women and minors”), article 596 (dealing with enslavement), article 598 (unlawful sending of Ethiopians for work abroad) and article 243 (unlawful departure, entry or residence).

Labour Proclamation 377/2003: The Labour Proclamation contains important provisions concerning non-citizens working in Ethiopia, and Ethiopians intent on working abroad. In an overarching provision, it prohibits discrimination between workers on the basis of, among others, nationality (article 14(1)(f)). Specifically, article 175 stipulates that “An Ethiopian national may be employed outside of Ethiopia where the Ministry has obtained adequate assurances that his rights and dignity shall be respected in the country of employment.”

Proclamation 909/2015: Proclamation to Provide for the Prevention and Suppression of Trafficking in Persons and Smuggling of Migrants. In addition, a national action plan on human trafficking was recently designed in close collaboration with IOM and MoLSA.

Proclamation 923/2016: The Ethiopian Overseas Employment Proclamation, issued in accordance with the Constitutional mandate given to the Council of Peoples’ Representatives to enact laws dealing with, among others, nationality, immigration, passport, entry into and exit from Ethiopia, refugee political asylum matters see Constitution, article 55 (2 and also article 55 (1)), essentially has the following as its rationale and/or broad objectives (as appears from the preamble):

- a. the protection of the rights, safety and dignity of Ethiopians who are willing to take up overseas employment in pursuance to their qualification and ability;
- b. the belief that bilateral agreements with receiving countries may strengthen lawful overseas employment and could prevent human trafficking;
- c. the need to define the role of the private sector in overseas employment exchange services;
- d. the need to enhance the role of the Government in the follow-up and monitoring of overseas employment exchange services; and
- e. the need to replace the 2009 Employment Exchange Services Proclamation (Proclamation 632/2009).

The 2016 Proclamation, which has not yet entered into force, constitutes a significant improvement in comparison with the 2009 Proclamation. It provides for a more streamlined governance and management structure and deals with three recruitment channels: (a) government-to-government; (b) via PEAs; and (c) direct employment by a foreign employer (i.e. with no involvement of a PEA). Stringent conditions are imposed as regards the establishment, management and licensing, as well as the operations of PEAs, and their liability, including administrative sanctions, in the event of non-compliance with obligations imposed by the Proclamation. The recruitment, deployment and to some extent the return of migrant workers are specifically dealt with. Several commendable arrangements are put in place to strengthen the protection and welfare of migrant workers and their rights, including the development of a template/model contract of employment, and the envisaged appointment of labour attachés to render support to migrant workers. Some provision is made for engaging with complaints and dispute resolution.

⁴ This section is based on information in IOM, 2017b, Annex V, section V and quotes extensively from it.

The Proclamation also acknowledges that the Government of Ethiopia (i.e. MoLSA, and as appropriate, the MoFA) “shall have the responsibility to ensure that the rights, safety and dignity of workers deployed in overseas employment are respected” (FDRE, 2016:Article 63(1)) and provides for several services to be rendered by the Government of Ethiopia, such as the provision of legal assistance to victimized migrant workers (ibid., Article 64(5)). The Proclamation also imposes some obligations on PEAs and foreign employers, including:

- a. The PEA shall have the duty to cause the employer to respect obligations enshrined in the contract of employment with respect to a worker he/she has deployed overseas (ibid., Article 63(2)).
- b. Holding the PEA and the third party jointly liable for violation of the contract of employment concluded with a worker to provide services (ibid., Article 40).
- c. When a request for support is received from a worker or a person who has concern for the worker, in connection with overseas employment, the Ministry or the appropriate authority “shall order the Agency to act up on support sought or problem brought to its attention and to submit a report on the status or conditions of the worker” (ibid., Article 64(2)).
- d. Should the PEA or foreign employer fail to act in relation to the requested support, the Ministry or appropriate authority may impose administrative sanctions on the PEA or employer (ibid., Article 64(3)) – this could include the suspension of a PEA’s licence in the event of a failure to provide a remedy for applications pertaining to violations of workers’ rights, safety and dignity (ibid., Article 42(2)(f)).
- e. Specific violations justifying administrative sanctions against foreign employers and PEA representatives overseas are contained in the Proclamation, including (ibid., Article 53):
 - (i) Failure to discharge its obligations as agreed in the employment contract;
 - (ii) Failure by the representative to discharge its obligations as per the delegation given to it;
 - (iii) Withholding or denying access to the worker’s legal travel documents;
 - (iv) Withholding, without good cause, the worker’s wage or his remittance;
 - (v) Negligently causing serious injury, health problem or death of the worker;
 - (vi) Committing an act that violates the worker’s human dignity and moral;
 - (vii) Commission of sexual harassment against the worker; and
 - (viii) Contravention of the provisions of the Proclamation, regulations or directives issued thereunder.
- f. In the event of a negative decision to the effect that the employer or representative has committed the contravention complained of, the employer shall be prohibited from employing workers from Ethiopia; the representative shall be prohibited from participating in Ethiopian overseas employment activity; and the employer or representative shall be liable to pay reasonable compensation for the contravention committed (ibid., Article 56).
- g. A Labour Bench has the power to resolve a dispute between a worker and an employer or representative in connection with rights and claims; the burden of proof (to show that the action does not have a legally valid basis) is shifted to the employer or representative if the worker or representative objects to the proceedings (ibid., Articles 71 and 72).

The Proclamation also vests certain responsibilities in the Government of Ethiopia and in public institutions provided for in the Proclamation – in particular, Ethiopian embassies and labour attachés, and the National Committee tasked with ensuring the proper implementation of the Proclamation. For example, the Ministry or the appropriate authority shall, in cooperation with concerned institutions, facilitate reintegration support for Ethiopian overseas workers deployed and returned in accordance with the Proclamation (ibid., Article 64(4)).

International agreements

Ethiopia has been progressive in committing itself to respect of internationally recognized human rights through the ratification of several international and regional human rights instruments. The following list shows some of these instruments most relevant to migrant workers, with ratification or adoption dates given in parentheses:

- UN Protocol against the Smuggling of Migrants by Land, Sea and Air, 2002, supplementing the UN Convention against Transnational Organized Crime (2012)
- ILO Forced Labour Convention, 1930 (No. 29), as modified by the Final Articles Revision (2003)
- ILO Worst Forms of Child Labour Convention, 1999 (No. 182) (2003)
- ILO Minimum Age Convention, 1973 (No. 138) (1999)
- ILO Migration for Employment Convention (Revised), 1949 (No. 97) (not yet ratified)
- ILO Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) (not yet ratified)
- ILO Private Employment Agencies Convention, 1997 (No. 181) (1999)
- ILO Labour Inspection Convention, 1947 (No. 81) (not yet ratified)
- UN Slavery Convention, 1926 amended by the Protocol of 1953 (1969)
- UN Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of Others, 1949 (1981)
- UN Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery, 1956 (1969)
- UN International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families, 1990 (not yet ratified)
- UN Convention relating to the Status of Refugees and the Protocol relating to the Status of Refugees, 1951 (1969)
- UN International Convention on the Elimination of All Forms of Racial Discrimination (CERD), 1963 (1976)
- African Union Convention Governing Specific Aspects of Refugee Problems in Africa, 1969 (1973)

New rights for domestic workers in the GCC⁵

The ILO's Domestic Workers Convention, 2011 (No. 189) sets out basic labour rights for domestic workers. This Convention tries to improve the recognition of the economic and social value of domestic work and to address the existing exclusions of domestic workers from labour and social protection. To date, 23 countries have ratified the ILO Convention and a number of other countries have introduced domestic legislation extending the basic labour rights of domestic workers in their country in alignment with the ILO Convention.

Whilst not being signatories to the ILO Convention, the United Arab Emirates (UAE), the Kingdom of Saudi Arabia (KSA) and Qatar have each introduced legislative and policy enactments to improve the rights of domestic workers. This article provides a comparative overview of the legislation in these jurisdictions and gives an insight into regional market trends.

United Arab Emirates

The UAE has introduced Federal Law No. 10 of 2017 on Support Service Workers (UAE Domestic Workers Law), which came into force on 12 August 2017. The UAE Domestic Workers Law affords domestic workers fundamental working rights, which previously were absent. The law applies to such individuals working at the temporary or permanent residence of their employer, including private farms, and captures 19 occupations, including housemaid, cook, gardener, driver and more unusual roles such as herdsman, falconer and private agricultural engineer.

⁵ This section, including the tables, is quoted from Khoja and Thomas, 2017

Executive Regulations under the UAE Domestic Workers Law have not yet been published, which are likely to expand on the provisions of the law. The law introduces a number of minimum statutory entitlements and additional requirements for employees (set out below).

Qatar

Qatar issued its Domestic Workers Law No 15 of 2017 (Qatar Domestic Workers Law) on 22 August 2017, with a view to introducing a regulatory platform for the protection of some 173,742 domestic workers employed in the country (according to the Government's 2016 labour force statistics report).

The new law defines domestic worker as an individual "who performs house work under the management and supervision of the employer in return for a wage" and goes on to provide examples of the types of occupations that would be captured by such definition, including; driver, nanny, cook and gardener. The law does not appear to provide a list of occupations in the same manner that the UAE Domestic Workers Law appears to do.

It is expected that further implementing regulations will be issued which may provide further clarity with respect to the work's minimum entitlements. For example, whilst the new law provides that employers are required to refrain from obliging workers to work during any sick leave, the law does not prescribe a minimum sick leave period. Currently, the law sets out the minimum statutory entitlements (set out below).

Kingdom of Saudi Arabia

In August 2013 Saudi published Ministerial Decision No. 310 of 1434 regulating the employment of domestic workers. In February 2017 Saudi issued new Ministerial Decision No. 605 of 1434 permitting domestic workers to transfer between employers in certain circumstances (together the KSA Domestic Workers Law). Domestic workers under the 'KSA Domestic Workers Law' includes both male and female household workers, private chauffeurs, gardeners, and security guards. The law sets out certain minimum worker entitlements and obligations on the parties (set out below).

MINIMUM STATUTORY ENTITLEMENTS			
PROVISION	UNITED ARAB EMIR-ATES	QATAR	KINGDOM OF SAUDI ARABIA
Working hours	Clarification expected in the Executive Regulations	10 hours per day (excluding rest breaks) unless the parties agree otherwise	-
Daily break	At least 12 hours per day*	10 hours per day (excluding rest breaks) unless the parties agree otherwise	At least 9 hours per day
Rest day	1 day per week*	1 day per week	1 day per week
Wages	Monthly and no later than 10 days from due date	Month end and no later than the 3rd day of the following month	Islamic calendar month end, unless contractually agreed otherwise
Probation	6 months	Term subject to a decision by the Minister of Administrative Development, Labour and Social Affairs (the Ministry)	90 days
Annual leave	30 days per annum	3 weeks per annum	1 month every 2 years
Sick leave	30 days per annum	-	30 days per annum
Airfare	Return flight once every two years	Return flight once every two years	-
End of service gratuity	14 days per year of service	3 weeks per year of service	1 month wage for every 4 consecutive years of service

*Further clarification expected in the Executive Regulations.

ADDITIONAL OBLIGATIONS AND WORKER PROTECTION PROVISIONS			
PROVISION	UNITED ARAB EMIR-ATES	QATAR	KINGDOM OF SAUDI ARABIA
Employment contract	An approved Ministry of Human Resources and Emiratisation (MHRE) contract must be executed for a maximum term of two years, renewable	A Ministry certified contract must be executed in Arabic	A written employment contract (in Arabic) must be executed
Basic needs	Worker must be given appropriate accommodation, medical, food and supplies	Workers must be given accommodation, food and health care	Workers must be given suitable accommodation and health care
Discrimination	Discrimination against workers prohibited on the basis of race, colour, gender, religion, political ideology, nationality and social origin	-	-
Abuse	Prohibition on any verbal, physical sexual harassment and forced labour. Employer to treat the worker well and keep the worker safe	Worker to be treated well, with dignity and not be exposed to physical or mental abuse	Employer to treat the worker with dignity and keep the worker safe
Age limits	Workers must be between 18-60 years of age (subject to maximum exceptions)	Workers must be between 18-60 years (subject to maximum exceptions)	-

PROVISION	UNITED ARAB EMIR-ATES	QATAR	KINGDOM OF SAUDI ARABIA
Age limits	Workers must be between 18-60 years of age (subject to maximum exceptions)	Workers must be between 18-60 years (subject to maximum exceptions)	-
Workplace in-jury	Worker entitled to compensation for any injury sustained whilst in work	Compensation for workplace injury as per the Labour Law	-
Transfer of employment	Not detailed. Will be as per immigration laws	Not detailed. Will be as per immigration laws	Domestic workers are permitted to transfer their employment to a new employer in certain circumstances
Termination rights	Either party may terminate the contract in specified circumstances	Either party may terminate the contract in specified circumstances	Either party may terminate the contract in specified circumstances
Dispute resolution	MHRE has the power to inspect the premises in certain circumstances, mediate disputes, and attend to complaints made by either party against the other	As per the Labour Law	Ministry of Labour and Social Development will attend to complaints made by either party against the other
Limitation period	6 months limitation period with respect to any claims arising following termination of the contract	1 year limitation period with respect to any claims arising following termination of the contract	-
Penalties	Between AED 10,000 -200,000 fine and/or up to 6 months jail sentence (subject to more severe penalties under any other laws)	QAR 5,000 – 10,000 (subject to more severe penalties under any other laws)	Employer may be subject to a fine between SAR 2,000 - 5,000 and/or be banned from sponsoring domestic workers for a period of between 1 – 3 years (subject to more severe penalties under any other laws). Domestic worker may be subject to a fine of SAR 2,000 and a work ban (subject to more severe penalties under any other laws)

WORKER OBLIGATIONS

PROVISION	UAE	QATAR	KSA
Duties	To diligently perform their duties, in accordance with the employer's instructions	To diligently perform their duties and not to harm children and the elderly within the household	To diligently perform their duties, in accordance with the employer's instructions, not to harm children and the elderly within the household and maintain the employer's belongings and property.
Privacy & confidentiality	Preserve the employer's privacy and maintain any confidential secrets	Preserve the employer's privacy and maintain any secrets	Preserve the employer's privacy and maintain any secrets

ANNEX 2

TOOLS AND TEMPLATES



Budget plan for three (3) years of operation of an MIC

Proposed budget for MIC (in ETB)	Unit measure	Item/ month	Unit amount	Sub-total / Month	Y1	Y2 + X%	Y3 + Y%
Personnel: Salary							
MIC operations manager	Per month						
Project officer/expert	Per month						
IT expert	Per month						
Office attendant	Per month						
Guard	Per month						
Sub-total							
Utilities							
Electricity	service						
Water	service						
Internet connection	service						
Telephone	service						
Meetings	event						
Trainings	event						
Office supplies	piece						
Transportation							
Maintenance							
Emergency							
Sub Total							
Equipment and Supplies							
Computer	piece						
Printer	piece						
LCD	piece						
Tables	piece						
Chairs	piece						
Others							
Sub total							
Projects and activities							
Trainings for migrants	event						
Reintegration of returnees	person						
Publication of information, education and communication (IEC) material	piece						
Community events	event						
Outreach services							
Others							
Sub total							
Grand Total							

Staff supervision record

Staff Member	
Progress & achievements	Since last supervision – successes, problem-solving, good feedback, courses, qualifications, etc.
Learning & development	Since last supervision plus areas for development – what, when, etc.
Concerns/team issues	Relationships, work performance, etc.
Employee well-being	Caseload, hours of work, sickness, etc.
Month	
Progress/achievements	
Learning & development	
Concerns/team issues	
Employee well-being	
Any other issues	
Actions agreed	
Supervisor	
Date	

Sample referral form

Referral form			
Name of MIC cen-tre		Name of organiza-tion referral made	
Address of MIC centre		Address of organ-ization referral made	
<hr/>			
Name of referrer			
Date referral made			
<hr/>			
Details of client			
Name			
Sex			
Gender			
Age			
Educational at-tainment			
Marital status			
Occupation			
Migration history			
Place of residence			
Contact details			
Needs identified			
Services accessed from the centre			
Referred to			
Reasons for referral			
Final out-come/Problem solved			

Sample MOU template between MIC and referral agency⁶

Memorandum of Understanding

Between MIC _____ and Partner _____
Date _____

1. Purpose

The purpose of this memorandum of understanding (MOU) is to outline the commitments made by MIC _____ and Partner _____ to work together on the _____ [name of the initiative] in _____ [Date].

2. Duration of the MOU

This MOU will commence when it has been signed by both parties and will remain in force until [Date].

3. Nature of the relationship

The relationship between MIC ___ and [Partner name] is [description of nature of relationship].

4. Aim of initiative

The parties agree that their common aim is to [description of aim of initiative]. The parties agree to work together to achieve this aim, committing to actions described below.

5. Roles and responsibilities of parties

5.1 The role of MIC ___ is to [description of role].

5.2 The responsibilities of MIC ___ in undertaking their role are to [description of responsibilities].

5.3 The role of [Partner name] is to [description of role].

5.4 The responsibilities of [Partner name] in undertaking their role are to [description of responsibilities].

6. Commitments

6.1 MIC ___ agrees to [description of commitments].

6.2 [Partner name] agrees to [description of commitments].

7. Learning and dissemination of evaluation results

Both parties agree to share the results of evaluations or reviews of the initiative undertaken by either or both parties for the purpose of mutual learning. Publication or dissemination of the results will be mutually agreed by both parties at the conclusion of the initiative.

8. Amendments to this agreement

These terms can be altered on written agreement by both parties.

9. Authorization

Both parties agree to work together in a spirit of cooperation to achieve the above stated aims.

⁶ Adapted from ILO, 2014a.

Signed:

Name and position:

MIC

Date:

Signed:

Name and position:

[Partner]

Date:

Sample MIC client card⁷

Reference no: _____

Date of registration: _____

1. Personal information:

a) Potential or current migrant worker details

Name of client _____ Male / Female _____

Date of birth _____ Current address _____

Tel. number _____ Family contact number _____

Where did the client hear about the MIC? _____

Number of years of education: _____ Time spent in skills training: _____

Already migrated and returned? Yes / No

b) Family / friend of migrant worker details (please also fill 1. a) for migrant worker details)

Name of client _____ Male / Female _____

Date of birth _____ Current address _____

Tel. Number _____ Family contact number _____

Where did the client hear about the MIC? _____

2. Grievance (if would like to lodge complaint, please fill in a Complaints Form) or Referral Request

Is the migrant family member missing? Yes / No If yes, for how long? _____

Is the migrant family member facing problems? Yes / No

Record known information about grievance – migration method, recruitment agency, type of work, last contact, problem faced etc.:

Referral requested

Referred to _____ for _____

On _____ (date) _____ (date) _____ (date) _____ (date)

3. Migration intentions:

(1) Migration likelihood: (a) unlikely (b) possible (c) likely

(2) Migration timeframe: (a) in the next 6 months (b) 6-12 months (c) 12-24 months

(3) Intended destination: (a) Thailand (b) Malaysia (c) Taiwan (China) (d) Don't know (e) Other (specify) _____

⁷ Adapted from ILO, 2014a.

(4) Intended work sector: (a) manufacturing (b) domestic work (c) construction (d) agriculture
(e) fishing

4. Safe migration awareness *(measured against set criteria):*

- (1) Understands the risks involved in migration: (a) yes (b) no (c) somewhat
 (2) Knows the requirements for working abroad legally: (a) yes (b) no (c) somewhat
 (3) Understands the various costs involved in recruitment / migration: (a) yes (b) no (c) somewhat
 (4) Knows what to expect in terms of wages and working hours: (a) yes (b) no (c) somewhat
 (5) Knows what to do in case of a rights violation by recruiting agency: (a) yes (b) no (c) somewhat
 (6) Knows what to do in case of a rights violation by employer: (a) yes (b) no (c) somewhat

5. Types of services received

Type of service	Date received	Date received	Date received	Date received
Counselling (pre-migration counselling)				
Legal assistance (related to claims, complaints or contract checking)				
Information, education, training (MIC-run or supported training or information event)				
Networking (participation in any group discussion with migrants or other related parties, including joining a migrant association)				
Trade unions (joining a trade union)				

Sample tool for planning outreach activities⁸

Who? Who are the targets for the outreach activity? Consider age, gender, education levels, sectors for migration

What? What are we trying to communicate? What are the key messages? What does the community already know?

How? What methods will be used to communicate? Consider multiple methods, including something you can leave with the community. How will the outreach be engaging?

When? When is the outreach planned for? What do we know about this time in the community? What about access for women, youth, men – consider the audience

Where? Where will the outreach be held? What opportunities or restrictions does the location offer?

⁸ Adapted from ILO, 2014a.

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