# Promoting and Protecting Women Migrant Workers' Labour and Human Rights: Engaging with International, National Human Rights Mechanisms to Enhance Accountability
# (Jan 2014-Jan 2017)

*Final Evaluation*

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## Acronyms

| | |
|---|---|
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CHR | Commission on Human Rights (Philippines) |
| CMA | Center for Migrant Advocacy (Philippines) |
| CMW | Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families |
| CO | Country Office |
| COBs | Concluding Observations |
| DILG | Department of the Interior and Local Government (Philippines) |
| DAWN | Development Action for Women Network (Philippines) |
| DOLE | Department of Labor and Employment (Philippines) |
| EC | European Commission |
| ECRG | Evaluation core reference group |
| EES | Economic Empowerment Section (UN Women) |
| EM | Evaluation manager |
| EMG | Evaluation Management Group |
| EU | European Union |
| FGD | Focus group discussion |
| GATE | UN Women's Global Accountability and Tracking of Evaluation tool |
| GERAAS | Global Evaluation Reports Assessment and Analysis System |
| GEWHRC | Gender Equality and Women's Human Rights Center (Philippines) |
| HRBAP | Human rights-based approach to programming |
| HQ | Headquarters |
| ICRMW | International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families |
| IOM | International Organization for Migration |
| LOIPR | List of Issues Prior to Reporting |
| M&E | Monitoring and Evaluation |
| MIRPAL | Migration and Remittance Peer-Assisted Learning Network |
| MTR | Mid-term review |
| OHCHR | Office of the High Commissioner for Human Rights |
| ROAP | Regional Office for Asia-Pacific |
| ROM | Results-Oriented Monitoring |
| SP | Special Procedures |
| TB | Treaty Body |
| TOC | Theory of Change |
| TOR | Terms of Reference |
| UFM | Union of Migrant Women |
| UFT | Utilization-focused Theory |
| UNEG | United Nations Evaluation Group |
| UNICEF | United Nations Children's Fund |

| | |
|---|---|
| UNW | UN Women |
| UPR | Universal Periodic Review |
| WEE | Women's Economic Empowerment |
| WIMN | Women in Migration Network |
| WMW | Women migrant workers |

# 1. Executive Summary

This Evaluation was commissioned by UN Women and constitutes the final evaluation for the programme "Promoting and Protecting Women Migrant Workers' Labour and Human Rights: Engaging with International, National Human Rights Mechanisms to Enhance Accountability". The main objective of this programme was to promote the rights and protection of Women Migrant Workers (WMW) against exploitation and abuse at all stages of migration by 1) strengthening strategic international human rights institutions, parliaments, governments to ensure accountability to WMWs at all stages; and 2) strengthening WMWs organizations to effectively engage with these mechanisms and governments to ensure greater accountability at all stages of migration[1].

The three-year programme (February 2014 to January 2017) was funded by the European Commission and implemented by UN Women, with the Office of the High Commissioner for Human Rights (OHCHR) as a strategic partner. The programme was managed by the Women's Economic Empowerment section based at UN Women's headquarters in New York. It was anchored in three pilot countries covering three different regions—Mexico for Latin America, Moldova for Eastern Europe and the Philippines for South East Asia—and had a global level research and advocacy element.

The main purpose of this Evaluation was to ensure accountability and produce evidence to inform UN Women's decision-making regarding future activities and partnerships, as well as to identify lessons learned and best practices to inform future programming and possible replication. The evaluation covers the entire implementation stage of the programme (February 2014 to January 2017). The intended users of the Evaluation are UN Women senior management, the UN Women Policy Division, the European Commission, UN Women programme coordinators, the participating Country Offices and their national partners.

The Evaluation focused on ascertaining the effectiveness and efficiency of the programme. Although relevance was already considered through the mid-term review (MTR) and the results-oriented monitoring (ROM) exercises, this evaluation was able to reconfirm the programme's timeliness and relevance.

The focus on sustainability and potential for impact is addressed through the collection of good practices, and interspersed within the sections concerning relevance, effectiveness and efficiency (a summary of the findings on sustainability and potential for impact has been included under section 5.6.1.). Some good examples of sustainability identified by the evaluation include capacity building of government staff and civil society which led to the creation of the first Migrant Women's Movement in Moldova, as well as the new CEDAW-compliant Overseas Workers Welfare Administration bill, and 53 specific recommendations[2] to reform legislation in Moldova. At the same time, the evaluation also made clear that some programme results, especially those obtained during the last year of implementation, as well as some of the new spaces of action opened up to

[1] Source: The Agreement

[2] In Moldova an inclusive and participatory CEDAW legislative compliance review with migration focal points, civil society and WMW living abroad led to the revision of 13 different laws, and formulation of 53 specific recommendations to help align national laws with CEDAW.

UN Women, especially at country level, could be at risk if UN Women is unable to secure resources to sustain its efforts.

The Evaluation also sought to assess whether two of the four[3] operational effectiveness and efficiency priorities were utilized during the implementation phase: (1) driving more effective and efficient UN system coordination and strategic partnerships, and (2) enhancing organizational effectiveness. Lastly, and given that this is an end-of-programme evaluation, a special effort was made to identify good practices from the programme that could be used by UN Women in future programming, and a set of actionable recommendations to inform future work concerning women's migration.

The Evaluation is both summative and formative, and assesses progress and results, as well as learning from the experience. A retroactive theory of change was created to guide the theory-based approach methodology, which was revised during the evaluation process. In line with UN Women's mandate and standard practice, the evaluation reflected a human rights-based approach with an emphasis on gender equality.

The programme was particularly timely given the current focus on migration, both internationally and nationally, as a result of recent significant movements of people. It is estimated that over 3 per cent of the world's population currently lives outside their country of origin, of which approximately half are women. The Evaluation confirmed the programme's relevance not only because of its focus on the linkages between gender and migration, a growing area of concern in development planning, but also because it adds value through its specific focus on migrant women from a gender equality and human rights perspective. Despite the growing number of women migrating autonomously, discussions on migration tend to be largely gender-blind or focus primarily on women's vulnerability without recognising their agency throughout the migration process. As such, the programme has provided UN Women with the opportunity to highlight this conceptual gap, and enabled UN Women to provide relevant and illustrative evidence and knowledge products that build on the experiences of the pilot countries, which can be used for national and high-level global advocacy.

**Development of Knowledge Products**

One important output of the programme was the publication of over 40 different knowledge products. This included country-level data gathering that helped to highlight gaps in services and legislation. While the Evaluation cannot assess the quality of all of these products, they have been used by partners for advocacy and to inform policy making, especially the CEDAW compliance legislation reviews. In the Philippines for example, training of legislative staff contributed to the signing into law of a new CEDAW-compliant Overseas Workers Welfare Administration Bill. Overall, these products were demand-driven and produced in cooperation with national partners, which helped to bolster both their relevance and their future use (sustainability). As such, this may be considered a good practice that should be replicated in future programming. In addition, the timely and relevant global research and knowledge products that illustrated practical experiences from

[3] UN Women SP 2014-2017

the pilot countries were highly appreciated by partners and went a long way towards positioning UN Women as a leader on gender and migration issues in key fora, and strengthening its credibility and ability to advocate effectively for the rights of WMW.

**Capacity Training**

During its three-year lifespan, the programme trained over 1,700 migrant women or their representative institutions, and over 400 duty bearers, such as government officials and the media. Through this activity, the programme enhanced the capacity of both duty bearers and rights holders to effectively advocate for the protection of WMW's rights, helped to increase awareness of WMW's rights and relevant international commitments, and highlighted the need for CEDAW-compliant (gender-sensitive) legislation. It is important to note however, that the overall impact of this activity, while always beneficial, is somewhat relative given the significantly different sizes of the programme countries. The most significant result was in Moldova where, largely as a result of the programme's work, the first Migrant Women's Movement was established. In Mexico, a much larger country, a creative approach to replication led to more than 900 beneficiaries benefiting from one training session organized by the programme.

By strengthening civil society's understanding of their rights the programme strengthened their ability to advocate for and hold duty bearers accountable. In many instances, duty bearers welcomed the programme's support which provided them with the tools to address their commitments. Media and communication-related activities helped to address stigma and misconceptions—important information campaigns in Mexico and Moldova provided a more comprehensive understanding of WMWs and their contribution to society.

**International Review Processes and Intergovernmental Mechanisms**

The programme also sought to boost the ability of relevant treaty bodies (TBs), universal periodic review (UPR), and special procedure (SPs), to address WMWs' issues, and to ensure that key global and regional intergovernmental processes addressed their rights in a comprehensive manner. This result was dependent on other programme results, as it built on the evidence gathered and benefited from the establishment of strategic partnerships. As such, this activity was only implemented in the latter half of the programme.

The programme was able to promote effective participation of WMW organizations in international review processes. It also piloted a series of innovative methodologies and facilitated coordination between different thematic sectors, primarily those that seek to promote gender equality and those that focus on the protection of migrants, which often function in parallel. More importantly, it promoted a successful multi-stakeholder approach which brought together different partners that do not usually coordinate on this issue, most notably experts from different treaty bodies. This approach was initially piloted in Mexico in 2015. The programme brought the Committee on the Elimination of Discrimination against Women (CEDAW) and the Committee on Migrant Workers (CMW) members together to meet with over 60 civil society organizations, UN agencies, and government counterparts in preparation for the CEDAW and ICRMW country reviews of Mexico.

These multi-stakeholder meetings provide an important example of how the different elements of the programme came together, building on the two pillars of evidence gathering and capacity building, while leveraging the strategic partnerships developed, and utilizing UN Women's ability to convene a wide range of stakeholders in order to advocate (third pillar) for the protection and rights of WMWs. UN Women facilitated comprehensive discussions on WMWs at the highest policy level in an inclusive and participatory manner, ensuring the inclusion of civil society throughout the process. This led to the development of a set of expert recommendations on how to ensure that the global compact for safe, orderly and regular migration[4] (currently under intergovernmental negotiation and consultation) is human rights-based, gender-responsive, and protects and promotes the rights of all migrant women. These recommendations will be a key advocacy tool for UN Women as well as for other partners in the next two years during the development of the global compact.

**Strategic Partnerships**

A key programme approach was the development of strategic partnerships, including new non-traditional partnerships for UN Women. For example, in the Philippines, the programme was able to establish a working relationship with the Department of Interior and Local Government (DILG), which has not been a traditional partner of the organization. This partnership proved pivotal to link the work around policy and planning for WMW's safe migration to the sub-national and local level, and to more broadly promote WMW's labour and human rights in the Philippines.

The Evaluation found that the programmatic partnership with OHCHR was not clearly defined in the programme Agreement. Future partnership arrangements should clearly set out the nature and objectives of the partnership, with sufficient flexibility to allow for new opportunities to arise. As there was no clearly defined role for OHCHR, a series of face-to-face meetings were identified as key to building rapport and helping identify areas of mutual interest and opportunities for collaboration.

During the last year of implementation important synergies and opportunities were identified. These led to meaningful results, such as new strategic partnerships between UN Women and relevant Committees (e.g. CEDAW and CMW). Through these partnerships, UN Women was able to identify innovative mechanisms for raising awareness and strengthen advocacy efforts on migration, which included building on and integrating States' existing commitments to women's human rights as outlined in CEDAW.

**Organizational Systems and Processes**

In terms of human resources, organizational systems and processes put in place for the effective implementation of the programme, the Evaluation concludes that systems put in place differed significantly from those originally set out in the Agreement. As a result, four key weaknesses were identified:

[4] For more information on the global compact for migration please visit: http://refugeesmigrants.un.org/migration-compact

1) the Programme's Global Programme Steering Committee did not play a substantive support role in monitoring progress and strengthening management;
2) While management of the four geographic areas of implementation[5] was solid, overall programme management, oversight and monitoring suffered initially as a consequence of high staff turnover and limited support from senior management;
3) Financial reporting suffered due to the lack of a dedicated finance support staff, over-specificity of the budget, and challenges around the different reporting mechanisms;
4) Limited M&E resources for regular monitoring and learning restricted the programme's ability to identify learning, and to promote cross-sectional linkages between the different levels of implementation.

The programme's overall budget was €2,167,309. At the time of the evaluation UN Women reported overall expenses/commitments amounting to €1,802,580.24, which amounts to 83 per cent of the total programme budget. In terms of the budget design, the high level of detail and limited ability to reallocate resources made it difficult to adjust to contextual needs and respond to unforeseen opportunities. A more flexible approach to the budget, together with a donor-approved revision at the end of the inception phase, would have gone a long way towards better aligning the budget.

Because of the weaknesses described, and while pilots reported to UN Women's Economic Empowerment Section (EES) regularly, central level management of the budget and reporting to the donor was weakened, with country offices lacking basic information for planning and suffering from hold ups in cash flow due to delays in reporting.

**Conclusion**

The Evaluation concludes that the programme would have benefited from a more substantive involvement at the senior level, a full-time programme officer from beginning to end; support from a dedicated finance officer and administrative support to liberate technical staff from administrative procedures, thereby increasing efficiency. Furthermore, given that the programme was intended as a pilot for learning, a stronger M&E function together with annual cross–learning meetings would have strengthened the learning element of the programme.

Going forward, UN Women should seek to ensure lessons learned are well documented and successful experiences are replicated. Systematization, dissemination and advocacy of lessons learned and best practices will help towards this goal. Similarly, UN Women should continue to mobilize funds and leverage partners to continue their support to WMWs. Identifying which results and partnerships require support will help to assess resource needs and priorities. Since the programme proved an effective way to pilot and innovate, UN Women should also consider replicating a similar programme, expanding its thematic and geographic coverage in order to continue to build a comprehensive understanding of the contributions, rights and priorities of WMWs. For instance, a future programme could look at new geographic areas such as Africa or the Middle East, and consider the impact of other factors such as violence against migrant women,

[5] The three pilot countries and global level implementation.

fragile states or insecurity in the decision to migrate and the ability to return, or by looking at the role of countries of destination.

Despite the challenges described above, the programme achieved significant progress in all result areas. Results-oriented commitments from programme staff was identified as a critical factor for this success. The programme achieved concrete results and provided significant evidence to support the importance of a human rights-based and gender-responsive approach to migration which can be used for future advocacy efforts, and could be replicated in other countries. It also piloted innovative methodologies to leverage partnerships, both in terms of capacity building and advocacy. The programme's successes have strengthened UN Women's standing and evidenced its value add to the discussion on gender and migration, as well as its ability to deliver results.

## 2. Programme

The programme "*Promoting and Protecting Women Migrant Workers' Labour and Human Rights: Engaging with International, National Human Rights Mechanisms to Enhance Accountability*" (the programme) aimed to promote and protect the labour and human rights of Women Migrant Workers (WMW) at all stages of migration. The programme was funded by the European Union and implemented by UN Women, with the Office of the High Commissioner for Human Rights (OHCHR) as an implementing partner. The programme was operational from February 2014 to January 2017 and managed by the Women's Economic Empowerment section at UN Women headquarters (HQ). It had a global outreach element and was anchored nationally in three pilot countries: Mexico (Latin America), Moldova (Eastern Europe) and the Philippines (South East Asia).

The programme's overall budget was €2,167,309, of which the European Commission had undertaken to finance 80 per cent of eligible costs. At the time of the evaluation UN Women reported overall expenses/commitments amounting to €1,802,580.24, which amounts to 83 per cent of the total programme budget.

The programme had two primary objectives:

1) To strengthen strategic international human rights mechanisms, national oversight institutions and governments to ensure accountability to women migrant workers at all stages (**Outcome 1**: Strategic international human rights mechanisms, national oversight institutions and governments increasingly ensure accountability to women migrant workers at all stages);
2) To strengthen women migrant workers' organizations and their support groups to effectively engage with the above stakeholders to ensure greater accountability to them. (**Outcome 2**: Women migrant workers' organizations and their support groups effectively engage with strategic international human rights mechanisms, national oversight institutions and governments to ensure greater accountability to them).

### Programme Context

It is estimated that over 244 million people, or 3.3 per cent of the world's population, currently live outside their country of origin. Most migrants cross borders in search of better economic and social opportunities. Women represent a growing proportion of international migrants, amounting to nearly 50 per cent of all migrants globally. [6] In some regions, such as Latin America, Eurasia and Europe, the proportion can be higher reaching up to 55 per cent of migrant populations[7]. The growing number of women migrating autonomously for work is often referred to as the so-called *feminization* of migration.

Most women migrating today are economically active and migrate as a means to increase their own and/or their family's welfare. They form part of a larger growing trend of international mobility driven by globalization. Migration can have significant positive effects at both the macro and micro level. At the macro level, WMWs often fill gaps in the labour market, such as in the

[6] See more at: http://www.unfpa.org/migration#sthash.WmyGGp3l.dpuf
[7] Global Migration Policy Associates, available from http://globalmigrationpolicy.org/gender.html. Accessed in April 2017.

domestic and care sectors, and support economic development of both origin and destination countries. In countries of origin, women migrants contribute to the local economy through remittances. It is estimated that women are responsible for nearly half of $601 billion global remittances.[8] At the micro level, WMWs can have a significant impact on their family's finances, and provide for their access to better education, nutrition and healthcare. Additionally, through social remittances[9], women facilitate the exchange of norms, beliefs, ideas and social capital that can benefit both origin and destination countries. Research also indicates that the migration of women and the subsequent increase in their earnings can have an important impact on the perception of traditional power relations and gender roles, and on women's decision-making ability within the family and wider society.

It is important to recognize that migration is not a gender-neutral phenomenon. Thus, women's specific needs, experiences and vulnerabilities must be considered at all stages of migration while also recognizing their agency, and promoting their empowerment and equality. Migrant women often face various forms of discrimination throughout the entire migration process as a result of their multiple and intersecting identities based on gender, class, nationality and migration status, in addition to other intersecting identities. This discrimination often means that WMW are concentrated in lower-skilled, gendered sectors of work, such as care and domestic work. Furthermore, WMW often face 'de-skilling' upon migration and suffer precarious working conditions, which can have a particularly detrimental impact on their ability to integrate and access information about their rights entitlement and basic services, including reproductive and other health-related services.

Demand for WMWs in destination countries is predominantly in unregulated sectors such as agriculture, care and domestic work. Therefore, WMWs experience lower access to protections abroad, generally receive lower wages than their male counterparts, and may experience non-payment of wages, or transfer of wages into accounts that are inaccessible to them.[10] Due to the informal nature of their work, WMWs often rely on an employer to help secure their migration status and are vulnerable to abuse, including sexual and gender-based violence. Women migrants can also face significant challenges during reintegration in countries of origin, including non-recognition of skills acquired abroad and being able to access formal financial institutions owing to lower rates of financial literacy, among others. These challenges often go beyond WMWs to include their family members, and are linked to structural discrimination.

The context surrounding each of the pilot countries varies significantly. Moldova and the Philippines are primarily 'sending' countries, while Mexico acts as country of origin, transit and destination. Of the pilot countries, Mexico has the largest number of migrants living abroad, at nearly 12 million, 49 per cent of which are women. Over one million (1,193,155)[11] migrants are

[8]See http://ir.westernunion.com/news/archived-press-releases/press-release-details/2016/Western-Union-Pays-Tribute-to-Global-Women-Work-Force-as-World-Economic-Change-Agents-and-Calls-for-Greater-Recognition-and-Integration/default.aspx

[9] The term "social remittances" was introduced over fifteen years ago by Peggy Levitt to highlight that in addition to money, ideas, practices, and identities circulate between sending and receiving communities.

[10] Global Migration Policy Associates, available from http://globalmigrationpolicy.org/gender.html. Accessed in April 2017.

[11] United Nations, Department of Economic and Social Affairs (2015). Trends in International Migrant Stock: Migrants by Destination and Origin. (United Nations database, POP/DB/MIG/Stock/Rev.2015). Available from: http://www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.shtml

estimated to be living in Mexico, many of which are in transit to the US border and fleeing violence in Central America. Over 5 per cent of the population of the Philippines is estimated to be living abroad (5,315,848), of which 48.2 per cent are women.[12] While the migrant population in Moldova is smaller in overall numbers (888,610)[13], it constitutes a much larger percentage (17.9 per cent) of the total population. Moldova has the largest percentage of women migrants of the three countries, as 65 per cent of Moldova's migrant population are women.

## 3. Evaluation Purpose and Objectives

This Evaluation, the final evaluation of the programme, was commissioned by UN Women's Economic Empowerment Section as part of the broader evaluation and learning plan arrangements, and constitutes part of the original programme document (signed in December 2013).

The **purpose,** as set out in the Terms of Reference (TOR) of the final Evaluation, is three-fold:

1) to ensure accountability;
2) to produce evidence able to inform UN Women's decision-making in regard to future activities and potential partnerships in the area of migration; and
3) to identify lessons learned for future programming in the area of gender and migration in the specific context of this programme and this Evaluation.

The key **objectives** of this Evaluation are to:

- State the ***relevance*** of the programme, in terms of alignment with the identified needs of WMWs and international human rights normative agreements at both the international and national levels, as established through the mid-term review and complemented with related additional information emerging from the data collection phase of this evaluation.
- Assess the ***effectiveness*** of the programme in contributing towards the intended and unintended ***outcomes,*** and to the extent possible, indications of sustainability and impact.
- Identify the ***strengths and weaknesses*** that enabled or hindered achievement of intended and unintended results in programme design and implementation, and effectiveness of partnerships.
- Assess the ***organizational efficiency*** of the programme, both in terms of approach and strategies in relation to the intended outcomes and outputs.
- Assess the extent to which a ***human rights and gender equality perspective*** informed the design and implementation of the programme, and the added value of this approach.
- Identify ***lessons learned, good practices and examples of innovative mechanisms*** that help promote WMWs rights and protect them against exclusion and exploitation at all stages of migration, including key lessons on the role of partnerships in the achievement of results.

[12] See IOM, Facts and Figures, https://www.iom.int/countries/philippines. Accessed April 2017.
[13] http://www.iom.int/world-migration. Accessed April 2017.

- Provide ***actionable recommendations*** to inform future work on women's migration and enable the scale-up of lessons learned.

### 3.1 Scope:

The Evaluation covered the full programme implementation period from February 2014 up to and including January 2017. As such, it looked at project design, its implementation and management, good practices, replicability, and recommendations for current and future projects. In terms of geographic scope, the Evaluation looked at the programme's progress at HQ level (global) as well as country level, in Mexico, Moldova and the Philippines, with a focus on the latter, where the in-country mission took place.

### 3.2 Management and Utilization:

The Evaluation is managed by the Economic Empowerment Section (EES) in the Policy Division and, in accordance with UN Women Evaluation guidelines[14] and UN Evaluation Group (UNEG) norms, standards and ethical guidelines, through the identification of a Core Reference Group.

The intended users of the Evaluation are UN Women senior management, the UN Women Policy Division—specifically the EES, the European Commission, UN Women programme coordinators, the participating Country Offices and their national partners.

Dissemination of the Evaluation report, findings and recommendations will be the responsibility of the EES of UN Women. A management response will be developed within six weeks of completion of the report in line with UN Women policies. The Evaluation will then be made publicly available through UN Women's Global Accountability and Tracking of Evaluation tool[15] (GATE), and the quality will be assessed according to the Global Evaluation Report Assessment and Analysis System (GERAAS) standards for quality and internal learning.

## 4. Evaluation methodology

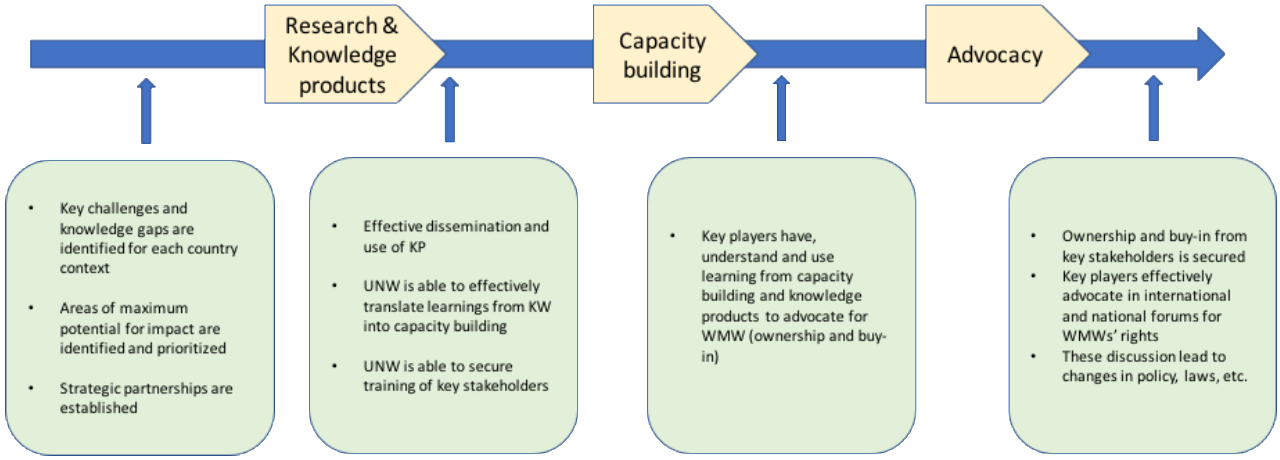
The Evaluation used a mixed-methods approach with a strong focus on qualitative data through the evaluation questions and the evaluation matrix, with quantitative data limited to secondary data available. The Evaluation has a strong gender equality and human rights approach, as defined in the UN Women Evaluation Policy,[16] and adheres to the United Nations norms and standards for evaluation in the UN System.[17]

[14] UN Women, 2015. Evaluation Handbook: How to manage gender-responsive evaluation. Accessible online at: http://genderevaluation.unwomen.org/en/evaluation-handbook. See particularly the evaluation report quality assessment process.
[15] www.gate.unwomen.org
[16] UN Women, 2012. *Evaluation Policy for the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12).
[17] United Nations Evaluation Group, 2016. United Nations Norms and Standards for Evaluation. Accessible online at: http://www.unevaluation.org/document/detail/1914

### 4.1 Overall methodological approach

This is an end-of-programme evaluation and primarily of a **summative nature**, seeking to assess progress and results achieved against the objectives set out in the Agreement. This focus responds to the first objective of the evaluation as set out in the Final Evaluation TOR, mainly to provide accountability. While impact may not yet be visible, whenever possible the evaluation sought to capture any indication of impact. The two other objectives of the evaluation (to produce evidence to inform decision-making for future activities and potential partnerships for UN Women in the area of migration; and to provide lessons and good practices that can inform future programming in gender and migration) point towards a more **formative** approach.

*Figure 1: Causal Chain*




The Final Evaluation TOR stated a preference for a **theory-based approach**, which utilizes the programme's theory of Change (TOC) as a means to test the assumed causal chain of results through an iterative process of contrasting findings. As the programme did not have a TOC, the evaluator retroactively built a causal chain (see figure 1) and a TOC to guide the process of evaluation (see Annex 2). The initial TOC was revised in accordance with the findings of the evaluation (figure 2).

Lastly, and in line with UNEG standards and UN Women's Evaluation Policy, the Evaluation has a **human rights and gender-sensitive approach**, meaning it sought to assess to what extent a human rights-based approach to programming[18] (HRBAP) and a gender mainstreaming strategy were incorporated into the design, implementation and results of the programme. A HRBAP requires looking at underlying factors and how they impact the results the programme is seeking to achieve.[19] Ensuring a transparent and participatory approach[20] was key to making this approach

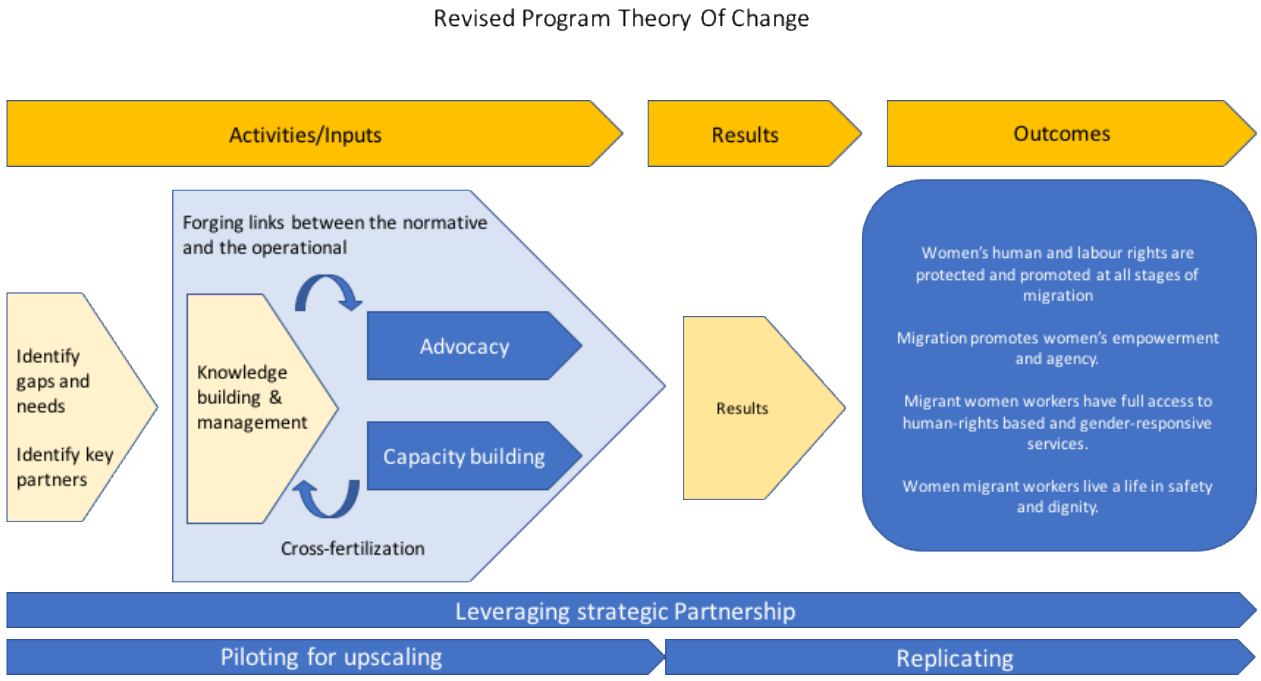
[18] "a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights." OHCHR, 'Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation', 2006, p. 7, <www.ohchr.org/Documents/Publications/FAQen.pdf>.

[19] UNEG, Integrating Human Rights and Gender Equality in Evaluations, pg. 24

[20] Quinn Patton, 2000

operational.

*Figure 2: Revised Theory of Change*




### 4.2 Evaluation Questions and Criteria

This Evaluation addresses two standard UNEG criteria, mainly *efficiency and effectiveness.* In addition, while not an area of enquiry, it states *relevance* as already established through the MTR, incorporating any relevant updates stemming from the final evaluation process (see section 4.5: Risks and Limitations). It will also look at two of UN Women's operational effectiveness and efficiency priorities, primarily *partnerships* and *organizational efficiency*.[21] Lastly, the Evaluation seeks to identify *lessons learned and good practices* with a focus on *sustainability* and potential for *impact* within these. These criteria guided the Evaluation questions which were identified in the TOR (the evaluation matrix can be found in Annex 7).

The questions the evaluation sought to answer are:

1. **What has been the progress made towards achievement of the expected outcomes? Were there any unexpected results?** This included assessing the extent to which the programme could contribute towards the achievement of its planned objectives through its activities, what were the enabling factors and limiting factors that contributed to the

[21] Global Evaluation Report Assessment and Analysis System (GERAAS), UN Women IEO, January 2015

achievement of results, and the role of partnerships in the process of achieving results. (Evaluation Criteria: Effectiveness).

2. **To what extent were resources, organizational systems and processes supportive of an efficient implementation?** This included looking at the extent to which the implementation arrangements supported results. The adequacy of resources allocated and the quality of the organizational mechanisms put in place to manage the programme, as well as support monitoring, knowledge management and integration of lessons learned, and more. (Evaluation Criteria: Organizational Efficiency).

3. **To what extent has a gender equality and human rights approach informed the programme design and implementation?** This entails looking at how attention to, and integration of, a gender equality and human rights-based approach has helped advance the programme's areas of work and if/how this approach has produced any innovative approaches, concepts and/or strategies to help promote the rights of WMWs. (Evaluation Criteria: UN Women's Operational Effectiveness and Efficiency Priority – Gender Equality and Human Rights).

4. **What can we learn from this programme that will inform future work on promoting the labour and human rights of migrant women?** This entails looking at good practices emerging from the programming as well as lessons learned. It also involves identifying innovative methods and efforts which can be utilized to inform future programming work and partnerships, and anticipate sustainability and potential impact of the programme, with a particular focus on practices related to enhancing sustainability and potential for impact. (Evaluation Criteria: Effectiveness and efficiency, and to a limited extent, sustainability and potential for impact).

### 4.3 Evaluation Process

The Evaluation was managed by the Economic Empowerment section (EES) in the Policy Division of UN Women. In line with UN Women and UNEG guidelines, the EES identified an Evaluation Core Reference Group (CRG that provided feedback to the key deliverables, mainly the inception report and draft report. The TORs for the reference group and its composition can be found in Annex 9 and the Evaluation time table in Annex 3.

The evaluation consisted of three separate and contiguous phases:

**Inception Phase:** intended to guarantee clear and common understanding of the objectives and goals of the exercise between the evaluation managers and the evaluator. The outcome of this phase was a mutually agreed upon Inception Report, which served as a reference in the evaluation process. This phase included:

- Initial kick-off meeting.
- Agreement on revised TOR and revised timeline for the evaluation.
- Initial desk review of key documents.
- Initial brief interviews (via Skype or phone) with key stakeholders to refine the evaluation scope and methodology.
- Design of evaluation methodology and evaluation tools.
- Development of a retroactive working TOC as part of the evaluation methodology.
- Overview and initial outline of proposed in-country mission to the Philippines (see Annex 6).
- Drafting and revision by the CRG of an Inception Report (which includes draft data collection tools and the TOC).

**Data Collection Phase**:
- A more in-depth review of specific documents.
- In-depth remote interviews with UN Women HQ staff, UN Women regional staff (as appropriate)
- In-depth interviews with UN Women staff, national counterparts and beneficiaries for Mexico and Moldova.
- In-depth remote interviews with global partners (notably OHCHR and CMW and CEDAW Secretariat and Committee members), as well as donors (the EC).
- Field visit to the Philippines to interview key stakeholders and review national documents (as available).

**Analysis and Report Writing Phase**:
- Systematization, review and analysis of all available data.
- Follow up for clarification.
- First draft of the synthesis Evaluation report.
- Presentation of initial draft report to the core management group to validate initial findings and ensure recommendations are feasible and context appropriate.
- Incorporation of feedback from the CRG in the draft report (as appropriate).
- Submission of final report.

### 4.4 Data Collection and Analysis Methods

The Evaluation collected qualitative primary data and made use of quantitative data available through the document review. Triangulation of data collected from the various sources has been used as a means to validate findings. Importantly, the Evaluation sought inclusive, meaningful and culturally-sensitive participation throughout.[22]

The primary data collection methods used during the review include:

- In-depth review of key documents including key global and national data such as records, information systems, monitoring reports, databases, strategy and position papers, etc. as well

[22] See UNEG Integrating Human Rights and Gender Equality in Evaluations, pg. 74. See: http://www.unevaluation.org/document/detail/1616

as programme data such as interim donor reports, meeting concept notes and reports, EC-commissioned external Results-Oriented Monitoring (ROM) report, etc.
- Semi-structured interviews at global and country level, including remotely, especially for Mexico and Moldova.
- Field visit to the Philippines for face-to-face interviews and focus group discussions with key stakeholders. (Destination of field visit was selected by evaluation management team.)
- Remote interviews with key stakeholders in the other two countries of focus, Moldova and Mexico, as well as with UN Women HQ staff, and other global level partners.

### 4.5 Risks and Limitations

- **Reduction of scope:** The initial evaluation schedule had to be reduced by one third, given time constraints. This required two revisions of the original TOR, one of which took place after the first draft of the inception report had been shared. A scope reduction was agreed to allow for this new timetable. The key impact of this scope reduction was:
  - ✓ **Relevance** was considered to have been already established during the MTR and further confirmed through the ROM report. As such, the Evaluation was to rely on previous findings, incorporating any relevant updates stemming from the evaluation process.
  - ✓ **Impact and sustainability** were to be included as part of the other areas of enquiry and not as stand-alone criteria. However, UN Women drafted a summary of the evaluation findings on sustainability which has been included in this report to facilitate and promote the use of its findings.
  - ✓ The various revisions and new timeline reduced the time available to organize interviews and data analysis, and reduced the time allotted for revisions.
  - ✓ Lastly, revisions to incorporate the changes diverted time initially intended for desk review.

- **Evaluation fatigue:** Country managers expressed concern over how to manage evaluation fatigue given that the MTR took place in April 2016, and an EC-led ROM report took place between July and October of 2016.

- **Limited geographic reach of data collection:** The Agreement envisioned a final evaluation with a range of programme partners "at global, regional and country level". Primary data collection was undertaken for all these levels remotely, and one in-country mission to the Philippines took place. Since in-country missions tend to allow for more in-depth discussion as well as observation and focus groups, there may be some degree of bias towards the Philippines in the Evaluation findings. However, findings from the recent MTR and the ROM exercises, including the in-country mission to Moldova undertaken by the same consultant, have also informed this exercise and helped to mitigate this bias.

# 5. Findings

## 5.1 Relevance

The final evaluation did not have *relevance* as one of its core criteria or evaluation questions (see section 4.5: Risks and Limitations), but rather it presumed that relevance of the programme had already been sufficiently established through the MTR and the ROM exercises. However, any new and relevant data encountered on relevance was incorporated. This section puts forward the key arguments supporting the relevance of the programme, based on the findings of the MTR and the ROM, and including any new significant information.

Migration is a priority of UN Women, as it can play an important role in women's economic and social empowerment and is integrated throughout in the sustainable development agenda. Research shows remittances can highly influence a families' financial situation and can even have an intergenerational poverty- eradication effect.[23] Additionally, financial and social remittances can affect the social position of women and positively alter the gender dynamics within their families and their communities. This demonstrates the clear link between the potential benefits of migration to women and UN Women's strategic priority areas, as defined in the Strategic Plan (2014-2017).[24]

Stakeholders interviewed in the pilot countries and those involved with the activities at the global level, felt the programme was relevant and timely given the **unprecedented numbers of people on the move in recent years, and the increased public attention given to migration**. Migration governance is currently a high priority on the international development agenda, as reflected in the first high-level UN Summit for Refugees and Migrants held at the United Nations headquarters in September 2016, which led to the adoption of the New York Declaration for Refugees and Migrants. Member States committed to developing the first blueprint for international migration governance—the global compact for safe, orderly and regular migration—to be adopted in 2018. In this context, the programme contributed to UN Women's positioning as a key player at the intersection of migration and gender, underscoring the relevance and importance of including the gendered dimensions of migration in the discussions. Advocacy based on recent, on-the-ground experience, and newly developed research has strengthened UN Women's credibility and expertise in this area.

Despite the clear and relevant linkages between migration and gender, most expertise tends to be broken down into silos, with experts on gender mainly working separately from experts on migration. The programme highlighted the importance of bringing the three streams of research, knowledge and advocacy together to ensure that migration policies, which are for the most part gender neutral at best or gender blind at worst, take into account the gendered reality of migration. Furthermore, the programme highlighted that **migration governance must acknowledge women's agency and their important contributions to economic growth and social change, whilst**

[23] Remarks by UN Women Deputy Executive Director Lakshmi Puri on "Recognizing the Contributions of Women Migrants to Economic and Social Development in Countries of Original and Destination and Addressing their Specific Needs", third thematic meeting, September 2015.
[24] UN Women Strategic Plan 2014-2017 UNW/2013/CRP.3 - para. 19

**recognizing their specific needs, challenges and vulnerabilities that must be addressed at all stages of migration**.

At country level, the MTR highlighted relevance for each of the three pilot countries. In the Philippines**,** there are an estimated 5 million nationals abroad (about 5 per cent of the total population)[25] with approximately half estimated to be women. **Many Filipino WMWs are concentrated in the domestic labor sector, and therefore particularly vulnerable to exploitation and abuse, owing to the often informal and unregulated nature of this sector.** Relevance was further confirmed and ensured through a scoping study performed by the UN Women Regional Office for Asia-Pacific (ROAP) at the start of the implementation. Timing of the programme was also seen as important, coinciding with social outrage over abuse of a Filipino worker abroad which helped to raise awareness and responsiveness both from the general public and policy makers. Finally, the programme is aligned with the Regional Office's focus areas[26] and the regional strategic plan (2014-2017) which highlights the importance of migration for women's economic empowerment as a key cross-cutting issue.

17.92 per cent of Moldova's population was estimated to have emigrated in 2013.[27] Migration forms part of the core focus of the National Strategy for Development (2020). A needs assessment and a mapping of diaspora organizations undertaken by the UN Women Country Office were able to confirm existing needs of migrant women. The programme played a key role in **shifting the focus from economic benefits and remittances towards WMWs' rights and vulnerabilities**, with a special focus on the stigma and added burden borne by women migrant workers who, unlike their male counterparts, are expected to be primary family caretakers. The programme brought to the fore issues around re-integration of the children of WMW, access to finance (loans) for women, and the role of domestic violence as a driver of migration.

For the most part, Mexico's migration policies focus on their outgoing migrant population. The programme was able to **highlight the challenges and vulnerabilities faced by incoming migrants on the southern border**. As such, the programme was able to increase awareness of a vulnerable population and provide evidence of the role UN Women can play to support the rights of this population. This focus was employed in a majority of activities (albeit not exclusively, since work was also done at the federal policy and legislative level within a wider scope) partly as a means to narrow the scope of the programme in line with available resources, and partly due to the need for both knowledge production and specific policy measures regarding incoming WMW on the southern border. Stakeholders interviewed emphasized the value of a gender-sensitive approach to migration in Mexico, traditionally a heavily male-dominated context.

Additionally, the evaluation asserted the relevance of the programme vis-à-vis EU priorities. While the specific pilot countries selected are not all part of the EU's portfolio or list of priority countries, they are **thematically relevant, especially at a time when the EU is experiencing one of the biggest migration movements since its conception**. Relevance to counterparts comes across in the level

[25] See IOM, Facts and Figures, https://www.iom.int/countries/philippines. Accessed April 2017]
[26] See http://asiapacific.unwomen.org/en/focus-areas/women-poverty-economics/migrant-workers. Accessed April 19, 2016.
[27] See http://www.iom.int/world-migration viewed on July 2017

of commitment and requests for further support, also noted by the ROM.[28]

### 5.2 Partnership

The partnership with OHCHR was part of the overarching strategy of the programme, as reflected in both the Agreement and the Programme Document (ProDoc). However, although OHCHR was involved during the design process and several exchanges took place at the beginning of the programme, many of the stakeholders interviewed felt that the original design lacked clarity as to the objective of this partnership. As such, each pilot country moved forward to try and identify a significant role for this partnership independently. In Mexico, where OHCHR and UN Women had a long-standing relationship, OHCHR was a close programme partner right from the beginning. OHCHR was invited to form part of the National Committee and provided substantive feedback to the different knowledge products produced. The partnership also led to an important activity of the programme—facilitating collaboration between CEDAW and CMW experts to discuss relevant issues with civil society and government counterparts in preparation for upcoming country reports.

In Moldova, the relationship between UN Women and OHCHR was strengthened and made more effective after the appointment of a new OHCHR officer in the country office in 2016. Several joint activities including training, informational events and multi-stakeholder meetings took place. According to UN Women's Moldova Country Office: "The expertise provided by OHCHR was highly relevant and contributed to raising awareness of women migrants on the necessity to be legally grounded/associated in migrant women's organizations to be able to better engage with central and local public administrations and civil society to promote and protect their human and labour rights."[29]

The Philippines was where the partnership was least developed. UN Women reported as having reached out to OHCHR but given their limited capacity at the country level, no joint action was feasible.

At the time of the MTR, OHCHR's involvement at headquarters level was limited to their participation in the 2014 Programme Steering Committee Meeting and the 2015 training of trainers in Santo Domingo where OHCHR presented their civil society framework. Since the MTR, however, the relationship with OHCHR was significantly strengthened. Two factors were identified for this change:

1. Initially, the programme established contact with the OHCHR Advisor on Migration and Human Rights, Research and Right to Development Division. In 2016, there was a shift and the programme reached out to the Secretary of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families (CMW), and the Committee on the Elimination of Discrimination against Women in the Treaty Mechanisms Division, which was more in-line with the work the programme was implementing.

2. As there was no clearly defined role for OHCHR, a series of face-to-face meetings

[28] "[…] there was a sense that it was going to be harder (to incorporate gender) but there was a hunger for it." Quotation taken from the ROM.
[29] UN Women Moldova Office final programme narrative report

provided an opportunity to identify common areas of mutual interest and potential collaboration. These face-to-face meetings were highlighted as an important part of the ultimate success of the partnership. “Partnerships benefit from physical meetings to establish a rapport and enable the “magic” to happen. Without this, by email or phone, we would have not achieved what we did.” (UN staff).

Importantly, since the structure for this partnership was not pre-defined, the process required willingness, time and creativity on behalf of UN Women and OHCHR. In turn, this allowed the partnership to achieve significant outcomes during the last year of the project, including OHCHR facilitating the introduction of UN Women staff to Committee members, and collaboration towards the expert meeting that led to agreed recommendations for addressing women’s human rights in the global compact for migration.

Another important partnership, albeit not formal nor in the initial Agreement, was that between the programme and the Committees, mainly CEDAW and CMW. This work, which as mentioned above stemmed partly from the partnership with OHCHR, led to important progress and an innovative inter-committee approach, which is likely to have a significant positive impact going forward. Some Committee members stated they could not remember a previous opportunity for them to work together with other Committees, and described how the experience led to the realization that this was an effective way for them to function: “They awoke this vision that we can work together.” (Committee member). Stakeholders reported that the experience had led to other collaborations, such as between CEDAW and the disabilities Committee which led to a joint declaration. “They opened a door for us” (Committee member).

Overall, at country level, the programme was very much focused on strategic partnership-building, working with national counterparts both in government and civil society. Many stakeholders interviewed were quick to highlight UN Women’s ability to identify strategic partnerships as a factor for the success of certain initiatives. For example, civil society members that participated in the trainings in the Philippines were later part of the team that drafted the charter for the CEDAW-compliant Overseas Workers Welfare Administration bill. Similarly, training participants in Santo Domingo were themselves able to train approximately 900 beneficiaries through replication of the training they received.

Indeed, the substantive and continuous inclusion of civil society throughout the different programme activities at both pilot and global level has been lauded as a good practice. Of particular significance was the participation of civil society throughout the entirety of the programme, including the drafting of the expert recommendations. At a global level, one of UN Women’s key civil society partners was the Women in Migration Network. This partnership played a key role in contributing to the success of the programme.

Lastly, through the programme, UN Women opened doors to non-traditional partners. For example, in the Philippines, the programme was able to secure collaboration with the Department of Interior and Local Government (DILG) to advance gender equality for migration at the local level.

This partnership proved key to help enhance linkages to sub-national/local level policy and planning around safe migration, with particular focus on women migrant workers.

### 5.3 EQ1: Progress Against Expected Results

**Result 1: High quality knowledge products, advocacy and capacity-building tools produced, disseminated and effectively influence change**

***Activity 1: Develop relevant, high-quality knowledge products, advocacy and capacity-building tools and disseminate them widely.***

Overall, the programme produced 41 knowledge products. Of these, three key reports were produced at the global level using inputs from the pilot countries to ground the findings:

- Global Report 1: *Women Working Worldwide: A Situational Analysis of Women Migrant Workers;*[30]
- Global Report 2: *Women Migrant Workers' Journey Through the Margins: Labor, Migration and Trafficking;*[31] and
- Global Report 3: *At What Cost? Women Migrant Workers, Remittances and Development*.[32]

Knowledge Products (see Annex 10 for full list) were responsive to the needs and gaps identified in each specific country context. The final range of knowledge products produced by the programme was extensive, ranging from informative evidence, such as country fact sheets, to specific areas of focus, such as the impact of remittances or analysis of vulnerabilities. The development of practical "how to" guides and various reviews of laws and policies in line with CEDAW identified gaps in legislation, and provided focus for future advocacy work to be used by UN Women, national counterparts and civil society. Prioritizing context need over methodological consistency is seen as a best practice which strengthened relevance and the likelihood of sustainability.

Most products were developed with support from on-the-ground national partners to ensure a thorough understanding of the situational context and relevance, as well as use, ownership and credibility. One example which illustrates a good practice, was the coordination with the National Committee in Mexico, where key stakeholders consistently provided inputs and feedback to products throughout their development. Further, careful selection of knowledgeable consultants and respected organizations was acknowledged by stakeholders as an important element for success. For example, in the case of Mexico, stakeholders lauded the collaboration with important academic institutions (e.g. El Colegio de México) and respected civil society institutions (e.g. IMUMI), together with a dissemination strategy that ensured at least one event was organized to

[30] Hennebry, J. et al. (date?). Women Working Worldwide: A Situational Analysis of Women Migrant Workers. UN Women. (link?)
[31] Hennebry, J. et al. (date?). Women Migrant Workers' Journey Through the Margins: Labor, Migration and Trafficking. UN Women. (link?)
[32] Hennebry, J. et al (2017). ***At What Cost? Women Migrant Workers, Remittances and Development***. Available from: http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2017/women-migrant-workers-remittances-and-development.pdf?vs=3414

help disseminate each product.

Knowledge products were reportedly used by programme staff and other stakeholders for advocacy and to inform the capacity-building element of the programme. Some have also been used to influence policy decision-making. For example, the programme's CEDAW-based legal review was reportedly used to advocate for the development of a CEDAW-compliant Overseas Workers Welfare Administration bill[33] in the Philippines, and the programme's findings are reported as having influenced the Government of Mexico's decision to develop an infographic on challenges at the Mexican border.

Development of a communication/ dissemination strategy was another expected output of this result. A UN Women on-line portal helped facilitate access and dissemination of knowledge products (https://www.empowerwomen.org[34]). Additionally, the Moldova pilot created a resource platform that houses documents from the project—the Gender Knowledge Gateway (www.egalitatedegen.md). After the programme concludes, information will remain online but will not continue to be updated. Knowledge products can also be accessed through the UN Women global website, and select publications are available on the Mexico country website and the Asia-pacific regional website. Global products were shared during events and will continue to be shared at relevant events and meetings.

Mexico and Moldova developed successful communications campaigns with support from the programme. Mexico's "I am a Migrant" (*Soy migrante*) campaign, developed jointly by UN Women and IOM, sought to address xenophobia and negative stereotyping of WMWs. The programme ensured the campaign was gender-responsive and highlighted specific stories of WMWs' experiences. The campaign was disseminated in 13 cities across Mexico, with a reported outreach of over 15 million people. In Moldova, the CO's communications strategy included a national campaign to address negative stereotypes of WMWs through three short video clips[35], three TV spots (broadcast on seven national channels during prime time), three radio spots (broadcast on four radio channels in prime time), five banners, five posters, five billboards and five leaflets. These were advertised on billboards across the country in 32 regions, including two big cities (Chisinau and Balti), and along two major highways. An estimated 75 per cent[36] of the population in Moldova was exposed to at least one of the campaign's products. Similarly, in the Philippines, a campaign was developed which addressed the stigma attached to women migrants who are often accused of abandoning their perceived duty as the primary care takers of their families. The CO conducted a photojournalistic documentation of the lives, activities and work of WMWs benefiting from the programme. This included a photo essay and a UN Women editorial news series "From Where I Stand".[37]

[33] UN Women Annual Report, Jan. 2016

[34] https://www.empowerwomen.org/en/who-we-are/initiatives/promoting-and-protecting-women-migrant-workers-rights

[35] See https://www.youtube.com/watch?v=fgW2VvwPmOU&feature=youtu.be; https://www.youtube.com/watch?v=OvJS2Rgevic&feature=youtu.be; https://www.youtube.com/watch?v=2jEut7s62fg&feature=youtu.be

[36] AGB Nielsen as reported by UN Women, Final Donor Report Narrative 2017

[37] See: http://www.unwomen.org/en/news/stories/2016/9/from-where-i-stand-edna-valdez

While the Evaluation is not able to comment specifically on the quality of the knowledge products produced by the programme, partners interviewed attested to their relevance and quality, as well as their value as resources to support continued advocacy for WMWs' rights. Importantly, the knowledge products also influenced other results areas, primarily through the identification of gaps in knowledge and data to support future capacity building, and to provide evidence to support the programme's advocacy efforts.

Analysis of the monitoring and evaluation structure (*Activity 1.15)* has been included below under the efficiency analysis in Section 5.4: Evaluation Question 2.

**Result 2:**
**Enhanced capacity/accountability of relevant TBs, UPR, SPs mandate holders to WMW rights**

### *Activity 2: Advocate with and strengthen capacity of relevant Treaty Bodies, UPR and special procedures mandate holders to be more accountable to WMWs in pilot countries.*

Activities in support of this result took place from January 2016 onwards, with a high concentration towards the end of the project. The programme sought to achieve this result mainly through a series of side events, panel discussions, expert meetings and multi-stakeholder meetings aimed at promoting strategic high-level advocacy and capacity building, under the assumption that greater awareness and capacity would lead to greater accountability. Activities undertaken at the global level included:

- A side event held at the CEDAW Committee 64th Session: "Promoting and Protecting Women Migrant Workers Labour and Human Rights through CEDAW and CMW", to highlight the importance of CEDAW, ICRMW and other review processes as tools to promote and protect WMWs' rights. Participants came from UN Women, ILO, civil society and the CMW and CEDAW Committees (21 July 2016).
- A side event at the margins of the UN Summit on Refugees and Migrants: "Protecting the labour and human rights of women migrant workers in the context of addressing large movements of migrants", with representatives from Permanent Missions of the three pilot countries, CMW, UN Women, ILO and civil society (16 September 2016, New York).
- An expert meeting on developing recommendations for addressing women's human rights in the global compact for migration, with experts from treaty bodies, UN agencies and civil society organizations (21-22 November 2016, Geneva).
- A side event at the 26th Session of the Universal Periodic Review with representatives from the CEDAW Committee, ILO, IOM, UN Women, civil society organizations and Member States, to highlight the importance of international rights mechanisms in the promotion of WMWs' rights (4 November 2016, Geneva).
- An expert roundtable meeting during the session of the Working Group on the issue of discrimination against women in law and in practice, which included experts from the working group, CEDAW, CMW, CERD, CESCR, permanent missions, UN agencies and civil society (25 January 2017, New York).

At country level, the programme's support to Mexico and Moldova initiatives was considered good practice that could be replicated by other countries preparing for international review processes.

In Mexico, in collaboration with OHCHR, the programme worked alongside experts from CMW and the CEDAW Committee to build a better understanding of the challenges faced by WMWs, and gender issues in migration in the Mexican context (see *Result 4* and 5.6.2 *Best Practices* for more details). The event, held in January 2016, was the first of such events and aimed to enhance the capacity of civil society to approach and make use of these review processes. Further, by facilitating visits from Committee experts to speak with civil society and government counterparts, UN Women was able to increase awareness and help promote a more comprehensive and gender-sensitive understanding of WMWs and their particular challenges in Mexico. The Mexico pilot also prepared a written submission to the 25th session of the ICRMW on the situation of WMWs in Mexico, and provided a briefing to the Committee in August 2016.

Representatives from Moldovan civil society organizations attended the Universal Periodic Review of the Republic of Moldova in November 2016, engaging with representatives of their government and governments of the UPR working group at a side event organized by the programme. This helped improve the capacity of Moldovan civil society groups to better understand the process, and engage with UPR members. In addition, UN Women provided inputs on WMWs for the Moldovan 2016 UPR.

Many stakeholders interviewed highlighted the importance of aligning the protection of migrant workers' rights under the ICRMW with CEDAW. This was seen not only as a way to address gender-specific challenges faced by migrant women, but also as strategic given the ICRMW's lower ratification rate when compared to CEDAW. Migration is generally perceived as political in nature, and therefore harder to secure commitments. To date only 49 states are parties to the ICRMW,[38] and most of the States that have ratified it are countries of origin for migrants, with only a few countries of destination having committed.

The programme also undertook a revision of the CMW's review templates (List of Issues Prior to Reporting (LOIPR) and Concluding Observations (COBs)) to strengthen their gender responsiveness, and held a briefing on the linkages between gender and migration with the CMW in August 2016. Stakeholders interviewed pointed to the effectiveness of this review in helping broaden understanding of the gendered nature of migration and ensure a better use of gender-sensitive language. Stakeholders emphasized that recommendations provided for the reporting templates could also serve as guidance during the Committees' country reviews.

Another key outcome of this result was the Expert Meeting for Addressing Women's Rights in the Global Compact on Safe, Orderly and Regular Migration (November 2016, Geneva). In addition to

[38] As of November 2016, the following 49 states have ratified the Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families: Albania, Argentina, Algeria, Azerbaijan, Bangladesh, Belize, Bolivia, Bosnia and Herzegovina, Burkina Faso, Cape Verde, Chile, Colombia, East Timor, Ecuador, Egypt, El Salvador, Ghana, Guatemala, Guyana, Guinea, Honduras, Indonesia, Jamaica, Kyrgyzstan, Lesotho, Libya, Madagascar, Mali, Mauritania, Mexico, Morocco, Mozambique, Nicaragua, Niger, Nigeria, Paraguay, Peru, Philippines, Rwanda, Senegal, Seychelles, Sri Lanka, Saint Vincent and the Grenadines, Syria, Tajikistan, Turkey, Uganda, Uruguay, and Venezuela.

Committee members, various UN agencies and representatives of civil society organizations were included in the process (see Annex 12 for full list of participants), which led to the development of a comprehensive set of "recommendations for addressing women's human rights in the Global Compact for safe, orderly and regular migration" (The Recommendations). This built on the programme's research, partnerships and ongoing work, adopting an inclusive and participatory approach to arrive at consensus between key actors. The recommendations are intended to ensure that migrant women's rights are promoted and protected at all stages of migration, and are expected to play a critical role as an advocacy tool to ensure that the Global Compact for migration is gender-responsive and human rights-based. Its strength lies in the dialogue it fostered between such a wide range of high-level expert stakeholders, and the fact that it offers one common voice and set of priorities for key stakeholders going forward. While this outcome was not foreseen in the initial programme agreement, it nevertheless will play a pivotal role in UN Women's (and its partners) advocacy efforts, and will contribute to sustaining the legacy of the Action as the negotiations for the global compact move forward.

The multi-stakeholder experts meeting was seen as a best practice for various reasons: first, it helped to increase inter-committee awareness, and strengthened experts' capacity by providing a more comprehensive understanding of WMWs. This led to an increased ability to address gender by the CMW Committee, and increased understanding of migration issues within the work of the CEDAW Committee. It improved both Committees' ability to advocate for WMWs, thus breaking thematic silos; second, the meeting evidenced the added value of UN Women in its ability to leverage the UN brand to bring together key stakeholders and highlight the importance of integrating a gender perspective.

The programme initially envisioned a country visit of the Special Rapporteur for human rights of migrants and Treaty Bodies (*Activity 2.3*) to Moldova. Due to the intense schedule of the Special Rapporteur, it was not however possible to carry this out. At global level and despite many attempts, the project was also not able to engage with the Special Rapporteur as envisioned in the Agreement. However, the programme did engage with the Office of the Special Representative for International Migration, with the Special Advisor on Addressing Large Movements of Refugees and Migrants, as well as with the working group on discrimination against women in law and practice.

Various elements of the programme implementation under this result were considered innovative such as the inter-committee approach, as well as the sustained inclusion of civil society, as opposed to the more traditional approach of one-off consultations. Committee members highlighted this as an "eye opening" experience which allowed them to see the potential of working with other Committees and creating alliances. The latter led to coordination between the CMW and the Committee on the Rights of Persons with Disabilities, resulting in a joint declaration. Civil society stakeholders interviewed also highlighted this as an effective practice. In fact, all stakeholders interviewed said that this multi-stakeholder approach had been a timely and effective mechanism, with many expressing their intent to use the Recommendations on addressing women's human rights in the global compact for lobbying purposes going forward. In all, this activity significantly helped to position UN Women as a lead actor in the migration sphere, and stakeholders generally expressed hope that UN Women would continue to lead in this area. Furthermore, The

Recommendations were utilized and distributed at the first thematic session in Geneva; and it was reported that some Member States made explicit reference to them.

This result relied on other elements of the programme to be effective—primarily, for knowledge products to be in place and for partnerships to be established. As such, it only really took off in mid-2016 with a series of side events. Nonetheless, it should be noted that towards the end of the programme, this result offered a clear means for various elements of the programme to come together and show a different way of working which is inclusive, efficient and effective.

**Result 3: Key global and regional intergovernmental processes address WMW's rights**

***Activity 3: Advocate with governments at key global and regional intergovernmental processes to ensure that deliberations and outcomes are responsive to WMW's rights, and advance national implementation.***

The programme sought to ensure that global intergovernmental processes addressed the rights of WMWs through active participation by programme staff, relevant stakeholders and national partners at high-level and technical events. Their participation allowed for WMW's concerns to be included in meeting agendas and in discussion of broader gender-related issues. In particular, the programme's focus was on incorporating WMW's issues into the discussions and preparatory sessions of the 8th and 9th Global Forum for Migration and Development (GFMD) Summits including:

**8th GFMD Summit (September- October 2015)**

- In partnership with the Governments of the Philippines and Jamaica the programme organized the GFMD's Third Thematic Meeting on "Recognizing the contributions of migrant women to economic and social development in countries of origin and destination and addressing their specific needs".
- The Government of Moldova presented key initiatives to promote and protect the rights of migrant women at the Summit's Platform for Partnership. Moldova presented the programme and achievements resulting from their partnership with UN Women.
- In partnership with the GMG (Global Migration Group) Working Group on Human Rights and Gender, the programme co-organized a side event on "Root causes: protecting the human rights of migrants in transit".

**9th GFMD Summit (September- October 2016)**

- In partnership with the Government of the Philippines, the programme presented the CEDAW-compliant Overseas Workers Welfare Administration Law at the Platform for Partnership.
- In partnership with the Government of Bangladesh, the programme organized a high-level side event: "Towards a Gender-Responsive Global Compact for Safe, Orderly and Regular Migration".

- In partnership with the Women in Migration Network, the programme hosted a side event on addressing women's human rights in the global compact for migration during the civil society days.

In addition, and in partnership with the Permanent Missions of Mexico, Moldova and the Philippines, the programme co-organized a related event prior to the UN Summit for Refugees and Migrants on "Protecting the labor and human rights of women migrant workers in the context of addressing large movements of migrants".

The programme also ensured an increase in gender-responsive language and a more comprehensive gender perspective within the "*Principles and Guidelines on the human rights protection of migrants in vulnerable situations within large and/or mixed movements*", produced by the GMG Working Group on Migration, Gender and Human Rights which is co-chaired by UN Women and OHCHR.

As part of the programme's advocacy, a Multi-stakeholder meeting was organised which was an opportunity to brief Permanent Missions on ways to address women's rights in international human rights instruments, with a focus on the global compact for safe, orderly and regular migration (January 2017). (*Activity 3.2*).

Additionally, the Mexican pilot participated in the Second, Third and Fourth International Symposia on Feminization of Migration in 2015, 2016 and 2017 respectively. The programme hosted an event on the challenges and good practices of labor mobility systems, from a gender, human and labour rights-based perspective entitled "Labor Mobility: Opening a Regional Dialogue" in July 2016, where regional multi-sector dialogue was fostered. Moldova participated in the regional cross-learning process in Almaty, "Improving labour migration management in Russia and Central Asia region" (MIRPAL, June 2015), which focused on mainstreaming gender-responsive and human rights-based migration into the overall development agenda, as well as in discussions on women's migration trends in the region and the exchange of best practices on migration with Kazakhstan, Kyrgyzstan, Armenia, Tajikistan, and the Russian Federation. The Philippines pilot participated in the regional training on gender, migration and development "A matter of rights" (November 2015) and invited programme partners to this event.

**Result 4: Enhanced capacity and accountability of governments, national oversight mechanisms - Parliaments, national human rights mechanisms and institutions – to WMW's rights**

***Activity 4: Advocate with and build capacities of governments and national oversight mechanisms – Parliaments, national human rights mechanisms and institutions – to be more accountable to WMW's rights.***

As mentioned earlier, a great deal of the focus at country level was on building strategic partnerships and capacity of key national counterparts. Nearly 400 government staff were directly trained by the programme pilots (150 in Moldova, 186 in the Philippines and 45 in Mexico). These capacity-building activities focused on identified needs, and were often of a practical nature, for example, reviewing existing laws for CEDAW compliance. They were not only relevant but in many instances, highly effective. For example, in the Philippines training and technical support provided to 12 legislative staff in December 2015 was credited with facilitating the Filipino Government's signing into law of the CEDAW-compliant Overseas Workers Welfare Administration Bill in February 2016. In Moldova, an inclusive and participatory CEDAW legislative compliance review with migration focal points, civil society and WMWs living abroad led to the revision of 13 different laws and 53 specific recommendations to help align national laws with CEDAW. At the time of reporting, five of these recommendations had been implemented and 41 were at an advanced stage of implementation/approval.[39] The Moldovan Government also drafted a normative act which sought to ensure that CEDAW-compliant recommendations would be translated into legal amendments to be submitted to the Government for review and approval.

Some of the highlights in each pilot country include the following:

**a) In Moldova, the programme trained 35 migration focal points, 15 gender task force representatives and 100 public service providers.**

In addition to the CEDAW-compliant legislative reviews, the programme organized a side event in collaboration with OHCHR on "Civil Society Space and the United Nations Human Rights System" on engagement with international human rights mechanisms (November 2015).

Technical assistance provided by the programme led to the inclusion of women's priorities and rights in important legislation. The Government's request for further support underscored their commitment to the process as well as their appreciation of UN Women's role in advocating for legislation that protects and promotes the rights of WMWs. Some of the programme's achievements in relation to this include the following:

- The programme supported the Ministry of Labour, Social Protection and Family to conduct a full gender-responsive assessment of the National Action Plan (2014-2016) with a focus on the reintegration of migrants. The Ministry also requested similar assistance from UN Women for the development of the new National Action Plan for 2017-2020. In addition, the programme provided a final gender-responsive assessment report, containing findings and recommendations addressing identified gaps, shortages and offering key policy considerations.

- Support was given to review and provide recommendations to improve the current Priority 7 on Development of Women's Entrepreneurship from the 2015-2017 Action Plan of the Ministry

[39] As reported by UN Women, Degree of recommendations implementation: Implemented recommendations – 5; Law 269 as of 09.11. 1994 on entry and exit to/from Republic of Moldova, http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366055; Law on border police, http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=367788; Law 269 as of 09.11. 1994 on entry and exit to/from Republic of Moldova, http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366055; Labor Code http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=365019, http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=365019

of Economy on Strategy, especially in regards to ensuring the inclusion of economic challenges encountered by migrant women. As a result, policy recommendations to help empower migrant women were articulated, including: fostering a gender-responsive legal framework for business; reducing administrative burdens on firms and excessive regulatory restrictions; ensuring equal access to finance for both women and men entrepreneurs; and pairing relevant financing schemes with support measures such as financial literacy, training, mentoring, coaching and consultancy services, and increased access to support networks, including professional advice on legal and fiscal matters.

- Support to the Bureau for Relations with Diaspora (BDR) was provided to strengthen the capacity of migrant women abroad and their support groups. These activities led to the approval of a strategy to strengthen cooperation between the diaspora and returned migrants (Moldovan National Diaspora Strategy 2025, approved February 2016).

- Efforts were made to strengthen the work of the Joint Information Service Bureaus (JISBs), which act as the main service providers of information in rural areas around the country. The Moldova pilot ensured that migration was mainstreamed into national service provision on public services and entrepreneurship, and trained more than 100 JISBs representatives from 22 districts, resulting in improved access to information and services for migrant women, including from vulnerable groups, at all stages of migration. As a result, a one-stop shop prototype was developed to provide quality services to users at the local level, including migrant women (in partnership with JIBs providers, MILAB, Centre of E-Governance, USAID representatives, IASCI/NEXUS (Polish funds)). This was developed largely due to the programme's work by coordinating 44 different service providers and the identification of possible solutions to improve service delivery.

**b) In the Philippines, the programme trained 12 technical and senior legislative staff, 84 staff from different various government agencies, and 90 officials from the Philippines Overseas Labor Office (POLO).**

A Preparatory Consultative Forum on the Philippines' third Universal Periodic Review, was conducted in collaboration with the Commission on Human Rights (CHR) and the Center for Migrant Advocacy (17 August 2016). In coordination with the CHR, the programme supported a multi-stakeholder meeting, which included national human rights institutions and civil society, to review outcomes from the first and second Reviews of the Philippines and discuss relevant issues in the upcoming process. The CHR also acted as the organization responsible for developing the shadow report for the CEDAW Committee's review process in 2016. In addition, staff from POLO were trained on WMWs' rights through the introduction of modules that covered various issues such as gender migration and development; feminization of migration and attendant issues of WMWs; relevant legal frameworks and institutional arrangements; among others. These training modules were developed by the programme and have been shared (both long and condensed versions) with the Department of Labor and Employment (DOLE) for future training. In addition, a Training of Trainers on "Gender, Migration, and Development: A Matter of Rights" was conducted in the Philippines from 15-17 November 2016, targeting 34 relevant staff from bureaus and services of the DOLE increasing the

likelihood of these modules being used in the future. At the time of this Evaluation, the Government was considering including these modules in their formal training, (and including online training for government officials unable to attend in person). It was reported that the CEDAW Committee's Concluding Observations on the combined seventh and eight periodic reviews of the Philippines (2016) made 20 references to migration. This was double the number of references made by the Committee in 2010.

In conjunction with the House Committee on Overseas Workers Affairs, training was provided to 12 legislative staff of the Philippines Senate and House of Representatives, and 50 staff from various government agencies on conducting CEDAW-based legal review in December 2014. As mentioned above, this training, based on the legal review of migration and anti-trafficking bills, led to the new Overseas Workers' Welfare Administration Bill, which is fully aligned with CEDAW. Stakeholders interviewed highlighted the importance of active participation of civil society organizations in the process of revising and improving legislation.

Technical support was also provided to help improve data collection in the Philippines on the situation of WMWs and their families, with the aim of improving accountability of the government for the rights of WMWs in development planning. This community-based monitoring tool consists of a set of questions on WMWs integrated into the existing household questionnaire as a rider. It has the potential to increase data available on migrant women, to improve the informing of policy decisions, make policy design more responsive to their needs, and identify gaps for advocacy. However, it is optional and using it assumes an additional cost for local mayors. The evaluator also learned that another NGO recently finalized a similar rider covering migrants in general. While the Government is committed to promoting the rollout of the programme's rider, given that it is optional, that there is additional cost and the possibility of being able to use another rider which covers all migrants instead, and without further support from UN Women, there is no guarantee that this rider will be put to use. This highlights the importance of coordinating work with other actors.

**c) In Mexico, the programme trained 10 government representatives, 15 representatives from the National Commission on Human Rights, and 20 legislative advisors.**

The following are a list of meetings, events and trainings that took place across Mexico:

- Trainings in the Mexico pilot included a two-day workshop with Women Defenders of Human Rights, Southern Border to establish a strategic alliance focused on the rights of migration defenders.
- Three seminars on "feminization and migration" in 2015, 2016 and January 2017, were jointly organized with academia and civil society organizations to promote research in the area of migration and gender, to share knowledge products and highlight challenges faced by migrant women along the southern border. It also provided tools and other resources to improve the mainstreaming of gender and migration into development planning from a Mexican perspective.

- A regional “Migration in the Americas” meeting focused on boosting advocacy on migration at the regional level, while an annual *Foro de Migraciones* was organized with civil society partners.
- Three high-level national advocacy events were organized in collaboration with the government and civil society partners (IMUMI and Fray Matías de Cordova).
- A **“**Labour Mobility: Opening a Regional Dialogue” in July 2016 which sought to foster regional multi-sector dialogue on challenges and good practices from a gender-responsive, human and labour rights-based perspective.

The programme provided support to the Migration Policy Unit of the Ministry of the Interior during the review of the Migration Law and its regulations to make the content of their Special Programme for Migration gender-responsive. At the time of the Evaluation, the programme had elaborated a draft document entitled, "*Implementation of the Special Migration Programme: Proposal for a Methodology to Measure Progress in Access to Migrant Documentation with Work Permit and the Impact on Migrant Female Domestic Workers*", which put forward a methodology with specific recommendations to address the public policies relating to rights and access to work for WMWs as highlighted in the Special Migration Programme.

The most relevant activity, however, was the multi-stakeholder meeting organized in January 2016 which brought together experts from CMW, CEDAW, CERD and CESCR Committees to hold discussions with UN agencies, permanent missions and civil society. Closed door meetings between the Committee experts and government staff were also organized during that visit. This was done in preparation for the 2016 reviews by both treaty bodies, and was the precursor of many other similar initiatives undertaken at a global level which promoted this innovative and successful inter-committee approach. The approach was welcomed by committee members interviewed, and is further discussed under best practices. Representatives of WMWs who participated in this process were later involved in the drafting of shadow reports for both the CEDAW and ICRMW[40] reviews, as well as a submission to the pre-sessional review.

The impact of the programme can be credited to UN Women’s inclusion in the Mexican Consultative Council on Migration of the Secretariat of the Interior where policy on migration is determined, and where there is now a specific working group to focus on migrant women. This is an important achievement that highlights UN Women’s involvement in promoting a gender perspective in migration policy. This unintended result will have an important impact on the likelihood of the programme’s sustainability.

An online discussion took place in September – October 2016 on the EmpowerWomen website[41] (*Activity 4.5*), hosted by programme coordinators from the pilot countries and programme experts from HQ. It was reported as having thirty-seven different discussion threads (or comments, as they appear on the website) by participants from 16 countries across five different regions. However, this as a stand-alone activity, heavily led by existing programme participants, seems to have been limited in terms of contribution towards the programme goals and potential for impact. However,

[40] http://tbinternet.ohchr.org/Treaties/CMW/Shared Documents/MEX/INT_CMW_ICS_MEX_24930_E.pdf
[41] https://www.empowerwomen.org/en/community/discussions/2016/09/mainstreaming-gender-in-migration-and-development

it did provide UN Women an opportunity to pilot this kind of activity. There were also discussions in Moldova about online training and the use of the diaspora network and Facebook group (called *Femei Migrante din Republica Moldova*) as a platform to promote this kind of activity at a country level—this continues to be active at the time of this Evaluation. Further, Moldova and the Philippines experimented with exchanges between migrant women over Skype (December 8, 2015). Some stakeholders highlighted the lack of mechanisms for this kind of learning exchange between WMWs as an area of improvement for future programmes.

Lastly, a cross-learning exercise took place in May of 2016 **(***Activity 4.9)*. This exercise brought together staff from pilot countries and HQ to discuss best practices and lessons learnt. Prioritization of activities for the last year of implementation was also discussed in view of the recommendations from the Steering Committee, the ROM and the MTR. As a result, some activities were refined. This activity was especially appreciated by programme staff. The programme would have benefited from holding this kind of activity on an annual basis, providing more opportunities for cross-learning and a more coherent approach.

**Result 5: Enhanced capacity of WMW organizations and/or their support groups to effectively engage with governments, national oversight mechanisms and key intergovernmental processes to ensure accountability to them**

***Activity 5: Strengthen the capacity of WMW's organizations and/or their support groups to effectively engage with governments, national oversight mechanisms and key intergovernmental processes to ensure accountability to them.***

The programme's capacity-building of civil society organizations is estimated to have reached 1,714 beneficiaries, including migrant women and their representative organizations. These initiatives aimed to increase migrant women's understanding of their rights and their country's national and international commitments, and by providing this knowledge, strengthen their ability to effectively advocate for the protection of their rights and necessary changes in legislation, thereby enhancing their ability to demand accountability from national and international duty bearers.

In Moldova, the programme strengthened the capacity of 330 WMWs and/or their representatives, increasing their ability to advocate for their rights and access to public services. The programme also trained 100 WMWs from Moldovan diaspora associations on rights, employment opportunities and access to diplomatic missions abroad, as well as provided opportunities to connect with civil society representatives and decision makers. An additional 100 migrants from rural areas were informed about the employment opportunities at the National Agency of Employment. Through these initiatives, the programme provided an opportunity for returned migrants from all over the country to meet and interact with public sector authorities, such as the Bureau for Relations with Diaspora—in charge of determining public policy—as well as with other relevant organizations such as the United Nations Development Programme, International Agency for Source Country Information/NEXUS, and International Organization for Migration.

One of the programme's more important achievements was realized in Moldova. At the beginning of the programme there were no WMW organizations, which meant the programme needed to be particularly strategic on how it could achieve Result 5. Initially, the country team undertook a series of mapping exercises to better understand the landscape and existing gaps. Through capacity-building initiatives, and by introducing WMW advocates to strategic partners, the programme helped to promote the importance of working as a unified group with a clear identity and goals. At the time of the Evaluation, the programme was credited with having led to the establishment of the Moldova Movement of Women Migrants, comprised of around 60 WMWs with an agreed set of priorities (a resolution) to advocate with key line Ministries. The Movement is composed of returned migrants as well as members of the diaspora, and aims to actively promote the rights of WMWs through effective dialogue with the Government and policy development, which is in line with the proposed work of the programme. The Movement presents itself as a partner to the Government in the development of documents, legislative initiatives and national strategies related to migration.

The programme's ongoing support and capacity-building of WMW is perceived as having been catalytic for the creation of the Movement of Women Migrants. While they expressed their gratitude, and hope that they could continue to count on UN Women for support, this group also expressed a strong will to work independently of the programme, a good indicator from the perspective of sustainability.

Both Mexico and the Philippines used the programme's training in Santo Domingo "Gender on the Move: Gender, Migration and Development" to train national CSOs who could then replicate the training nationally. In the case of Mexico, CSOs had to commit to replicating the training before they could benefit from it. With this strategy, they were able to reach an estimated 900 beneficiaries. Through these national replications, the training reached a wide range of stakeholders including women's networks, academics, government counterparts and minority groups such as indigenous women.

Another good practice undertaken in Mexico was the exchange session between civil society and experts from the CEDAW and CMW Committees mentioned in the previous section, where 80 participants from 68 different civil society organizations took part. The CEDAW legislative compliance review in Moldova was also highlighted for its participatory nature with three separate sessions to ensure substantive inputs from government migration focal points, civil society and WMW living abroad.[42]

In the Philippines, a multi-stakeholder Summit on Migrant Agenda and Strategies was organized and co-led by UN Women and the Centre for Migrant Advocacy (CMA). This Summit brought together participants from the government (executive and legislative), the private sector, National Human Rights Institutions as well as civil society and migrant workers' organizations to build consensus on the migration agenda, as well as discuss strategies among a variety of stakeholders from different sectors. The activity provided an opportunity to promote participation of CSOs in policymaking. Another effective practice was the use of various NGOs and women's organizations

[42] This was done by taking advantage of the women in diaspora who were brought in for the celebrations of Diaspora Day.

to develop a series of modules and training sessions that took advantage of their individual areas of expertise and geographic reach. There was coordination with women migrant domestic workers to increase awareness of rights as well as mechanisms to hold duty bearers accountable, such as shadow reporting for the CEDAW review and the UPR. In total, it was reported that 254 WMWs and representatives of their support groups benefited from this exercise, again highlighting the potential and effectiveness of replication schemes.

In terms of increased participation of WMWs and their representative organizations in international review processes, and in national mechanisms and processes that work with governments to address their rights, (indicator 1), the programme supported the participation of CSO and WMW representatives to participate in and advocate for their rights at international high-level events such as the following (*Activity 5.2)*:

- A CSO representative from Mexico was supported to attend the 25th CMW Committee Session in August 2016 in order to present the CSO shadow report.
- An exchange between civil society leaders from different regions during the Civil Society Days on 8-9 December 2016, Common Space 2016, at the Global Forum for Migration and Development, in Dhaka, Bangladesh.
- The Philippines CO supported the participation of a CSO representative at the 64th CEDAW Committee Session in July 2016, where they presented the CSO shadow report.
- Two CSO representatives from Moldova were supported to attend the UPR session in Geneva in November, and engaged with their government representative, CEDAW Committee member and other experts during a panel discussion at a side event organized by the programme.
- A representative of Sociopolis, a partner NGO from Moldova, participated in the GFMD Summit Forum and side events in Istanbul, Turkey in October 2016.
- Mexico supported the participation of civil society in the GFMD Summit in Istanbul from 14-16 October 2015, and in a side event before the GFMD (in Geneva, September 2015).
- The programme supported the participation of five representatives of WMW civil society organizations in the 8th GFMD Summit's Third Thematic Meeting – civil society and government days – including programme and GMG side events.
- Three civil society representatives participated in the 9th GFMD Summit, including actively engaging as panelists in the programme's side event.

All pilot countries reported activities to strengthen national capacity of the media (*Activity 5.3*). Mexico held two workshops in 2016 focusing on the impact of gender stereotypes and how media covers migration, through a training of trainers and a discussion on "Women in migration: their specificities, challenges and contributions". 70 members of the media were reached through these activities. In Moldova, after the gender-sensitivity training and follow-up self-assessment, media coverage of women's issues nearly doubled in 17 print and online Moldovan media outlets.[43]

[43] Source: http://www.unwomen.org/en/news/stories/2015/5/moldovan-journalists-embrace-balanced-reporting as seen July 14, 2017

During the twenty-fifth Anniversary of the Convention on Migrant Workers and their Families—"Celebrating 25 Years of the Convention on Migrant Workers and their Families: Media, Migrants' Rights and Development"—the Philippines pilot supported a forum which highlighted the role of media in advocating for migrant women's rights, and to raise awareness on the links between migration and development. Moldova developed a full scale multi-media advocacy campaign to challenge discrimination and stigmatization of WMWs which included three videos aired prime time on seven television and four radio stations. This campaign was supported through billboards in 32 regions, social media and, the training of communicators and journalists from 36 line ministries. The Moldova pilot also trained government communication staff in November and December 2015.

## 5.4 EQ2: Resources and Efficiency

*To what extent were organizational systems and processes supportive for efficiently implementing the programme?*

### 5.4.1 Organizational Systems and Processes

The programme Agreement envisioned oversight to be undertaken by UN Women country offices (COs), under the overall supervision of the Regional Directors, with support of the Programme Steering Committee (PSC)—consisting of the Programme Manager, Policy Advisor, Regional Programme Specialist, and OHCHR and donor representatives.

The Agreement envisioned that the PSC would "solidly contribute to assessing progress". Over the life of the programme the PSC met three times (November 2014, April 2016 and one final time in January of 2017). The first two were PSC meetings, while the last was considered an information-sharing meeting, and not a PSC meeting per se. The PSC appears to have acted primarily as a reporting mechanism. Some stakeholders interviewed felt the programme would have benefited from a more structured and substantive interaction with the donor. The evaluator was informed that there were regular email and phone exchanges, especially during the second half of the implementation phase. However, some stakeholders suggested that quarterly meetings—to discuss substantive revision of progress (as envisioned in the Agreement), challenges, and progress on budgeting and other issues—could have helped avoid some of the bottlenecks encountered which delayed programme implementation. Closer cooperation might have also helped to identify opportunities and synergies with other EC initiatives. This was not anticipated in the original Agreement document, but comes across as a lesson learned.

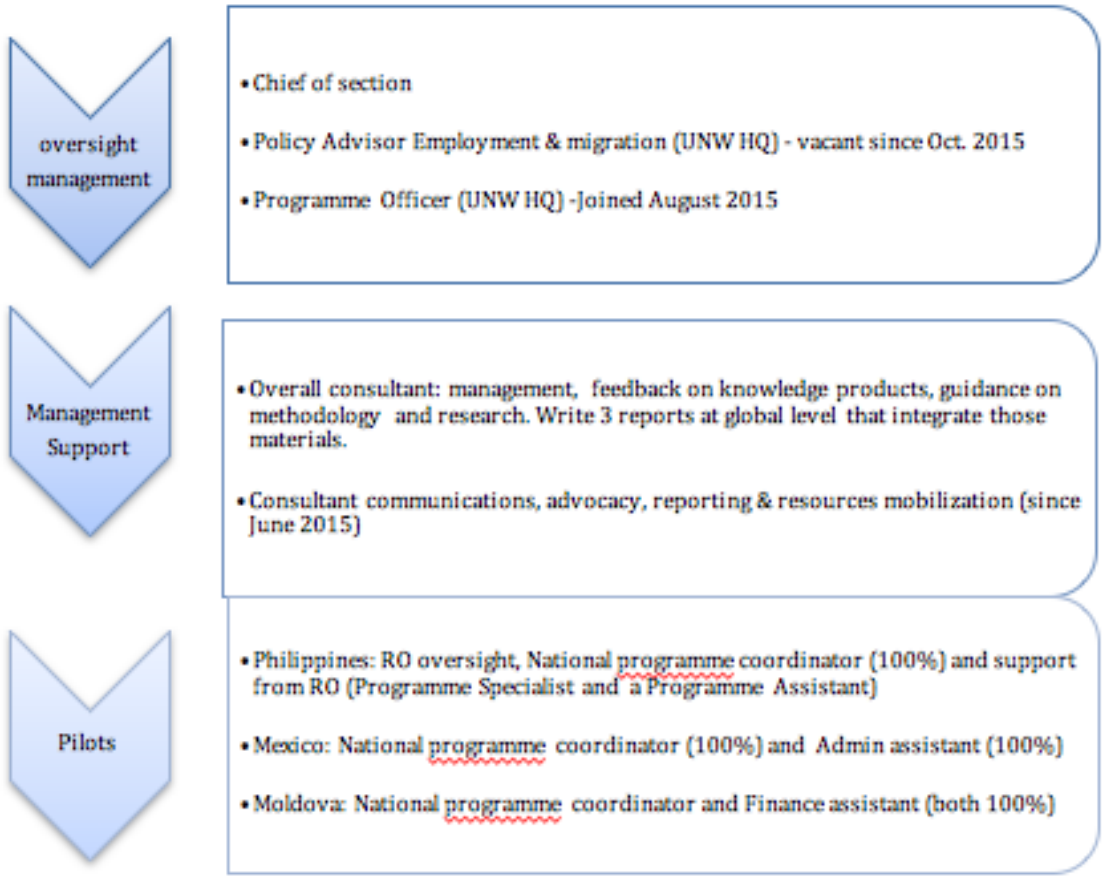
The Agreement envisioned developing national working groups of partners, but this only materialized in Mexico (*mesa estratégica*[44]). Regular meetings with strategic partners provided an avenue for quality assurance, advocacy and a means to strengthen credibility and reach of the programme's knowledge products.[45] Stakeholders provided substantive feedback as the knowledge products were being developed, which strengthened their quality and served as a

[44] The National Committee in Mexico is composed of nine institutions: OHCHR, IOM, ILO, UN Women Guatemala, European Union Delegation in Mexico, El Colegio de México (national academic institution), Sin Fronteras (national NGO), Instituto para las Mujeres en la Migracion, IMUMI (national NGO), and Ford Foundation (representation for Mexico and Central America).
[45] See MTR for further details.

strategic mechanism to position gender and migration among key stakeholders. The National Committee was also instrumental in promoting the partnership with OHCHR and is seen as a good practice as it helped strengthen programme results, credibility, buy-in and increased the likelihood of the programme's sustainability.

The Budget in the Agreement set out a management structure for each of the CO and the programme overall, with a full-time overall programme coordinator, a full-time finance assistant and a part-time (50 per cent) project assistant, all based in the Philippines for the general oversight and coordination of the programme. There were also full-time programme coordinators for Mexico and Moldova, and a 10 per cent support for finance assistance for both countries. Additionally, 15 per cent was allocated for a policy advisor in the employment and migration section (which was later changed to 40 per cent with the approval of the EC) and 50 per cent time-allocation from a programme officer, as well as a 5 per cent time-allocation from an OHCHR policy adviser and from all three Regional Directors. In practice, responsibility for overall coordination, monitoring and reporting of the programme lay with the EES unit at HQ with the chief of section, a policy advisor and a programme officer (see Figure 3). No dedicated overall finance or administrative support was assigned to the programme. The policy advisor left in October 2015, and that post remained vacant for the remainder of the programme. Day-to-day management as well as implementation fell on the programme officer with management support consultants, but decision-making still rested with top management. Some stakeholders felt this structure weakened the programme, reporting that sometimes responses to requests for guidance or decision-making were delayed or did not come at all, limiting their ability to act and/or take of advantage of emerging opportunities on the ground. Some also felt this weakened the cross-pilot learning.

*Figure 3:Programme management structure*




At country level, management was led by the programme coordinators with support of UN Women core staff in COs (in the case of the Philippines the programme relied on the Regional Office). Initial delays linked to setting up the programme meant the COs only received funds by May 2014, which in turn delayed hiring of country level staff. For example, the programme officer at HQ only came on board in September 2014, and the programme officers for Moldova and the Philippines in October 2014. In the case of the Philippines, this was mitigated through direct implementation of the programme by the Programme Specialist in ROAP. However, while a five-month initial lag was anticipated in the Agreement, these delays are significant given the relatively short length of the overall programme.

### *Monitoring, knowledge management and integration of lessons learned*

The programme's monitoring and evaluation structure (*Activity 1.15)*, as set out in the Agreement, assumed reliance on UN Women's annual reporting mechanisms through the creation and incorporation of baselines into UN Women and OHCHR databases, and systematic result tracking of these with the use of the logframe. The PSC and national working groups were seen as

playing a major role by "solidly assessing progress". The Agreement left open the possibility of including an "M&E team expert with gender and migration expertise[46]" for regular monitoring. In practice, as mentioned above, the PSC committee did not play a substantive role in monitoring progress,[47] as there is no indication that the baselines were indeed developed, and no global M&E person was assigned to the task until mid-2016 when a consultant was brought on board.

Initially, monitoring was done through a basic, colour-coded tracking tool. In mid-2015 a more thorough programme tracker tool was developed—these tools were largely country-level oriented and did not incorporate a plan that showed when global-level obligations would be met. In addition, tools developed sought to assess overall progress, but did little to systematically identify challenges or learning. The logframe and the tracker tool seem to have been updated with a certain regularity, and monitoring of the budget was done separately.

Monitoring for the pilots was done at the country level as envisioned. This worked well in the case of Mexico which counted on the support of the office structure. In the case of Moldova however, the country office M&E officer was only in place in mid-2016, and in the case of the Philippines there was no office support, so that monitoring and all programme administration had to be undertaken by the programme coordinator. Further, a proposed revision to the logframe took place in April 2016 during the cross-learning event, and then again in November of the same year. These revisions should have taken place earlier in the implementation process. All three pilots provided annual narrative reports[48] which were then integrated in the annual donor report. Mexico did a monthly financial monitoring report as well as quarterly internal reports.. The programme in Moldova produced quarterly reports on activities as well as on results and resources. A final narrative report was being drafted at the time of the evaluation.

A mid-term review was completed in June 2016, although no management response was created, since it is not required by UN Women's evaluation policy in the case of MTRs. The European Commission undertook a monitoring mission and submitted a Results-Oriented Monitoring report (ROM) in September of 2016, for which a management response was prepared.

This report constitutes the final evaluation and the last commitment to monitoring of the programme. A cross-learning exercise between the pilots and the global took place in 2016 as a mechanism to promote reflection and learning, and refine activities.

All in all, monitoring was relatively weak and inconsistent. The initial logframe would have benefited from an early revision to align the programme to actual implementation, address inadequate indicators and allow for a better budget distribution. Bringing on board an M&E specialist early on would have helped to reduce issues around reporting (which led to delays in cash flow), and would have helped strengthen the cross-learning element of the programme. Given the already stretched human resources, the logframe would have also benefited from significant simplification. Monitoring tools to track progress were developed in 2016, but were mostly limited

[46] Agreement pg. 15
[47] idem (this is used predominantly in bibliographies. Suggest deleting the footnote).
[48] The evaluator was informed there was no final narrative report for Mexico. Instead the draft final narrative report was used for the purposes of the evaluation.

to tracking progress at output level, and provided no insight into quality or if the programme was meeting its intended results. Regular online meetings between team members in the three pilots and HQ took place, however opportunity for learning and exchange was limited, again by stretched human resources. The ROM and the MTR highlighted this weakness, "The quality of project monitoring and evaluation is poor and inadequate. (…) during the last 18 months, neither the UN Women Regional Office in Bangkok nor UNW HQ has visited the three pilot countries".[49] [50]

Conversely, reporting, was more robust and provided a wide range of qualitative data for analysis and learning. Narrative reports were produced annually by the pilot countries and at global level.[51] While the quality and detail of these reports varied between the pilots, for the most part they provided a clear picture of progress, and fed into donor progress reports. Here too the lack of an M&E focal point coupled with limited human resources meant that reporting was used mainly for upward feedback to the donor, with limited room for cross-learning processes until mid-2016 when the MTR and the cross-learning exercise took place.

### *Budget and financial resources*

The programme's overall budget was €2,167,309. At the time of the Evaluation, UN Women reported overall expenses/commitments amounting to €1,802,580.24, which amounts to 83 per cent of the total programme budget. This however, does not take into account the core resources that were leveraged to support the programme, especially in the Philippines, which was supported by the Regional Office in Bangkok.

There is a widespread agreement that the programme was ambitious in its goals in relation to the resources (human and financial) available. The original budget included a significant level of detail in terms of budget lines—for example, activities 4.1, 4.2 and 4.3 in the logframe indicated not only the number of events that would take place, but also the estimated number of attendees that were expected to take part in each activity. These estimates could not possibly reflect actual contextual needs, which were only made clear after the initial assessment. Another example is the communication strategy to combat stigma which was more relevant in the case of Moldova than in the Philippines, where there is a generally more positive perception of migrants. As such, the resources needed would also logically, be different in both countries. Relatively different costs of living were also not accounted for, which proved a challenge in terms of retaining staff in Moldova. The programme's limited ability to reallocate resources did not allow it to incorporate these differences and also proved a challenge when unexpected opportunities arose. In addition, some costs were originally not reflected adequately, such as staff costs, which further complicated management of the budget. A revision of the budget after the inception phase, with approval of the donor, would have helped to accurately align the budget with contextual needs.

COs could access only a limited number of budget lines. This, together with the budget's prescriptive nature, led to inconsistencies, errors[52] and multiple revisions causing delays in cash

[49] EC ROM Report, 2016
[50] It should be noted that these visits were not envisioned in the Agreement and budget.
[51] The evaluator was informed that Mexico did not submit a narrative report for the last year.
[52] See ROM and interviews with UN staff.

flow, which had a negative effect at country level. Planning also seems to have been weak—COs seemed not to have clarity as to their total budget, impairing their ability to plan. The ROM also highlighted a limited understanding of EC procedures. "UNW HQ was not confident enough to reallocate funds within budget lines or how to proceed within the EC rules and regulations.[53]" This limited understanding of EC funding mechanisms was reiterated during the evaluation.[54]

While the programme received support from the finance section in HQ, the identification of a dedicated finance person, as initially envisaged in the programme design, would have increased efficiency and helped to avoid many of the delays linked to budget monitoring and reporting. Direct access to all budget lines by the COs, as well as introduction of staff to both UN Women procedures and EC rules would have increased programme efficiency. Most stakeholders felt that the programme's efficiency also suffered because of the gap left by the policy advisor. Stronger central-level guidance would have helped to ensure programmatic coherence across the different pilots while promoting more cross-learning, an important role of any pilot programme.

### 5.5 EQ 3: Added Value of the Gender Equality and Human Rights Approach

*To what extent has a gender equality and human rights approach informed the programme design and implementation?*

Given the programme's goal of protecting WMWs' rights, this was a quintessential programme strategy in the Agreement. As a result of the gender equality and human rights approach taken, the programme piloted an innovative intra-Committee methodology which played a key role in bringing two thematic areas of expertise together (gender and migration) that do not generally interact with one another.

Through the programme, gender experts were exposed to the human rights approach which looks at women's vulnerabilities as well as beyond them; as an economic force in developing economies; and as agents of social and economic change. Similarly, migration experts were made aware of the importance of looking at specific vulnerabilities and needs that apply only to women, from sexual reproductive needs to stigma and the added expectations in family care. "Emphasizing the role played by gender was a new space for us. We realized the migrant woman is the nucleus of the family. It helped us to have a better understanding of migration flows, as well as the challenges. It gave us a more comprehensive vision. Culture and custom are transmitted by women. The woman migrant worker is not only vulnerable or in a diminished position but is an immense force that we need to value.[55]" (CMW committee member). Committee members interviewed highlighted this as the first opportunity they had to work with other committees. This has been identified as a good practice for replication as it provides duty bearers with a more comprehensive understanding of WMWs, their strengths, needs and rights, and how these are intertwined.

[53] See EC ROM Report, 2016 (page?)

[54] The evaluator was informed there was some introduction on EC requirements made to several managers, but given the high turnover this proved not to be sufficient.

[55] Original quote in Spanish, English translation by evaluator.

This change in perspective produces a shift in the environment at a critical time when there is a sharp focus on migration governance, and has helped arm not only UN Women but many key stakeholders with the knowledge and tools necessary to effectively advocate for WMWs' rights at the UN Summit on Refugees and Migrants, and in preparation for negotiations around the global compact.

This same thematic exchange was facilitated with civil society organizations, where the programme worked with gender-related organizations, human rights organizations and migrant workers. Furthermore, it had the added value of bringing the Committees closer to WMWs, particularly in international fora, where some Committee members felt that many discussions tend to leave WMWs out.

The human rights-based approach to programming (HRBAP) highlighted the importance of empowering rights holders by ensuring their substantive participation. Too often, participation of civil society is limited to a one-off event where their views are collected, but then they are not part of the final decision-making process. Throughout the interview process, stakeholders highlighted the inclusive nature of the programme's approach, which ensured substantive participation, willingness to listen and to make changes in response to the interactions with civil society organizations, which served to empower civil society as well as strengthen ownership, and with it, sustainability. This is seen as an important good practice of the programme which helped further one of the programme's key results, mainly to strengthen migrant women's organizations. The benefits of this practice were also highlighted by the EC's ROM: "Full and effective commitment has been demonstrated by stakeholders in the three countries visited by the ROM review Mission. The agencies involved demonstrate a genuine motivation and commitment to WMWs. They are also all aware of and committed to the inclusion of gender aspects into it, which is the essence of the project; their capacity in that respect is often acknowledged by themselves not to be very high, but they do recognize the need without hesitation to commit."

The promotion of a gender-responsive and human rights-based approach to migration governance was an important element throughout the programme. During its three-year lifespan, training was provided to over 1,700 migrant women or their representative institutions, as well as over 400 duty bearers such as government staff, legislative staff and media. This training increased the capacity of both targeted rights holders and duty bearers to respectively demand and fulfil rights.

## 5.6 EQ 4: Lessons Learned and Best Practices

*What can we learn from this programme that will inform future work on promoting the labour and human rights of migrant women?*

In this section, the Evaluation briefly summarizes the best practices identified during the review process, as well as some of the key lessons learned that could be useful for future programming.

### 5.6.1 Sustainability and Potential for Impact

The Evaluation sought to identify lessons learned and good practices with a focus on sustainability and potential for impact. This section was drafted by UN Women, and edited by the evaluator, using the findings of the Evaluation. This is meant to act as a stand-alone section on sustainability (which was not part of the report structure[56]) in order to facilitate the use of the evaluation findings.

This Evaluation has consistently sought to highlight sustainability[57] in the form of good practices that increase the likelihood of continuation of the benefits from interventions after they are completed. It refers to developing an enabling environment, institutional or procedural change, and capacity development.

Some good practices were identified earlier in the report as having inherent sustainability elements that would increase the likelihood of sustainability after the programme's closure: Prioritizing results over methodological consistency; evidence-building through the creation of knowledge products; capacity-building on WMWs' rights with government staff, civil society and the media; and the ability to leverage strategic and non-traditional partnerships. Furthermore, the programme can be credited with having introduced elements of sustainability that could be replicated in future programmes:

- **The programme's gender-responsive review of the CMW's templates**: these have broadened understanding of the gendered nature of migration and helped to ensure a better use of gender-sensitive language in the future.

- **The development of the national working group of strategic partners**: Regular meetings with strategic partners provided an avenue for quality assurance, advocacy and a means to strengthen reach of the programme's products. Inviting substantive participation also helped to increase buy-in and ownership, and with it, the likelihood of sustainability.

- **Harnessing the power of the women's movement**: the programme's ongoing support to and capacity-building of WMWs is perceived as having been catalytic for the creation of the first Migrants Women's Movement in Moldova. This group expressed a strong will to continue working independently of the programme, a good indicator from the perspective of sustainability.

Potential for impact has been understood as factors conducive to long-term effects, particularly changes in gender relations, and permanent and real attitudinal and behavioral change conducive to strengthening human rights and gender equality.[58] The evaluation has highlighted a number of these factors that can be conducive to long-term changes affecting gender relations:

- **Changes in perceptions about WMWs**: Through the programme, gender experts gained experience with human rights approaches which look at women beyond their

[56] See Section 5.4 on Risks and Limitations for more details.
[57] UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluations, page 78. Available from: http://www.unevaluation.org/document/download/2107
[58] Ibid. Available from: http://www.unevaluation.org/document/download/2107

vulnerabilities, and acknowledges them as an economic force and social agents of change. Similarly, migration experts gained insight into the specific vulnerabilities and needs of migrant women, such as access to reproductive services, stigma or the expectations around family care. Here too, there was an emphasis placed on the recognition of women migrant workers for their economic, cultural and social value.

  - This change in perspective also applies to other beneficiaries of training. For example, the work undertaken with legislators in the context of the CEDAW review should lead to future legislation that is more gender-sensitive, as was highlighted by legislators interviewed in the Philippines.

  - The communication campaigns are expected to have an important impact on the way WMWs are perceived, especially in countries where there is persistent stigma on women who leave to work abroad, who are considered to be abandoning their families because they are seen as the primary caretakers of children. This is an important challenge for WMWs in Moldova. The ability to influence the media and the way they report on migrant women will go a long way towards helping to fight this stigma.

- **Change in modalities of collaboration with civil society:** The sustained and substantive inclusion of civil society, as opposed to the more traditional approach of one-off consultations, was considered by civil society, as well as high-level policy makers, to have allowed them to understand the issues better.

- **Broader use of knowledge products:** There is evidence that the programme's knowledge products have been successfully used for policy decision-making, as well as advocacy and capacity-building, resulting for example, in the Government of Mexico's decision to develop an infographic on challenges at the Mexican border.

- **Supporting strategic partnerships and the capacity of key national counterparts:** This proved to have a significant impact on the signing into law of the CEDAW-compliant Overseas Workers Welfare Administration Bill in February 2016 in the Philippines, while in Moldova, a new normative act was passed which ensures that CEDAW-compliant recommendations will be translated into legal amendments to be submitted to the Government for review and approval.

- **Increasing collaboration between treaty bodies:** the inter-committee approach provided CEDAW and CMW Committee members with the opportunity to work together, and the realization that this was an effective way for them to function. Stakeholders reported that the experience had led to other collaborations such as between the CEDAW and CRPD Committees which led to a joint declaration. By piloting this inter-committee approach the programme has opened a door for a more interconnected way of working, particularly among Treaty Bodies. 5.6.2 Best Practices

***Overall***

- **Results-oriented:** The programme made a concerted effort to ensure that the original programme—as designed at the global level some time before implementation began—was responsive to the needs and gaps identified in pilot countries and the global context. There was a conscientious attempt to avoid fulfilling the activities set out in the logframe without a prior understanding of how these were going to achieve the intended outcomes, while utilizing all available resources to get relevant results. This is one of the underlying reasons for methodological inconsistencies between pilots—for example, Mexico focused on incoming migrants, and Moldova did a mapping of diaspora. When an activity, as set out in the logframe, did not seem effective in the context—for example, fighting stigma against WMWs in the Philippines where they are generally perceived positively—there was an effort to adjust it to ensure it made sense in the geographic context. Outputs were adapted to ensure relevance in this way, despite a number of challenges associated with limited ability to reallocate funding in the budget, together with the high-level of detail in the original budget in terms of budget lines. Prioritizing results over methodological consistency is seen as a best practice which strengthened relevance, ownership and the likelihood of sustainability.

- **Sequencing of pillars**: Initial identification of gaps and needs, followed by the production of demand-based knowledge materials; capacity-building to address these gaps and demands previously identified, followed by advocacy using the evidence created and through increased understanding of partners, was seen as an effective and results-oriented programme design.

- **Linkage of migrant rights to binding commitments:** Many of the international instruments to guide migration are either non-binding or have not yet been ratified by many Member States. By linking migration work with CEDAW (a widely-ratified and binding Convention), and in particular the CEDAW Committee's General Recommendation 26 (on women and migration), the programme provided stakeholders with a strong position from which to advocate for WMWs' rights.

- **Breaking silos/ fostering collaboration:** The programme promoted work between different committees and brought together experts from different areas of expertise, such as gender experts, migration experts and human rights experts. By breaking the traditional thematic silos, the programme allowed for a more comprehensive understanding of WMWs' needs, challenges and strengths, while using a unique and innovative approach. It catalyzed new mechanisms for working and in so doing, also increased the number of allies for WMWs.

- **Ground-up knowledge products:** Country-level experiences fed into the global research, providing practical, illustrative examples from real situations and contexts on the ground. Many stakeholders highlighted the importance of this, especially those who work on high-level policymaking, who generally operate on a more theoretical basis.

- **Substantive and sustained participation of civil society:** the degree of substantive and sustained inclusion of civil society throughout most processes of the programme was considered unique and a best practice, and was highly appreciated by both civil society, who had opportunities to influence policymaking, as well as by high-level policymakers. Among the

latter were Committee members who felt they benefited from learning from those who "deal with these issues on a day-to-day basis" and have a more practical understanding of the challenges.

- **Multi-stakeholder approach:** Many of the most important achievements of the programme were won on the back of strategic partnerships and inclusive processes that brought together different stakeholders with different types of expertise. Multi-stakeholder consultations served to create and strengthen connections and collaborations between partners. The programme's willingness to reach beyond traditional partners led to innovative ideas and important results, especially given the short lifespan of the programme and its resource challenges.

- **Ability to leverage strategic and non-traditional partnerships:** Overall, the programme was based on partnership building, with many stakeholders highlighting UN Women's ability to identify strategic partnerships and to foster an effective and participatory multi-stakeholder approach. This helped increase the quality of knowledge products and their credibility, and helped create synergies and strengthen advocacy efforts. It also positioned UN Women as a leading partner on issues of migration and gender. Stakeholders highlighted the programme's ability to identify and reach out to non-traditional partners based on expertise and to promote inclusiveness, be it by reaching out to domestic workers in rural areas, ensuring participation of diaspora, or simply looking at different organizations to work with. This approach strengthened the quality of the outputs as well as ownership by partners, and with it, sustainability. It also went a long way towards helping to raise awareness and increase the number of allies advocating for WMWs.

### *In the Philippines*

- The initial scoping mission to meet with key stakeholders to understand country needs and create alliances is considered a good practice.[59] It allowed the programme to build on existing initiatives and ensure national ownership.

- Training on CEDAW–based legal review of migration and anti-trafficking bills was also undertaken in conjunction with the House Committee on Overseas Workers Affairs. The culmination of this process included the approval of a new Overseas Workers' Welfare bill, which is fully aligned with CEDAW. Stakeholders interviewed highlighted the role played by an active civil society in the Philippines in the process of revising and improving legislation. This result was supported by an initial analysis to see what bills were at an advanced stage before choosing which one to submit to the CEDAW review.

### *In Moldova*

[59] As a result, the programme was "better able to cater to needs, (through a) targeted approach, not imposing or dictating."

- With support from the programme—including capacity-building to raise awareness of rights, introduction to government counterparts, providing evidence and linkage with women's movements in other pilot countries—the first Migrant Women's Movement was created.

- The pilot country made strategic use of existing Government structures (JISBs and ministry migration focal points) to improve public services for WMWs. Use of the JISBs facilitated widespread reach, with training having a direct impact within the government (as staff was directly trained), and also ensured training directly benefited WMWs and their families. By using national structures, ownership and likelihood of sustainability are strengthened.

- Positive Deviance[60] approach: The Moldova pilot identified successful stories of WMWs in order to understand the underlying factors for success, serve as a model for other WMWs and feed into advocacy for policy change.

- Moldova implemented a multi-media advocacy campaign which sought to challenge extensive stigmatization of Moldovan women migrant workers, and recognize their contributions to their families and their communities. The campaign included the production of three life-stories videos which aired on seven television and four radio stations at prime time. The campaign was supported by social media and the production of billboards in 32 regions, including two main cities and two highways. To support these efforts, 36 key line ministries communicators and journalists were briefed on how to communicate on migration-related policies and manage communication with diaspora during crisis events. AGB Nielsen reported that 75% of Moldovans had been exposed to the TV spot at least once. UN Women reported improved public perception of women migrant workers as a result of the campaign. This is an example of an effective, rights-based approach to tackle a sensitive issue. Apart from the success related to the high exposure, the campaign was also shared at high-level meetings, including the CSW, and received very positive feedback from UN Women top management including its Executive Director.

### *In Mexico*

- Mexico used the training in Santo Domingo "Gender on the Move: Gender, Migration and Development" to train national CSOs and through them, secure further replications of the training to other stakeholders. This was considered a very effective capacity-building strategy. Five carefully selected NGOs were supported to attend the training in Santo Domingo and asked to commit to replicating the training. As a result, the training was replicated 35 times and reached an estimated 900 persons. This methodology of training with commitment to replicate was highlighted as a good practice by civil society stakeholders interviewed, one of whom said their NGO has now incorporated it into their own practices.

- The National Committee in Mexico included a wide range of partners including the programme donors (the EC) as well as other donors in the country (Ford Foundation), key UN

[60] **Positive deviance** (PD) is an approach to behavioral and social change based on the observation that in any community there are people whose uncommon but successful behaviors or strategies enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources or knowledge than their peers. These individuals are referred to as positive deviants.

partners and civil society, including members from Guatemala. This committee strengthened the quality and credibility of the programme's work, and provided a strategic advocacy tool for the programme.

- The forum organized in collaboration with OHCHR, which brought experts from the CEDAW Committee and CMW to meet and discuss with 60 CSOs, as well as other UN agencies and government representatives in anticipation of the upcoming country reviews of these Committees, was a precursor to the multi-stakeholder and silos-breaking strategies that provided many of the best practices and results during the last year of the programme.

### 5.6.3 Lessons Learned

#### *Design*

Flexible design

- ✓ In order to achieve innovation, programme design needed to allow for some level of flexibility to take advantage of opportunities.
- ✓ The programme was ambitious in terms of the number of thematic areas and geographic coverage it hoped to reach, and at the same time very specific. This made reaching goals hard even if reasonable progress was achieved (for example, Activity 3.3 indicates the programme should participate in nine regional events. However, there may not be nine events that justify the investment). While concrete goals are usually helpful in assessing progress, these numbers seemed somewhat random, and did not apply equally to all pilots. For example, a revision of the logframe suggested a change of this activity to "participate in regional processes and/or meetings at the regional level"—this is a good example of how to incorporate the goal without assuming a particular number.
- ✓ To some degree, pilot countries were allowed to simplify and choose the areas more relevant to their context, look at each country context and assess which part of the programme would fit better. This was a good mechanism to ensure relevance and strengthen results which should be purposefully built into a programme designed to cover various diverse countries.
- ✓ The M&E function was weak partly due to the original programme design, which had resources only for the mid-term and final evaluations, and not for the ongoing monitoring process.

Exit strategy

- ✓ The programme design did not adequately consider the post-programme period. The programme has successfully opened up spaces for UN Women and created new partnerships, however some expressed concern over their ability to maintain or take advantage of these without adequate resources. Some partners were concerned about commitments they had made in the context of the programme, and were not sure they would be able to fulfill these if further resources were not identified. Some stakeholders

felt more could have been done during the programme to help pilot countries secure funds to continue work in this area.

- ✓ Similarly, some of the products which were finalized towards the end of the programme are at risk of not being used or implemented if there is no further advocacy and support. An example is the rider for the household survey in the Philippines.

Need for inception phase separate from the implementation phase

A complex programme that requires adaptation of the design to diverse contexts, and recruitment of key staff, should incorporate an inception phase before delivery to allow for recruitment and tailoring the project to national/local context and demands. An example of an important element of such as phase is the scoping mission undertaken in the Philippines. This phase is important to ensure that the right partnerships are identified and established, especially when new areas are being sought, or when there may be political sensitivities—for example, in the case of Mexico where the programme sought to shift the focus from outgoing to incoming migrants. While the programme Agreement recognized this need, and did identify a five-month inception phase, these five months however, were expected to be part of the planned 36 months for full implementation. Given the usual programme cycle whereby the implementation rate is highest towards the end of the programme, this took crucial time away from the programme to secure its results. A budget revision following the inception stage, with the approval of the donor, would have gone a long way towards ensuring alignment between the programme and the budget once the specific needs were more concrete. This would be especially helpful if there is a long lag between the design phase and approval/ implementation phase, as was the case for this programme.

### *Importance of partnerships*

- Programme design needs to clearly identify the roles and responsibilities of each implementing partner. Value add of the partnership became evident to the team over time, it helped establish effective partnerships with treaty bodies and special procedures mandate holders, and strengthened both training and participation with a strong human right based approach. However, if implemented at an earlier stage, it would have ensured many more synergies throughout the duration of the project, and therefore, greater impact. Discussions early in the programme (between HQ, regions, COs and OHCHR) can help to promote ideas on how to move forward and highlight institutional challenges, for example, the lack of OHCHR presence in the Philippines.
- It is important to identify the right partners to ensure sustainability and impact. They also determine the level of reach of the programme as well as the quality of its products.
- Identifying the right organization may not be enough—there is a need to identify the right section within the organization and even then, the right staff person for a fruitful partnership. Consistent follow up is also important.
- Planning for face-to-face meetings to help establish the relationship, identify common areas of interest and opportunities may be an important factor for partnerships to flourish and innovation to happen.

### *Structure and management*

- A complex global programme with presence in different countries requires full-time dedicated staff with substantive knowledge of the programme's thematic areas, knowledge of the administrative systems, as well as the seniority to make decisions and provide guidance.
- Adequate staffing has a direct impact on the ability to deliver, as seen by how activity at the global level increased once there were sufficient human resources.
- The programme would have benefited from a more substantive and regular interaction with the donor. These relationships need to be established and agreed upon from the beginning. A programme like this would have warranted having at least quarterly conference calls among UN Women, OHCHR and the EC.

### *Financial management and M&E*

- The identification of a dedicated finance person, as initially envisaged in the programme design, would have increased efficiency and helped to avoid many of the delays linked to budget delivery.
- Access to all the budget lines by the country offices, as well as an initial introductory session on finance and budgeting with the EC, would have increased programme efficiency.
- The budget should be flexible enough to allow for unforeseen opportunities. An initial revision after the inception phase will allow for better alignment to needs.
- Without resources for M&E, effective and substantive monitoring will suffer as will learning. A weak monitoring system means it is harder to show progress and results, as well as identify weaknesses and make changes.
- A complex programme with various ongoing initiatives would have greatly benefited from a more robust, regular and formal cross-learning structure, including a meeting early on to discuss approaches, methodology and potential synergies.

### *Convener*

- UN Women is uniquely positioned to push for multi-stakeholder meetings. Some of the partners felt this would not have been possible without the standing and recognition of UN Women.

### *Substantive*

- Use of existing normative frameworks such as CEDAW, particularly General Recommendation 26 on Women Migrant Workers, was an effective and strategic means to pursue the goals of the programme.
- The unique importance of the normative framework for protecting WMWs became clear as part of the learning process of the programme.

- The political dimension of migration needs to be taken into consideration when designing a programme as it can impact on more substantive matters, for example, in Mexico there was push back from the government on trainings that focused on incoming migrants.
- There is a need to adapt training depending on the 'beneficiary'. In many instances partners had a complex understanding of gender while in other instances, basic gender concepts needed to be presented first.
- Length of training needs to be determined by the participants. In many instances, high-level stakeholders will not attend for more than half a day, whereas a more technical audience can have a more extensive two to even five-day in-depth training. Issues around seniority are also relevant—for example, national government representatives were less motivated to participate in CSO-led trainings in Mexico that were longer than half a day.
- Lack of awareness and/or coordination with other existing players can put results at risk (for example, the household questionnaire rider in the Philippines).

# 6 Conclusions

The programme was highly **relevant** both at the national and global level, having come at a time where there is high interest in migration governance. UN Women highlighted the need, added value and brought a unique perspective of women as agents of change with specific challenges (contrary to the more traditional gender-blind approach, or one where women are perceived only through their vulnerabilities). As such, the programme provided UN Women with the opportunity to fill this conceptual gap in migration governance, and the ability to offer relevant and valuable information (knowledge products) derived from on-the-ground experiences (the pilots) to use in both national and global advocacy.

The programme developed substantive and **strategic alliances,** and used a multi-stakeholder approach which led to innovative results, such as the work with the CEDAW and CMW Committee members, which was essential in leading to the identification and development of Recommendations for the Global Compact. The continued and substantive inclusion of civil society, in line with the original programme strategies, helped to ensure alignment with the needs of beneficiaries (relevance) as well as buy-in and ownership (sustainability).

Through this **multi-stakeholder approach** the programme was also able to break thematic silos, most notably of gender and migration experts, and provide a more comprehensive picture of women migrant workers which went beyond their specific vulnerabilities and highlighted their role as agents of change. It also provided opportunities for partners to interact with new partners, such as between members of different committees, and between civil society and policymakers.

The **scope** of the programme was ambitious as it sought to cover five different themes in three countries and at global level, with activities from grassroots level to international high-level events. Some progress was achieved at all levels, although to a different degree depending on the country, with the regional level possibly having seen the least progress. Pilots and the

central level adjusted/narrowed scope as a means to align resources and goals. For example, in the case of Mexico, the programme focused primarily in one geographic location and only on incoming migrants. This had the benefit of allowing each geographic pillar to align programme priorities to context priorities, and also allowed each to test the potential of having a more comprehensive approach which linked the country level with the international level.

**Stronger central coordination of the programme** would have led to better use of linkages. In this sense, the Evaluation concludes that the human resources assigned to the programme's overall oversight, mainly coordination, financial monitoring and reporting and M&E, were not sufficient—given its complexity, the programme should have had a full-time senior staff member, with support from a finance officer to oversee the budget. This limitation, together with other delays that were outside the control of the programme (such as changes in staff and medical absences) was further exacerbated by delays in decision-making and response time from central management; delays caused by weak monitoring and reporting; and delays due to normal hiring processes. These challenges meant that the programme started slowly (for example, in the Philippines and Moldova, the programme coordinator/project officer was not in place until October of the first year), and this helps to explain the 10-month delay of the programme highlighted in the ROM Report, as well as the low overall delivery rate. It also helps to explain the increase in delivery rate during the last year, when all pilot level resources were in place and resources at central level were increased. The Evaluation concludes that **programme efficiency** was affected by inadequate resourcing which included slow decision-making structures. It also had a negative effect on the programme's ability to monitor and report effectively. Given that the programme was intended as a pilot, and learning was a key objective, the Agreement should have foreseen regular (at least annual) cross-learning sessions.

Overall, the strategy of beginning the programme with **an assessment of gaps and needs at country level, coupled with an attempt to fill those gaps through the production of country-specific knowledge**, as identified in Result one, was widely seen as a good practice that should be replicated in future programming. This strategy helped to secure relevance and increase the likelihood of sustainability. Timely and relevant global research knowledge products that were developed from on-the-ground experiences helped to strengthen UN Women's credibility as well as its ability to advocate effectively for WMWs' rights with a wide range of stakeholders. Ensuring high-quality relevant knowledge products was key to the success of the result. Practices such as the one in Mexico, where key national stakeholders provided feedback throughout the process was also seen as good practice that could be replicated, strengthening not only quality and credibility, but also acting as a strategic forum for advocacy.

The gender-responsive human rights-based approach was a fundamental part of the programme's strategy. Looking at the activities of Result two envisioned in the Agreement, it is clear the programme sought to undertake a series of advocacy activities that would **highlight, inform and increase awareness of TBs, UPR, SPs towards WMWs**, with the underlying assumption that this would increase their capacity and awareness. While the programme was

not able to fulfill some of the goals as originally envisioned,[61] several activities did take place that helped to push forward this advocacy goal. Work at country level highlighted the ability of country teams to have an impact at global level. Many were impressed with UN Women's ability to feed national and even local-level illustrative examples into global processes which are often more theoretical and detached from the realities of migrant women on the ground. These activities took hold once the partnership with OHCHR came to fruition, helping to strengthen linkages between UN Women and the Human Rights Committees. The multi-stakeholder initiative undertaken towards the end of 2016 is considered particularly innovative and effective in bringing women migrant workers' rights to the fore of discussions at the highest level, leading to a concrete result; "The Recommendations for addressing women's human rights in the global compact for safe, orderly and regular migration", which will serve as a basis for UN Women and other institutions to work closely outside of their silos and continue to advocate with a unified voice.

Result 3 sought to ensure that **key global and regional intergovernmental processes address WMWs' rights**. This result was particularly dependent on the other programme results as it built on the knowledge products produced, as well as on partnerships that had to be established. As such, it required the programme to have a head start in these areas, and accordingly, this aspect of the programme really took off in the second half of 2016. While the programme was not able to meet some of the quantitative goals set out in the Agreement's initial logframe—such as organizing six 2-hour briefings (*Activity 3.1*)—progress in line with the key indicator ("*WMWs priorities well reflected in deliberations and outcomes of these processes"*) was still observed. Substantive participation of programme staff, as well as programme support for participation by key partners, such as the governments of Moldova and the Philippines and civil society partners, moved progress towards this goal, and provided an important opportunity to highlight gender in high-level discussions as intended. Further, the programme's ability to bring in experiences from the pilots and relevant knowledge from the knowledge products to these forums was stressed as a good practice by many stakeholders.

While it is not possible to establish tangible results beyond the output level from these experiences, they do offer good examples for replication—very much in line with the intentions of the programme as a pilot—of the types of interventions that UN Women can undertake to advocate for WMWs at high-level events. Importantly, this advocacy for the rights of WMWs must take advantage of the many stakeholder partnerships that have been developed, so as to ensure that advocacy at these types of high-level forums is not limited to UN Women's interventions, but also includes those of other stakeholders.

With regards **Result 4 on building capacity of national counterparts**, some quantitative goals were not reached as mentioned above, and other activities while completed seem to have obtained limited results, for example, the online discussions. However, overall, the work of the programme seems to have yielded significant verifiable results, which suggest a myriad of different approaches that can be replicated by UN Women depending on the context, as well

[61] Programme activities not fully completed include or substantially changed from original include: 1.2, 1.5, 1.12, 1.13, 1.14, 2.1, 2.2, 2.3, 3.2, 3.3, 4.5, 4.8, 5.1, 5.3

as some lessons learned on ways to increase reach, to engage in strategic advocacy, and challenges to bear in mind. The programme was able to build significant partnerships with key stakeholders and provide country-relevant information, much of which was created by the programme. Some of these partners are new to UN Women, opening up new areas of collaboration. While attribution cannot be proved, in many instances there is a direct link between programme activities and changes to policies, public services and laws. This fulfills an important objective of the programme, that is, to highlight UN Women's potential role in improving the lives of women migrant workers through their work. Requests from Government counterparts for further support highlights that this role and the value added by UN Women is very much recognized.

With regards to building capacity of civil society, the programme ensured the increased participation of WMWs and the organizations representing them in international review processes and in national mechanisms for policymaking on migration issues. This was done by building capacity, increasing knowledge of WMWs' rights, the commitments made and the mechanisms available to them. The programme also provided WMWs with access to these mechanisms. A best practice in this area was the invitation of the CEDAW and CMW Committee experts to meet with civil society in Mexico. Through these interventions, the programme was able to facilitate increased discussion and understanding of WMWs and their rights and concerns in both international review processes and national oversight mechanisms and governments.

The partnership with OHCHR was stated but not defined in the Agreement. Future similar arrangements should clearly set out the role and goals of the partnership, with sufficient flexibility to seize any new opportunities. Due to a prior existing relationship, the partnership in Mexico quickly led to substantive collaboration, including OHCHR's participation in the National Committee and the Forum to discuss country reporting to CEDAW and ICRMW, an important precedent to many of the programme's signature successes. Development of the partnerships at global level and in Moldova was reliant on individual interaction, and on identifying common interests—particularly in the case of Moldova, with the incorporation of a new OHCHR staff member who was formerly with UN Women, and at a global level through face-to-face discussion, highlighting both the need for clarity in partnership objectives, as well as the need for commitment to and time investment to develop relationships. The partnership with OHCHR led to some very significant achievements, it also helped UN Women create new important alliances, for example with Committee members, and strengthened the bond between migration and legally-binding commitments, particularly CEDAW.

OHCHR introduced UN Women to the Committee members, and with this another key partnership of the programme was established. In addition, substantive and continuous participation of civil society was an important methodological achievement which led to stronger outputs and greater ownership. The programme's approach, with a focus on WMWs economic contributions and need for gender-responsive legislation, opened UN Women to some new non-traditional partners in the national sphere, going beyond the traditional ministries which cover gender. For example, it was the first time that UN Women worked with the House Committee on Overseas Workers Affairs or the legislative branch in the Philippines.

# 7 Recommendations

1. **Systematize and disseminate lessons learned:** The programme was intended as a pilot for learning what UN Women could do to protect and promote Women Migrant Workers' (WMWs) rights, and how it could most effectively achieve this. It has succeeded in identifying methodologies that can have a significant impact. It has also succeeded in promoting methodologies that can help leverage outside resources through strategic partnerships, particularly relevant at a time when resources for development are scarce. This Evaluation has identified many of these lessons learned and best practices. UN Women should systematize this learning, identify factors for success and put together a "how to" guide that offers a quick insight into these. Informal presentations (such as internal brown bags or others) will further help to raise awareness about lessons learned/best practices and promote their use.

2. **Identify programme results at risk:** There are results that will continue with or without the involvement of the programme or UN Women, for example, the Moldova Migrant Women's Movement. Other results or outputs would benefit from continued support, for example, knowledge products would benefit from continued dissemination at appropriate meetings to promote their use. Still other products/outputs are at risk of not being used, finalized or reaching their full potential impact at all, unless they receive further support from UN Women. Some of these products at risk have been identified in this report, but a thorough analysis should be undertaken to carefully identify outputs at risk as well as the necessary actions needed to secure their implementation. This will involve advocating for and allocating any future funds secured.

3. **Continue resource mobilization efforts:** In what can be interpreted as recognition of the success of this programme, UN Women has already secured resources to provide continuity to some of the programme's actions. For example, UN Women has already secured resources from the Swiss Developing Cooperation to operationalize the global compact working group consisting of experts from CEDAW, CMW, CERD, UN agencies and civil society. In addition, and jointly with ILO, UN Women has submitted a project proposal to the EC to address WMWs' rights in Asia. Mobilizing resources will be key to securing the gains of the programme, especially maintained continued presence of UN Women in new spaces where UN Women has the possibility of playing an important advocacy role.

4. **Invest to maintain strategic partnerships:** Important and non-traditional partnerships have been established as a result of this programme, some with very high strategic potential such as the CEDAW and CMW Committee members. Time and resources will be needed to maintain them.

5. **Strengthen regional approach**: While the programme sought to link the grassroots level with the macro level, the area that received a lesser focus was the regional level. The

programme could continue to strengthen the regional approach by promoting both multi-stakeholder meetings as well as CEDAW-compliant analysis of regional level agreements, such as the MIRPS (*Marco Integral Regional de Protección y Soluciones*), which looks at regional migration movements, using the experiences of the programme.

6. **Advocate for and replicate effective strategies:** Whenever possible, the programme should seek to replicate strategies identified as effective, including:
    a. The multi-stakeholder meetings in preparation for country reports that bring together Committee members as well as civil society, government and other UN agencies.
    b. Sustained and substantive participation of civil society.
    c. Identification and use of Positive Deviance as a means to inform policy.

    For this to happen it will be first necessary to systematize and disseminate the lessons learned (see recommendation #1), and then to advocate for them to ensure clear understanding of their potential for results.

7. **Geographic and/or thematic expansion:** A similar pilot programme could expand to Africa and the Middle East, in order to pilot areas not included in the programme. It could also look at the interaction between migration and insecurity, when the push is not solely economic, and how this impacts migrants and the work of UN Women.

**Recommendations for the global compact:**

With regards to the recommendations for addressing women's human rights in the global compact for safe, orderly and regular migration at relevant forums such as comprehensive Refugee and Response Framework (CRRF), a simpler version for advocacy purposes could be created (such as a one pager), as well as a more practical guide for practitioners, a "how to" tool to better understand how these recommendations can be applicable to their work as a way to make them more operational. There is some indication that UN Women has already started this process.

**Recommendations for future programme design:**

- **Account for an inception phase.** A multi-country programme requires a period for adaptation of the design to local context, recruitment of key staff and a scoping mission to identify demand and strategic partners. This inception phase should be distinct from the implementation phase, and followed by a brief revision of the budget and the logframe to ensure better alignment. For example, if the programme is intended as a three-year programme, the inception phase should be x number of months *before* that period. This phase should end with a joint revision of the budget and logframe.
- **Ensure clarity of objectives and link between activities** is described from the design phase in order to be able to effectively and efficiently assess progress and results.
- **Ensure adequate resources** for management, monitoring and learning (reduce scope if there are insufficient human resources).

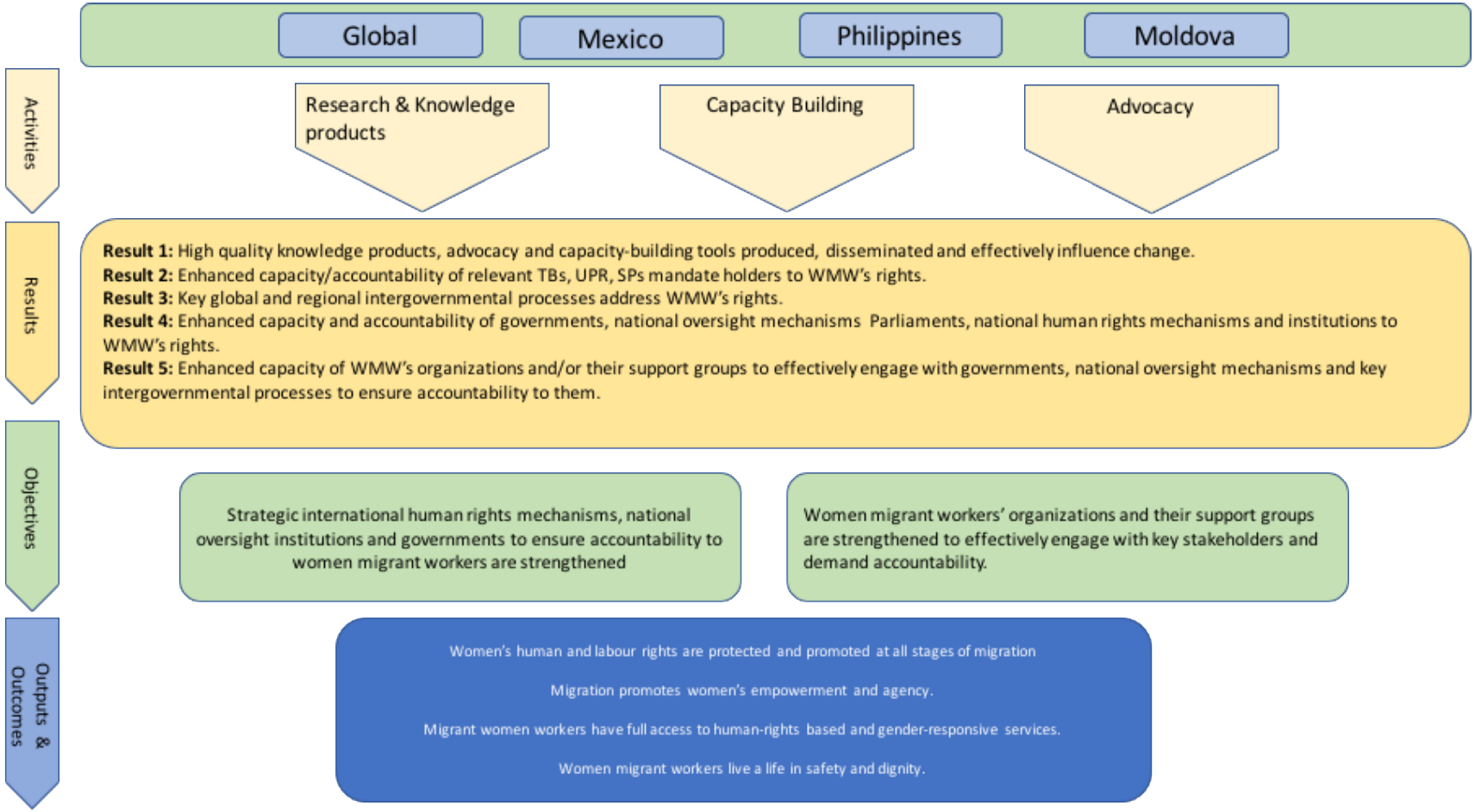
- **Promote substantive and regular discussions** with donors and key stakeholders to strengthen accountability and quality of interventions.
- **Promote cross-learning exercises**, whenever possible.
- **Programme design (including budget?) should have the flexibility** to adapt to respond to lessons learned, changes on the ground and new unexpected opportunities.

# Annexes

## Annex 1: List of documents Consulted

- Moldova Final Narrative Report
- Moldova annual report 2016
- Final Report to the European Union (February 2014 – January 2017)
- CEDAW Side Event concept note, July 2016
- CEDAW Side Event report, July 2016
- Facilitation of CEDAW shadow reporting in the Philippines (UN Women report) June 2016
- GFMD Side Event Concept Note (March 2017)
- Increasing Gender Responsive Legislation at the National Level: Methods and Successes from the Philippines, UN Women presentation, December 2016
- Report on project activities. "Promoting and protecting women migrant workers' labor and human rights: engaging with international, national human rights mechanisms to enhance accountability" 9th Global Forum on Migration and Development Summit 2016. Dhaka, Bangladesh |8-12 December 2016
- ROM Report, 2016
- UN Women's response to the ROM Report
- Cross-Learning concept note
- Cross-learning Report
- Philippines presentation to the GFMD
- CMW Briefing
- EC Project Logframe
- UN Women Strategic Plan 2014-17: Making this the century for women and gender equality
- Multi stakeholder meeting concept note
- meeting report
- Recommendations for the Global Compact
- Information Sharing PPP, March 2017
- UN Women Recommendations for the outcomes of the GFMD policy seminar "Mainstreaming migration into strategic policy development", Chisinau, Moldova, 12 - 13 October http://imumi.org/attachments/26_3.pdf
- Migrant Women, Women Migrant Workers
- Crucial challenges for Rights-based Action and Advocacy
- Presentation by Patrick Taran, President Global Migration Policy Associates (GMPA)
- IOM Global Migration Factsheet, 2015
- 2016 Governance Migration Index, EIU
- "Promoting and Protecting Women Migrant Workers' Labor and Human Rights through CEDAW and CMW" 21 July 2016, OHCHR-UNWOMEN side event to 64th Session of the UN Committee on the Elimination of Discrimination Against Women (CEDAW)
- ROM Report 20/10/2016
- UN Women response to ROM report
- Ninth GFMD Summit "Migration that works for Sustainable Development for All: Towards a Transformative Migration Agenda" GMG Statement. Remarks by Ms. Lakshmi Puri, GMG Chair, Dec 2016
- Interim Financial Donor Report for the period ended 31 January 2016
- Annex C, Activities
- Figures for training/capacity development
- Quarterly Monitoring Report (2016) - Office MEXICO
- Promoting and Protecting the Rights of Filipino Women Migrant Workers: Key Results (PPP), PROGRAMME steering committee

## Annex 2: Initial Reconstructed Theory of Change



## Annex 3: Timeframe and Deliverables

| Timeframe | Primary Activities | Output |
|---|---|---|
| **Inception Phase** | | |
| 10 April 2017 | Initial meeting with evaluation consultant via Skype | Kick off evaluation process |
| 9 May 2017 | Evaluation consultant submits a draft 1 Inception Report, including proposed methodology, work plan, and agreed-upon deliverables/timeframe. | Draft 1 Inception Report |
| April 15- May 16 | Conference call with Evaluation Management | Revised TORs, timeline and deliverables |
| May 10-17 | Convene Core Reference Group to discuss Inception Report, provide feedback to evaluation team, finalize methodology, questions, and work plan. | Evaluation Methodology, Question Matrix, and work plan |
| May 17 | Working call with Evaluation management and evaluation management group | Clarification of changes and comments to draft IR |
| 22 May 2017 | Submission of revised inception report incorporating comments from EM and core reference group | Final Inception Report |
| **Data Collection & Analysis Phase** | | |
| 30 May- 2 June 2017 | In country mission to the Philippines | Philippines in-depth case study |
| 22 May -9 June 2017 | Evaluation consultant conducts further document review, interviews with global, regional UN Women staff, partner organizations, donors, etc. | Primary and secondary data collection |
| 12-20 June 2017 | Analysis and systematization of data | Initial findings |
| **Report Writing Phase** | | |
| 29 June 2017 | Evaluation consultant submits first draft evaluation report | 1st draft evaluation report |
| 30 June- 5 July 2017 | UN Women HQ, country offices, Core reference group and Evaluation Division review first draft and provide feedback to evaluation consultant | ECRG and EM provide comments and feedback to the Evaluation draft report |
| 10 July 2017 | Draft #2 of Evaluation report incorporating comments from EM and Core reference group submitted | |
| 11 July 2017 | UN Women HQ, country offices, Core reference group and Evaluation Division review second draft and provide feedback to evaluation consultant | ECRG and EM provide comments and feedback to the second draft of the Evaluation report |
| 14 July | Evaluation consultant incorporates comments and feedback into final evaluation report | Final Evaluation Report submitted |

## Annex 4: List of persons interviewed

**Persons interviewed for the Inception Phase**

- Moldova: Corneliu Eftodi corneliu.eftodi@unwomen.org
- México: Juliette Bonnafe juliette.bonnafe@unwomen.org
- Philippines: Ryce Chanchai, Programme Specialist from the regional office ruangkhao.chanchai@unwomen.org (based in BKK)
- Meg Jones, Chief, Economic Empowerment Section, UN Women
- Dawn Blackman, Programme Specialist, Programme Division, UN Women
- Laurence Gillois, Programme and Partnership Specialist, UN Women Liaison Office Brussels
- Priya Alvarez and Grace Avila, UN Women Evaluation Office
- Inkeri von Hase, Programme manager, UN Women
- Monica Corona, Former UN Women programme coordinator

- **Persons interviewed for the Data collection Phase**

- HQ: Inkeri von Hase, UN Women HQ programme manager
- Moldova: Corneliu Eftodi corneliu.eftodi@unwomen.org
- México: Juliette Bonnafe juliette.bonnafe@unwomen.org
- Philippines: Ryce Chanchai, Programme Specialist from the regional
- Veaceslav Balan, OHCHR Moldova
- Olga Coptu & **Dr. Ghenadie SLOBODENIUC**, women migrant, now also Head of the Bureau for Relations with Diaspora
- Nicoleta Apostol, President of The Migrant Women's Movement of Moldova
- Ana Niculaes, women migrant members of the movement from Moldova
- Meg Jones, UN Women, Chief Economic Empowerment Section PENDING
- Laurence Gilloise, UN Women EC liaison
- Danila Chiaro, EC Programmeme focal point
- Jenna Holliday, , Global Consultant
- Bradford Smith, Secretary Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families Council and Treaty Mechanisms Division , OHCHR, CMW Secretariat CEDAW
- Monami MauliK, WIMN (*did training of DOLE in Philippines)*
- Carolina Gottardo, WIMN
- María Landázuri , CMW experts
- Nahla Haidar , CEDAW member and Chair of the Working Group
- Vanessa Foronda, Experta de Proyecto, Unidad para Trata de Personas, Niñez Migrante y Género, IOM
- Jesus Peña, **OACNUDH**, Representante a.i.
- Rodolfo Córdova , Red Internacional Migración y Desarrollo Foro Migraciones
- Ana Luisa Liguori, Fundación Ford para México, Centroamérica y Caribe
- Gretchen Kuhner, Directora IMUMI
- Salvador Berumen, Deputy General Director of the Migration Policy Unit of the Ministry of the Interior
- Juan Enrique Garay, Representante en México de la EC

## Annex 5: Semi structured interview guide

*These tools may be adapted as new information arises and depending to the type*

(to be adapted depending on the interviewee)

**Introduction:**

- State purpose of the exercise (highlight anonymity)
- Introduce evaluator and explain neutrality/ independence from UNW
- Clarify use of interviews and anonymity of sources

**General Information**

Name of Interviewee: _____

Date: _____

Gender: F / M

Organization and title (role): _____

**Background:**

Role/relation to project (description and time frame)

| |
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|---|
| **Additional question:** Relevance of the programme was established during the MTR and as such is not the subject of this final evaluation. Have there been any developments since the MTR that would raise questions in regards to the relevance of the programme vis-a-vis (insert country/ area of work)? |

**1. To what extent were organizational systems and processes supportive for efficiently implementing the programme?**

1.1. Were resources allocated to the programme (financial, human, technical support, etc.) sufficient and adequate to achieve the programmematic outcomes?

**1.2.** What has been the quality of the organizational mechanisms to support programme monitoring, knowledge management and integration of lessons learned? (Were resources allocated to the programme (financial, human, technical support, communication with the donor, etc.) sufficient and adequate to achieve the intended objectives?)

| |
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**1.3.** To what extent was the implementation arrangement supportive of achievement of results?

**2.** What has been the progress made towards achievement of the expected outcomes? Were there any unexpected results? In your view, what have been the key achievements of the programme? Were there any unexpected results?

2.1. To what extent did the programme contribute to the achievement of planned objectives through its activities (such as conducting training, developing tools and providing recommendations)?

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| |

2.2. What are the enabling and limiting factors that contributed to the achievement of results?

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| |

2.3. How effective were the partnerships developed with national partners, UN partners and others for delivering intended results of the programme? What were the challenges, and to what extent were they addressed appropriately through the partnership?

| |
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| |

2.4.

[EC counterparts only] How does the programme align with EC priorities globally? (relevance)

| |
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| |

**3. To what extent has a gender equality and human rights approach informed the programme design and implementation?**

3.1. How has attention to, and integration of, gender equality and human rights concerns of WMWs advanced the area of work?

| |
|---|
| |

3.2. Has the programme innovated the approaches, concepts and strategies to promote the rights of WMW?

| |
|---|
| |

**4. What can we learn from this programme that will inform future work on promoting the labor and human rights of migrant women?**

4.1. What are the good practices emerging from the programme? What innovative methods were utilized?

4.2. Have any potential practices or tools been used during the programme that could be replicable elsewhere?

4.3. How can the rights of migrant women workers, especially those belonging to the more vulnerable groups, be promoted more effectively?

4.4. What are the lessons for partnerships in this area of work?

What have been some of the practices or elements that contributed to enhance sustainability in the future? Has there been any element conducive to further institutionalization of the programme components?

Has there been any element of the programme implementation that has contributed to dramatically increase the potential for impact? Is there any good practice that has contributed to achieve results in ways that can ensure lasting change in people's lives?

## Annex 6: In-country mission to the Philippines:

| EVALUATION MISSION- HQ | | | | |
|---|---|---|---|---|
| Retrieving data. Wait a few seconds and try to cut or copy again. | | | | |
| **Date** | **Description** | **Time** | **Address/Venue** | **Remarks** |
| 30-May-17 | Meeting with Ms. Marilen Soliman( Former Programme Officer-Migration) | 10:00 AM | Starbucks Mindanao Avenue, Quezon City | Confirmed- She will have another appointment, please be there on time |
| | | | | |
| | FGD with the Civil Society Organization: | | | |
| | CMA- Ms. Ellene Sana + other 2 staff= 3 pax | 1:00 PM | UN Women Office, PSSC Building Commonwealth Avenue, Quezon City | Confirmed |
| | Kanlungan: Mr. Noel Valencia | | | Confirmed |
| | Kanlungan: Ms. Rose Bayan | | | Confirmed- will be coming from La Union via Bus |
| | WMW: Ms. Virgie Cariaga and Lourdes Espinueva | | | Confirmed- will be coming from La Union via Bus |
| | Meeting with Ms. Ruangkhao Ryce | 3:00 PM | via skype | where do you plan to do the skype, it will be conflict with HoR meeting as for the travel time |
| | Unlad Kabayan- Ms. May Ann Villalba | 4:00PM | via skype | Skype ID: mayan.dlc.villalba |
| 31-May-17 | Meeting with DILG- Ms. Jennifer Galorport, Charity agbayani | 9:00 AM | 25th Floor,Department of the Interior and Local Government, DILG-NAPOLCOM Center, EDSA corner Quezon Avenue, Quezon City | Confirmed |
| | Meeting with CHR- Atty. Rubin Twyla, Karen Gomez Dumpit, Comissioner | 11:00 AM | Ground Floor, SAAC Building, Commonwealth Avenue, UP Complex, Diliman Quezon City | Confirmed- Atty. Twyla |
| | Meeting at the House of Representative Committee Secretary - Atty. Christopher Lomibao | 3:00 PM | 3rd Floor, Cluster 3, Ramon V. Mitra Building, House of Representatives, Constitutional Hills, Quezon City | Confirmed |
| | | | | |
| 1-Jun-17 | | | | |
| | Meeting with DOLE- Ms. Violeta Munoz (HRDS) | 11:00 AM | 5TH Floor,Human Resource Development Service (HRDS),Department of Labor and Employment Bldg. Murall Street Intramuros Manila | Confirmed |
| | Meeting and visit to DAWN Office with Ms. Carmelita Nuqui & Meriam Oring | 1:00 PM | Development Action for Women Network (DAWN), Unit 3 3rd Floor, Bacobo Commercial Center, 1253 J. Bacobo St. Corner Padre Faura St. Ermita 1000, Manila | From 2:00PM I requested to move it by 1:00PM, because of the changes in schedule of Asec Tango |
| | Meeting with DOLE- Asec Gloria Tango | 3:00PM | 7th Floor, Department of Labor and Employment Bldg. Murall Street Intramuros Manila | As of 26 May 2017, they inform us to reschedule the time to 3:00PM instead of 9:00AM |
| | Margarito Reynera, EC Delegation officer in charge of migration | 4:30PM | | |

## Annex 7: Revised Evaluation Matrix

| Criteria | Main Evaluation Questions | Suggested sub-Questions to investigate each point (to be applied as appropriate) | Potential Data sources |
|---|---|---|---|
| **Organizational Efficiency** | 1. To what extent were organizational systems and processes supportive for efficiently implementing programme? | 1.1. What has been the quality of the organizational mechanisms to support programme monitoring, knowledge management and integration of lessons learned?<br>1.2. To what extent was the implementation arrangement supportive of achievement of results?<br>1.3. Were resources (financial, human, technical support, etc.) sufficient and adequate to achieve the programmatic outcomes? | Semi-structured interviews with UN Women staff and partners<br><br>Revision of annual reports<br><br>Revision of budget progress<br><br>Revision of end of project budget report, as well as financial reports from countries<br><br>UN Women leadership at key international events (e.g. CSW), articles published on line or elsewhere<br><br>ROM Report |
| **Effectiveness** | 2. What has been the progress made towards achievement of the expected outcomes? Were there any unexpected results? | 2.1. To what extent did the programme contribute to the achievement of planned objectives through its activities (such as conducting training, developing tools and providing recommendations)?<br>2.2. What are the enabling and limiting factors that contributed to the achievement of results? | Revision of End of programme reports<br><br>Revision of outcome documents from high-level activities<br><br>Evidence of use (references etc.) of |

| | | | |
|---|---|---|---|
| | | 2.3 How effective were the partnerships developed with national partners, UN partners and others for delivering intended results of the programme? What were the challenges, and to what extent were they addressed appropriately through the partnership? | knowledge products<br><br>Semi-structured interviews with key stakeholders<br><br>Revision of any minutes or outcome documents from programme activities<br><br>Revision of monitoring systems and reports both at country level and HQ for the programme<br><br>Mid-term evaluation |
| **Gender Equality and Human Rights** | 3. To what extent has a gender equality and human rights approach informed the programme design and implementation? | 3.1 How has attention to, and integration of, gender equality and human rights concerns of WMWs advanced the area of work?<br><br>3.2 Has the programme innovated the approaches, concepts and strategies to promote the rights of WMW? | Triangulation from other areas of enquiry<br><br>Semi-structured in-depth interviews, with special focus on WMW and vulnerable groups |
| **Lessons Learned** | 4. What can we learn from this programme that will inform future work on promoting the labor rights and human rights of migrant women? | 4.1. What are good practices emerging from the programme? What innovative methods were utilized?<br><br>4.2. How did the programme's work help increase the likelihood of sustainability?<br><br>4.3. Have any potential practices or tools been used during the programme that could be replicable elsewhere?<br><br>4.4. What are the lessons for partnerships in this area of work? | Narrative reports at both global and country level<br><br>Semi-structured interviews<br><br>EC ROM report and UNW response<br>Mid-term evaluation |

| | | | |
|---|---|---|---|
| | | | |

## Annex 8: Initial interview/discussion with key stakeholders

1. Can you confirm if you were you involved in the drafting of the revised TORs?

2. In your view, is there any important area that is not covered by the current TORs that the evaluation should be aware of?

3. From your perspective, please indicate which evaluation questions will be most useful for your work going forward.

4. Have there been any key developments in [Mexico] (To be adjusted depending on audience ) that have affected the programme and its ability to achieve results? (positive or negative)

5. Please highlight if there are any programmes/results achieved (or in process) that you would like the Evaluation to focus on for their perceived added value (either for learning purposes, potential for replication, innovation or specific value in the country context).

6. Please forward key documentation for the purposes of the evaluation, including an end of programme narrative report and financial report.

7. Please provide a list of key stakeholders from your country that should be interviewed, including UN Women staff, national counterparts (government and civil society) and beneficiaries (2 of each). Please confirm this can be done via Skype/phone and include their contact details (see example table below). Please try to include at least one person belonging to a marginalized of particularly vulnerable group that has benefited from the programme. Please indicate if you would like to do the initial presentation.

Sample table

| Name | Organization | Title/ role | email | Phone/ skype | Would you like to do the initial introduction |
|---|---|---|---|---|---|
| Juliette Bonaffe | UN Women | | juliette.bonnafe@unwomen.org | | y/n |

8. Please provide a list of stakeholders that can participate in a survey (see sample table of data required below)

Sample table 2

| Name | Organization | Title/role | email |
|---|---|---|---|
| | | | |

9. Any other issues you would like to discuss/raise at this point?

## Annex 9: TORs for Evaluation Reference Group

Background
Migration has the potential to positively impact equitable, inclusive and sustainable growth for countries of origin and destination. Migration is an expression of women's agency and can positively impact their position in their family and community. Women migrant workers (WMWs) tend to remit larger proportions of their earnings home and at more frequent intervals, despite earning less than their male counterparts. Such remittances support human development factors and, whilst undesirable as a solution, often provide a substitute for poor social security in countries of origin.

Despite the contributions that WMWs make to development, they continue to face disproportionate vulnerabilities based on their gender. Work that is low skilled, in informal sectors and/or accessed through irregular migration channels often leaves WMWs vulnerable to labor or human rights violations, including poor working conditions, with no limitations on working hours, limited freedom of movement and poor wages. Women are often heavily burdened by debt from recruitment fees, which can increase their vulnerability to abusive and exploitative situations. Migrant women are commonly subject to multiple and intersecting forms of discrimination, as women, as migrants, and often on additional grounds such as race, ethnicity or belonging to a minority group. Migrant women face high risks of sexual and gender-based violence, psychosocial stress and trauma, health complications, physical harm, injury and exploitation.

The normative framework of UN Women's work relating to gender and migration is informed by the overarching commitments made under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), as further elaborated in General Recommendations No. 26 (2008) on women migrant workers, and No. 32 (2014) on the gender-related dimensions of refugee status, asylum, nationality and statelessness of women. Similarly, it is governed by the commitments made under the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families (ICRMW), as further elaborated in General Comments No. 1 (2011) on Migrant Domestic Workers and No. 2 (2013) on the rights of migrant workers in an irregular situation and members of their families.

**Description of the programme**
Between February 2014 and January 2017, UN Women has been implementing the European Commission funded programme, "*Promoting and Protecting Women Migrant Workers' Labor and Human Rights: Engaging with International, National Human Rights Mechanisms to Enhance Accountability*" (the programme). Anchored in three pilot countries – Mexico (Latin America), Moldova (Eastern Europe) and the Philippines (South East Asia) - this global programme has aimed to promote WMWs rights and their protection against exclusion and exploitation at all stages of migration.

The programme has two overall objectives:

a. To strengthen strategic international human rights mechanisms, national oversight institutions and governments to ensure accountability to women migrant workers at all stages;
b. To strengthen women migrant workers' organizations and their support groups to effectively engage with the above stakeholders to ensure greater accountability to them.

**Evaluation purpose and objectives**
The final evaluation will be conducted by an external consultant. The final evaluation is mandatory as agreed with the EC in the final project document signed in December 2013.

The purpose of the final evaluation is three-fold:

1. to ensure accountability;
2. to produce evidence to inform decision-making for future activities and potential partnerships for UN Women in the area of migration; and
3. to provide lessons for future programming in the area of gender and migration

The main objectives of this evaluation are to:

- Assess the ***relevance*** of the programme in terms of alignment with the identified needs of WMW's and international human rights normative agreements at both the international and national levels.
- Assess the ***effectiveness*** of the programme in contributing towards the intended and unintended ***outcomes,*** *and to the extent possible sustainability and impact*. Identify the strengths and weaknesses that enabled or hindered achievement of intended and unintended results in programme design and implementation.
- Assess the ***organizational efficiency*** of the approach and strategies in relation to the intended outcomes and outputs.
- Assess the extent to which a ***human rights and gender equality perspective*** informed the design and implementation of the programme.
- Identify lessons learned, good practices and examples and innovations of efforts that promote women migrant worker's rights and protect them against exclusion and exploitation at all stages of migration. Draw key lessons on the role of partnerships in the achievement of results.
- Provide actionable recommendations to inform future work on women's migration and enable the scale-up of the lessons learned.

**Evaluation management**

The Evaluation will be managed by the Economic Empowerment section (EES) in the Policy Division at UN Women Headquarters in collaboration with Evaluation Office and the entire process will be conducted in accordance with UN Women Evaluation guidelines and UN Evaluation Group (UNEG) norms, standards and ethical guidelines.[3]

This Evaluation will be a participatory process and the Evaluation consultant will consult with the UN Women EES, as well as programme country offices as required. At the end of the Evaluation, the EES will support dissemination of the Evaluation report, findings and recommendations.

**Composition and function of the UN Women reference group**

The UN Women reference group is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

The UN Women reference group will be composed of UN Women staff from various sections and civil society partners[62].

**Reference group members will be expected to:**

• Act as source of knowledge for the evaluation;

• Act as an informant of the evaluation process;

• Assist in the collection of pertinent information and documentation;

• Assist in identifying external stakeholders to be consulted during the process;

• Play a key role in disseminating the findings of the evaluation and implementation of the management response;

• Participate in any meetings of the reference group;

• Provide input and quality assurance on the key evaluation products: ToR, inception report and draft evaluation report;

[62] Given the limited time available the reference group will be composed of UN W staff and CS only, and will not include national counterparts, UN system representatives.

• Participate in the validation meeting of the final evaluation report;
• Participate in learning activities related to the evaluation report.

**The proposed reference group composition includes the following:**

| **UN Women Reference Group for final evaluation, "Promoting and Protecting Women Migrant Workers' Labor and Human Rights** | |
|---|---|
| **Name** | **Title, Organization** |
| Meg Jones | Chief, Economic Empowerment Section, UN Women |
| Inkeri von Hase | Programme Analyst, UN Women |
| Sabrina Evangelista | Evaluation Specialist, Evaluation Office, UN Women |
| Inga Sniukaite | Deputy Chief of Evaluation, Evaluation Office |
| Dawn Blackman | Programme Specialist, Programme Division, UN Women |
| Laurence Gillois | Programme and Partnership Specialist, UN Women Liaison Office Brussels |
| Monami Maulik | WIMN |

## Annex 10: List of Publications by the Programme

(As of July 18, 2017. Source: UN Women)

| | Publication Name | Office | Year | Link (UN Women global) | Link (UN Women regional/country office) |
|---|---|---|---|---|---|
| 1 | Policy Brief No. 1: An Overview of Pilot Countries | Global | 2017 | Forthcoming | |
| 2 | Policy Brief No. 2: Women migrant workers' contributions to development | Global | 2017 | Forthcoming | |
| 3 | Policy Brief No. 3: Women migrant workers and financial remittances | Global | 2017 | Forthcoming | |
| 4 | Policy Brief No. 4: Making gender-responsive migration laws | Global | 2017 | Forthcoming | |
| 5 | Policy Brief No. 5: Mainstreaming migration into development planning from a gender perspective | Global | 2017 | Forthcoming | |
| 6 | Policy Brief No. 6: Using the international human rights system to promote and protect women migrant workers' rights | Global | 2017 | Forthcoming | |
| 7 | Women working worldwide: A situational analysis of women migrant workers | Global | 2017 | http://www.unwomen.org/en/digital-library/publications/2017/2/women-working-worldwide | |
| 8 | Women migrant workers' journey through the margins: Labour, migration and trafficking | Global | 2017 | http://www.unwomen.org/en/digital-library/publications/2017/2/women-migrant-workers-journey-through-the-margins | |
| 9 | At what cost? Women migrant workers, remittances and development | Global | 2017 | http://www.unwomen.org/en/digital-library/publications/2017/2/women-migrant-workers-remittances-and-development | |
| 10 | Mexico's commitment to the Human Rights of Women Migrant | Mexico | 2016 | English: http://www.unwomen.org/en/digital-library/publications/2016/2/co | http://mexico.unwomen.org/es/digiteca/publicaciones/2016/02/compromisos- |

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| | Workers / Compromisos de México con los derechos humanos de las trabajadoras migrantes (EN & ES) | | | mpromisos-mexico-dh-trabajadoras-migrantes<br><br>Spanish: http://www.unwomen.org/es/digital-library/publications/2016/2/compromisos-mexico-dh-trabajadoras-migrantes | mexico-dh-trabajadoras-migrantes |
| 11 | Derechos de las trabajadoras migrantes en México en la Planeación Nacional 2013-2018 | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/9/derechos-trabajadoras-migrantes-mexico-plan-2013-2018 | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/09/derechos-trabajadoras-migrantes-mexico-plan-2013-2018 |
| 12 | Las mujeres trabajadoras migrantes, el envío de remesas y la generación de cadenas globales de cuidado en el corredor Chiapas-Centroamérica | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/12/mujeres-trabajadoras-migrantes-envio-de-remesas | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/12/mujeres-trabajadoras-migrantes-envio-de-remesas |
| 13 | Advocacy document: Series "Transforming Our World": Women Migrant Workers' Human Rights / Documento de incidencia: Serie "Transformar Nuestro Mundo": Derechos Humanos de las Trabajadoras Migrantes (EN & ES) | Mexico | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/women-migrant-workers-human-rights | |
| 14 | Las trabajadoras migrantes centroamericanas en Chiapas. Recomendaciones de política pública para garantizar el ejercicio de sus derechos. | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2014/7/las-trabajadoras-migrantes-centroamericanas-en-chiapas | http://mexico.unwomen.org/es/digiteca/publicaciones/2014/07/las-trabajadoras-migrantes-centroamericanas-en-chiapas |
| 15 | Las trabajadoras migrantes en la frontera sur de México. Hacia una agenda de investigación. | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/01/las-trabajadoras-migrantes-centroamericanas-en-frontera-sur | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/01/las-trabajadoras-migrantes-centroamericanas-en-frontera-sur |
| 16 | Infografía: "Mujeres migrantes centroamericanas en la frontera sur de México" | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/11/infografia-mujeres-migrantes-centroamericanas | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/11/infografia-mujeres-migrantes-centroamericanas |
| 17 | Legislación Mexicana y | Mexico | 2014 | http://www.unwomen.org/es/digital- | http://mexico.unwomen.org/es/digiteca/publicaciones/20 |

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| | Derechos de las Trabajadoras Migrantes | | | library/publications/2015/01/legislacion-mexicana-y-derechos-de-trabajadoras-migrantes | 14/09/legislacion-mexicana-mujeres-migrantes |
| 18 | Guide for the Development of Migration Legislation in México with a Gender Perspective / Guía breve para desarrollar legislación migratoria con perspectiva de género en México (EN & ES) | Mexico | 2014 | http://www.unwomen.org/en/digital-library/publications/2014/8/guia-para-desarrollar-legislacion-migratoria-con-perspectiva-de-genero-en-mexico | |
| 19 | Brief on formulating and implementing gender-responsive migration, labour and trafficking laws in Moldova | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-responsive-migration-labour-and-trafficking-laws-in-moldova | |
| 20 | Brief on mainstreaming migration into development strategies from a gender perspective in Moldova | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2015/5/mainstreaming-migration-into-development-strategies-from-a-gender-perspective-in-moldova | |
| 21 | Fact sheet on women migrant workers from the Republic of Moldova | Moldova | 2016 | https://unwomen.sharepoint.com/sites/roeca/moldova/_layouts/15/guestaccess.aspx?guestaccesstoken=H5h0X7pmyvDmV%2ftuKMon%2bb8IWvMin9zeBab0S%2bQ8VCs%3d&docid=21767a16d87971476f8f463e376a83b618&rev=1 | |
| 22 | Gender, migration and development in the Republic of Moldova - A Policy Paper | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/1/gender-migration-development-in-moldova-a-policy-paper | |
| 23 | Analysis of tendencies, causes, risks, vulnerabilities and capabilities regarding women migrating for work | Moldova | 2015 | http://www.unwomen.org/en/digital-library/publications/2015/8/tendencies-causes-risks-vulnerabilities-capabilities-regarding-women-migrating-for-work | |
| 24 | Guide for the Provision of Local Services (RUSSIAN / ROMANIAN) | Moldova | 2015 | http://www.unwomen.org/en/digital-library/publications/2015/6/guide-for-the-provision-of-local-services | |
| 25 | CEDAW-based Legal Review of Migration and Anti-Trafficking Laws in the Philippines | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/10/cedaw-based-legal-review-of-migration-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/cedaw-based-legal-review-of-migration-philippines |

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| 26 | Guidance Note: Formulating and Implementing Gender-Responsive and Coherent Anti-Trafficking Laws in the Philippines | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/10/formulating-and-implementing-gender-responsive | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/formulating-and-implementing-gender-responsive |
| 27 | Guide on Mainstreaming Migration into Development Planning from a Gender Perspective | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/7/guide-on-mainstreaming-migration-into-development-planning | http://asiapacific.unwomen.org/en/digital-library/publications/2016/07/guide-on-mainstreaming-migration-into-development-planning |
| 28 | Brief on Mainstreaming Migration into Development Planning from a Gender Perspective | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/7/brief-on-mainstreaming-migration | http://asiapacific.unwomen.org/en/digital-library/publications/2016/07/brief-on-mainstreaming-migration |
| 29 | Filipino Women in International Migration: Situation Analysis, Policy Context and International Mechanisms | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/filipino-women-in-international-migration | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/filipino-women-in-international-migration |
| 30 | Filipino Women Migrant Workers Fact Sheet | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/filipino-women-migrant-workers-fact-sheet | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/filipino-women-migrant-workers-fact-sheet |
| 31 | Gender Sensitive Remittances and Asset-Building in the Philippines | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-sensitive-remittances-and-asset-building-in-the-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/gender-sensitive-remittances-asset-building-philippines |
| 32 | Policy Brief: Gender-Sensitive Remittances and Asset-Building in the Philippines | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/policy-brief-gender-sensitive-remittances-and-asset-building-in-the-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/policy-brief-gender-sensitive-remittances-and-asset-building |
| 33 | Gender, Migration and Development in the Philippines - A Policy Paper | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-migration-and-development-in-the-philippines-policy-paper | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/gender-migration-and-development-in-the-philippines |
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| 8 | Women migrant workers' journey through the margins: Labour, migration and trafficking | Global | 2017 | http://www.unwomen.org/en/digital-library/publications/2017/2/women-migrant-workers-journey-through-the-margins | |
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| 10 | Mexico's commitment to the Human Rights of Women Migrant Workers / Compromisos de México con los derechos humanos de las trabajadoras migrantes (EN & ES) | Mexico | 2016 | English: http://www.unwomen.org/en/digital-library/publications/2016/2/compromisos-mexico-dh-trabajadoras-migrantes<br><br>Spanish: http://www.unwomen.org/es/digital-library/publications/2016/2/compromisos-mexico-dh-trabajadoras-migrantes | http://mexico.unwomen.org/es/digiteca/publicaciones/2016/02/compromisos-mexico-dh-trabajadoras-migrantes |
| 11 | Derechos de las trabajadoras migrantes en México en la Planeación Nacional 2013-2018 | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/9/derechos-trabajadoras-migrantes-mexico-plan-2013-2018 | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/09/derechos-trabajadoras-migrantes-mexico-plan-2013-2018 |
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| | cadenas globales de cuidado en el corredor Chiapas-Centroamérica | | | | |
| 13 | Advocacy document: Series "Transforming Our World": Women Migrant Workers' Human Rights / Documento de incidencia: Serie "Transformar Nuestro Mundo": Derechos Humanos de las Trabajadoras Migrantes (EN & ES) | Mexico | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/women-migrant-workers-human-rights | |
| 14 | Las trabajadoras migrantes centroamericanas en Chiapas. Recomendaciones de política pública para garantizar el ejercicio de sus derechos. | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2014/7/las-trabajadoras-migrantes-centroamericanas-en-chiapas | http://mexico.unwomen.org/es/digiteca/publicaciones/2014/07/las-trabajadoras-migrantes-centroamericanas-en-chiapas |
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| 16 | Infografía: "Mujeres migrantes centroamericanas en la frontera sur de México" | Mexico | 2015 | http://www.unwomen.org/es/digital-library/publications/2015/11/infografia-mujeres-migrantes-centroamericanas | http://mexico.unwomen.org/es/digiteca/publicaciones/2015/11/infografia-mujeres-migrantes-centroamericanas |
| 17 | Legislación Mexicana y Derechos de las Trabajadoras Migrantes | Mexico | 2014 | http://www.unwomen.org/es/digital-library/publications/2015/01/legislacion-mexicana-y-derechos-de-trabajadoras-migrantes | http://mexico.unwomen.org/es/digiteca/publicaciones/2014/09/legislacion-mexicana-mujeres-migrantes |
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| 19 | Brief on formulating and implementing gender-responsive migration, labour | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-responsive-migration- | |

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| | and trafficking laws in Moldova | | | labour-and-trafficking-laws-in-moldova | |
| 20 | Brief on mainstreaming migration into development strategies from a gender perspective in Moldova | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2015/5/mainstreaming-migration-into-development-strategies-from-a-gender-perspective-in-moldova | |
| 21 | Fact sheet on women migrant workers from the Republic of Moldova | Moldova | 2016 | https://unwomen.sharepoint.com/sites/roeca/moldova/_layouts/15/guestaccess.aspx?guestaccesstoken=H5h0X7pmyvDmV%2ftuKMon%2bb8IWvMin9zeBab0S%2bQ8VCs%3d&docid=2_1767a16d87971476f8f463e376a83b618&rev=1 | |
| 22 | Gender, migration and development in the Republic of Moldova - A Policy Paper | Moldova | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/1/gender-migration-development-in-moldova-a-policy-paper | |
| 23 | Analysis of tendencies, causes, risks, vulnerabilities and capabilities regarding women migrating for work | Moldova | 2015 | http://www.unwomen.org/en/digital-library/publications/2015/8/tendencies-causes-risks-vulnerabilities-capabilities-regarding-women-migrating-for-work | |
| 24 | Guide for the Provision of Local Services (RUSSIAN / ROMANIAN) | Moldova | 2015 | http://www.unwomen.org/en/digital-library/publications/2015/6/guide-for-the-provision-of-local-services | |
| 25 | CEDAW-based Legal Review of Migration and Anti-Trafficking Laws in the Philippines | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/10/cedaw-based-legal-review-of-migration-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/cedaw-based-legal-review-of-migration-philippines |
| 26 | Guidance Note: Formulating and Implementing Gender-Responsive and Coherent Anti-Trafficking Laws in the Philippines | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/10/formulating-and-implementing-gender-responsive | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/formulating-and-implementing-gender-responsive |
| 27 | Guide on Mainstreaming Migration into Development Planning from a Gender Perspective | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/7/guide-on-mainstreaming-migration-into-development-planning | http://asiapacific.unwomen.org/en/digital-library/publications/2016/07/guide-on-mainstreaming-migration-into-development-planning |
| 28 | Brief on Mainstreaming Migration into Development Planning from a Gender Perspective | Philippines | 2016 | http://www.unwomen.org/en/digital-library/publications/2016/7/brief-on-mainstreaming-migration | http://asiapacific.unwomen.org/en/digital-library/publications/2016/07/brief-on-mainstreaming-migration |
| 29 | Filipino Women in International | Philippines | 2015 | http://www.unwomen.org/en/digital- | http://asiapacific.unwomen.org/en/digital- |

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| | Migration: Situation Analysis, Policy Context and International Mechanisms | | | library/publications/2016/6/filipino-women-in-international-migration | library/publications/2016/10/filipino-women-in-international-migration |
| 30 | Filipino Women Migrant Workers Fact Sheet | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/filipino-women-migrant-workers-fact-sheet | http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/filipino-women-migrant-workers-fact-sheet |
| 31 | Gender Sensitive Remittances and Asset-Building in the Philippines | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-sensitive-remittances-and-asset-building-in-the-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/gender-sensitive-remittances-asset-building-philippines |
| 32 | Policy Brief: Gender-Sensitive Remittances and Asset-Building in the Philippines | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/policy-brief-gender-sensitive-remittances-and-asset-building-in-the-philippines | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/policy-brief-gender-sensitive-remittances-and-asset-building |
| 33 | Gender, Migration and Development in the Philippines - A Policy Paper | Philippines | 2015 | http://www.unwomen.org/en/digital-library/publications/2016/6/gender-migration-and-development-in-the-philippines-policy-paper | http://asiapacific.unwomen.org/en/digital-library/publications/2016/09/gender-migration-and-development-in-the-philippines |

## Annex 11: Participant list Expert Meeting

21 – 22 November 2016, Geneva

**Participants List**

| Participant Name | Organisation |
|---|---|
| 1. Ms Maria Landazuri | CMW Committee Member |
| 2. Mr Prasad Kariyawasam | CMW Committee Member |
| 3. Dr Can Ünver | CMW Committee Member |
| 4. Ms Jasminka Dzumhur | CMW Committee Member (Vice-chairperson) |
| 5. Ms Pramila Patten | CEDAW Committee Member |
| 6. Ms Nahla Haidar | CEDAW Committee Member |
| 7. Ms Bianca Pomeranzi | CEDAW Committee Member |
| 8. Ms Anastasia Crickley | CERD Committee Member (Chairperson) |
| 9. Ms Hannah Wu | Secretary, Working Group on the issue of discrimination against women in law and in practice |
| 10. Ms Paola Cyment | Comisión Argentina para los Refugiados y Migrantes (CAREF), and Women in Migration Network (WIMN) |
| 11. Ms Carolina Gottardo | Platform for International Cooperation on Undocumented Migrants (PICUM), Women in Migration Network (WIMN) |
| 12. Mr Patrick Taran | President, Global Migration Policy Associates, and CMW Steering Committee |
| 13. Ms Veronica Birga | Chief of the Women's Rights and Gender Section, OHCHR |
| 14. Ms Carolina Hernandez | Migration Consultant, OHCHR |
| 15. Ms Ilona Alexander | Human Rights Officer, OHCHR |
| 16. Mr Bradford Smith | Human Rights Officer, OHCHR |
| 17. Mr Youssef Hamdan | CEDAW/CRC Secretariat, OHCHR |
| 18. Ms Maria Galotti | Specialist in Migration Policies, ILO |
| 19. Ms Fanny Dufvenmark | Migration Law Expert, IOM |
| 20. Ms Lee Kanthoul | Gender Coordination Unit, IOM |
| 21. Ms Ann Blomberg | Policy Specialist, UN Women, Geneva Liaison Office |
| 22. Ms Inkeri von Hase | Programmeme Analyst, UN Women |
| 23. Ms Jenna Hennebry | International Consultant, UN Women, and Director, International Migration Research Centre |
| 24. Ms Jenna Holliday | Gender and Migration Specialist, UN Women |

## Annex 12: Participants list multi-stakeholder meeting

**Participant List – Multi-stakeholder meeting (26-27/1 2017– Kitano Hotel)**

1. Maria Landazuri de Mora (CMW)
2. Can Unver (CMW)
3. Pramila Patten (CEDAW)
4. Nahla Haidar (CEDAW)
5. Anastasia Crickley (CERD)
6. Heishoo Shin (CESCR)
7. Erasmo Lara Cabrera, Director of Human Rights and Democracy, Mexican Ministry of Foreign Affairs
8. Therese R. Cantada from the Philippines PM
9. Sarah Rosengaertner (Office of the SRSG for International Migration)
10. Misato Yuasa (IOM)
11. Andrew Painter (UNHCR)
12. Francesco Carella (ILO)
13. Christina McElwaine (UNU)
14. Sofia Grace Angeles (UNODC)
15. Kerry Neal (UNICEF)
16. Carol Barton (WIMN)
17. Monami Maulik (WIMN)
18. Paola Cyment (WIMN)
19. Carolina Gottardo (WIMN)
20. Eva Richter (NGO Committee on Migration)
21. Susan O'Malley (NGO CSW)
22. Diana Cheianu (Sociopolis)
23. Nicoleta Apostol (Mișcarea Femeilor Migrante din Moldova)
24. Gabriela Diaz (IMUMI)
25. Ellene Sana (Centre for Migration Advocacy)
26. Carmelita Nuqui (Development Action for Women Network)
27. Inkeri von Hase (UNW)
28. Monica Corona (UNW)
29. Lilia Tulea (UNW)
30. Jenna Hennebry (UNW)
31. Jen Holliday (UNW)

## Annex 13: Revised Terms of Reference

Revised May 16, 2017

# Revised Terms of Reference for the Final Evaluation of the Global Programme

## "Promoting and Protecting Women Migrant Workers' Labor and Human Rights: Engaging with international, national human rights mechanisms to enhance accountability"

**I. Background (programme/project context)**

Migration has the potential to positively impact equitable, inclusive and sustainable growth for countries of origin and destination. Migration is an expression of women's agency and can positively impact their position in their family and community. Women migrant workers (WMWs) tend to remit larger proportions of their earnings home and at more frequent intervals, despite earning less than their male counterparts. Such remittances support human development factors and, whilst undesirable as a solution, often provide a substitute for poor social security in countries of origin.

Despite the contributions that WMWs make to development, they continue to face disproportionate vulnerabilities based on their gender. Work that is low skilled, in informal sectors and/or accessed through irregular migration channels often leaves WMWs vulnerable to labor or human rights violations, including poor working conditions, with no limitations on working hours, limited freedom of movement and poor wages. Women are often heavily burdened by debt from recruitment fees, which can increase their vulnerability to abusive and exploitative situations. Migrant women are commonly subject to multiple and intersecting forms of discrimination, as women, as migrants, and often on additional grounds such as race, ethnicity or belonging to a minority group. Migrant women face high risks of sexual and gender-based violence, psychosocial stress and trauma, health complications, physical harm, injury and exploitation.

The normative framework of UN Women's work relating to gender and migration is informed by the overarching commitments made under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), as further elaborated in General Recommendations No. 26 (2008) on women migrant workers, and No. 32 (2014) on the gender-related dimensions of refugee status, asylum, nationality and statelessness of women. Similarly, it is governed by the commitments made under the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families (ICRMW), as further elaborated in General Comments No. 1 (2011) on Migrant Domestic Workers and No. 2 (2013) on the rights of migrant workers in an irregular situation and members of their families.

**II. Description of the programme**

Between February 2014 and January 2017, UN Women has been implementing the European Union funded programme, "*Promoting and Protecting Women Migrant Workers' Labor and Human Rights: Engaging with International, National Human Rights Mechanisms to Enhance Accountability*" (the programme). Anchored in three pilot countries – Mexico (Latin America), Moldova (Eastern Europe) and the Philippines (South East Asia) - this global programme has aimed to promote WMWs rights and their protection against exclusion and exploitation at all stages of migration.

The programme has two overall objectives:

To strengthen strategic international human rights mechanisms, national oversight institutions and governments to ensure accountability to women migrant workers at all stages;

To strengthen women migrant workers' organizations and their support groups to effectively engage with the above stakeholders to ensure greater accountability to them.

**Programme Management**

The programme has been managed by the Women's Economic Empowerment section based at UN Women headquarters (HQ) comprising of a Programme Manager. National programme coordinators recruited in each programme country were responsible for ensuring the overall implementation of the programme at the country level.

**Monitoring Activities**

In 2016, an EU-commissioned, external Results Oriented Monitoring (ROM) exercise was conducted. This ROM provided a rapid assessment of the programme to determine whether it would be able to achieve the expected results and the progress achieved to date as well as constraints present at the country and global levels.

**III. Purpose**

The final evaluation will be conducted by an external consultant. The final evaluation is mandatory as agreed with the EC in the final project document signed in December 2013.
The purpose of the final evaluation is three-fold:
to ensure accountability;
to produce evidence to inform decision-making for future activities and potential partnerships for UN Women in the area of migration; and
to provide lessons for future programming in the form of good practices in the area of gender and migration in the particular context of this programme and this evaluation.

**IV. Objectives (evaluation criteria and key questions)**

The main objectives of this evaluation are to:

- Refer to the previous Mid-term review and other documents to state the established ***relevance*** of the programme in terms of alignment with the identified needs of WMW's and international human rights normative agreements at both the international and national levels.
- Assess the ***effectiveness*** of the programme in contributing towards the intended and unintended ***outcomes,*** *and to the extent possible sustainability and impact*. Identify the strengths and weaknesses that enabled or hindered achievement of intended and unintended results in programme design and implementation.
- Assess the ***organizational efficiency*** of the approach and strategies in relation to the intended outcomes and outputs.
- Assess the extent to which a ***human rights and gender equality perspective*** informed the design and implementation of the programme.
- Identify lessons learned, good practices and examples and innovations of efforts that promote women migrant worker's rights and protect them against exclusion and exploitation at all stages of migration.
- Provide actionable recommendations to inform future work on women's migration and enable the scale-up of the lessons learned.

**Main Audience**

The main audience of the Evaluation is UN Women senior management, the UN Women Policy Division, the European Commission, programme coordinators, Country Offices that participated in the programme and national partners.

**Evaluation Questions**

The Evaluation will address the criteria of ***efficiency, effectiveness,*** and to the extent possible will highlight good practices towards ***impact***.[63] In addition, the evaluation will assess the extent to which gender equality and human rights approach was employed in the programme design and implementation. In addition, the Evaluation will endeavour to collect any lessons learned and good practices that can support future efforts. In particular, the Evaluation will make informed statements

[63]The evaluation criteria align with the UN Evaluation Group (UNEG) evaluation criteria.

about practices that can anticipate sustainability and potential for impact of the programme, based upon the results achieved to date.

**Potential Evaluation Questions**

| Criterion | Main Evaluation Questions | Sub-Questions |
|---|---|---|
| **Organizational Efficiency** | To what extent were organizational systems and processes supportive for efficiently implementing programme? | What has been the quality of the organizational mechanisms to support programme monitoring, knowledge management and integration of lessons learned?<br>To what extent was the implementation arrangement supportive of achievement of results? |
| **Effectiveness** | What has been the progress made towards achievement of the expected outcomes? Were there any unexpected results? | To what extent did the programme contribute to the achievement of planned objectives through its activities (such as conducting training, developing tools and providing recommendations)?<br>What are the enabling and limiting factors that contributed to the achievement of results?<br>How effective were the partnerships developed with national partners, UN partners and others for delivering intended results of the programme?<br>What were the challenges, and to what extent were they addressed appropriately through the partnership? |
| **Gender Equality and Human Rights** | To what extent has a gender equality and human rights approach informed the programme design and implementation? | How has attention to, and integration of, gender equality and human rights concerns of WMWs advanced the area of work?<br>Has the programme innovated the approaches, concepts and strategies to promote the rights of WMW? |
| **Lessons Learned** | What can we learn from this programme that will inform future work on promoting the labor and human rights of migrant women? | What are the good practices emerging from the programme? |

**V. Evaluation Coverage and Scope**

The scope of the Evaluation will be defined by the timeframe and geographic coverage. The scope will include the project design, implementation and management, good practices, replicability and recommendations for current and future projects.

**Timeframe:** The Evaluation will cover programme implementation from February 2013 until January 2017.

**Geographic scope:** The Evaluation will assess global and country-level programme components. With regard to the country-level assessment, the Evaluation consultant will conduct a field visit to the Philippines.

**VI. Evaluation design (process and methods)**

**Evaluation methods**

A theory-based design will be employed to assess the extent to which the theory of change enabled achievement of results and an outcome harvesting approach[64] will be applied during the country visit to obtain the views of stakeholders involved. All sources of data will be triangulated to ensure robust evidence in support of the findings, conclusions and recommendations. The Evaluation will be a transparent and participatory process and will use a mixed-methods approach, primarily qualitative, that aligns with the final matrix of questions. However, it will also include quantitative data collection/analysis as feasible. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy,[65] follow procedures as outlined in the UN Women Evaluation Handbook[66], and adhere to the United Nations norms and standards for evaluation in the UN System[67].
The following data sources may be utilized, with data triangulated to ensure validity and reliability:
Stakeholder analysis
Desk review of documents (interim donor reports, ROM report, meeting concept notes and reports, etc)
Review of baseline data
Interviews and focus groups
**Evaluation process**

Inception Phase:
Conduct an initial desk review of available documents.
Conduct brief interviews (via Skype or phone) with key stakeholders to refine the Evaluation scope and methodology.
Draft an Inception Report (which includes draft data collection tools (interview guides, etc.) and the theory of change) to be reviewed by the Core Reference Group.
Refine the Evaluation methodology/questions based on feedback and integrate proposed changes (as appropriate) into the final inception report.

Data Collection Phase:
A more in-depth review of specific documents.
Conduct a field visit to the Philippines to interview key stakeholders and review national documents (as available).
Conduct in-depth interviews with global, regional, and national UN Women staff, partner organizations, donor representatives, and others as necessary.

Analysis and Report Writing Phase:
Review and analysis of all available data.
Prepare first draft of the synthesis Evaluation report.
Receive feedback from Core Reference Group on draft report and revise (as appropriate).
Submit final report and share main findings/recommendations through a final Evaluation meeting with Core Reference Group.

**Proposed Format of Final Evaluation Report**
Executive Summary (maximum five pages)
Programme description (including theory of change)
Evaluation purpose & objectives
Evaluation methodology
Findings
Conclusions
Good practices
Recommendations

[64] For more information on Outcome Harvesting see: http://www.betterevaluation.org/en/plan/approach/outcome_harvesting
[65] UN Women, 2012. *Evaluation Policy for the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12).
[66] UN Women, 2015. Evaluation Handbook: How to manage gender-responsive evaluation. Accessible online at: http://genderevaluation.unwomen.org/en/evaluation-handbook; Particularly the evaluation report quality assessment process.
[67] United Nations Evaluation Group, 2016. United Nations Norms and Standards for Evaluation. Accessible online at: http://www.unevaluation.org/document/detail/1914

Annexes, (including interview list, with and without identifying names, in the interests of confidentiality/anonymity; data collection instruments; key documents consulted; mission report (Philippines), Terms of Reference)

**VIII. Time frame and deliverables**

Following in-depth preparatory work, the Evaluation will be conducted from 3 April – 14th July.

All deliverables are subject to quality review by the evaluation manager and reference group and will include three revisions or until a quality report is obtained per UN Women evaluation report quality standards.[68] There will be four main deliverables produced during the Evaluation:

Inception Report: This report will include a Theory of change, Evaluation methodology, Evaluation question matrix, proposed data collection tools and analysis approach, and Evaluation work plan (with corresponding timeline).
First draft of the Evaluation Report
Second draft of the Evaluation Report
Final Evaluation Report

The following table provides an indicative timeframe and activities for the Evaluation and the corresponding deliverables:

**Table 2: Timeframe**

| Timeframe | Primary Activities | Output |
|---|---|---|
| **Inception Phase** | | |
| 10 April 2017 | Initial meeting with evaluation consultant via Skype | Timeframe and workplan agreed |
| 9 May 2017 | Evaluation consultant submits a draft Inception Report, including proposed methodology, work plan, and agreed-upon deliverables/timeframe. | Draft Inception Report |
| 10-17 May 2017 | Convene Core Reference Group to discuss Inception Report, provide feedback to evaluation team, finalize methodology, questions, and work plan. | Evaluation Methodology, Question Matrix, and work plan |
| 22 May | Evaluation consultant submits revised Inception Report, and UN Women HQ shares the final inception report with country programme offices. | **Final Inception Report** |
| **Data Collection & Analysis Phase** | | |
| 25 May -23 June 2017 | Evaluation consultant conducts further document review, interviews with global, regional UN Women staff, partner organizations, donors, etc. | Review and Analysis of data |
| 27 May – 3 June | In country mission to the Philippines | |
| 16- 29 June | Analysis, systematization of data, drafting of report | |
| **Report Writing Phase** | | |
| 29 June 2017 | Evaluation consultant submits first draft evaluation report | 1st draft evaluation report |
| | | |
| 29 June to 5 July 2017 | UN Women HQ, country offices, Core reference group and Evaluation Division review first draft and provide feedback to evaluation consultant | Feedback gathered in 4 days post-submission of draft |

[68] UN Women GERAAS Evaluation Report Quality Assessment Checklist can be found online: http://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/tool%2014%20-%20geraas%20evaluation%20report%20quality%20assessment%20checklist.docx

| | | |
|---|---|---|
| | | report and delivered to the consultant |
| 10 July 2017 | Evaluation consultant submits second draft report | |
| 12 July | UN Women provides feedback on second draft | |
| 14 July 2017 | Evaluation consultant submits final evaluation report and audit matrix on how comments were addressed in the final report<br>If needed a final round of revision to adjust any key and brief pending issues, the final delivery may be done on 16th July. | **Final Evaluation Report** |

**X. Management of evaluation**

The Evaluation will be managed by the Economic Empowerment section (EES) in the Policy Division at UN Women Headquarters and the entire process will be conducted in accordance with UN Women Evaluation guidelines[69] and UN Evaluation Group (UNEG) norms, standards and ethical guidelines.[3] UN Women assesses all evaluation reports against the quality assessment criteria outlined in the Global Evaluation Reports Assessment and Analysis System (GERAAS), which includes the UN-SWAP Evaluation performance indicator criteria on the extent to which gender-responsive approach was integrated in the evaluation[70].

This Evaluation will be a participatory process and the Evaluation consultant will consult with the UN Women EES, as well as programme country offices as required. At the end of the Evaluation, the EES will support dissemination of the Evaluation report, findings and recommendations, and develop a management response in accordance with the evaluation policy (within 6 weeks of completion of the report). The evaluation will be uploaded to gate.unwomen.org and the quality will be assessed according to the GERAAS standards (outlined in the hyperlinked tool found in the Annexes).

**ANNEXES**

The following documents are hyperlinked:

Code of Conduct for Evaluation in the UN system
UN Women GERAAS evaluation report quality checklist
UN Women Evaluation Consultants Agreement Form
UNEG Ethical Guidelines
UNEG Norms and Standards for Evaluation in the UN System
UN Women Evaluation Handbook

[69] UN Women, 2015. Evaluation Handbook: How to manage gender-responsive evaluation. Accessible online at: http://genderevaluation.unwomen.org/en/evaluation-handbook; Particularly the evaluation report quality assessment process.
[70] UNEG, UN-SWAP Evaluation Performance Indicator Technical Note and Scorecard. Accessible online at: http://www.unevaluation.org/document/detail/1452