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Evaluation Office

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Mid-Term Review of the Project 'Migrant Rights and Decent Work (MiRiDeW) Phase II'

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Evaluation nature: Internal

Project countries: Nepal

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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List of Acronyms

BLMA	Bilateral labour migration agreements
CoD	Country of Destination
NEMIS	National Employment Management Information System
ESC	Employment Service Centre
EWPN	Empowered Women, Prosperous Nepal
FEB	Foreign Employment Board
GCC	Gulf Cooperation Council
GCM	Global Compact on Safe, Orderly and Regular Migration
GDP	Gross Domestic Product
GEDI	Gender, Equality, Diversity and Inclusion Branch
GESI	Gender Equality and Social Inclusion
GoN	Government of Nepal
IEC	Information, Education, and Communication materials
ILO	International Labour Organization
ITC	International Training Centre
ILS	International Labour Standards
JDoI	Joint Declaration of Intent
JTUCC	Joint Trade Union Coordination Centre
MiRiDeW	Migrant Rights and Decent Work
MoFA	Ministry of Foreign Affairs
MoLESS	Ministry of Labour, Employment and Social Security
MoU	Memorandum of Understanding
MRC	Migration Resource Centre
MTR	Mid-Term Review
NHRC	National Human Rights Commission
NNSM	National Network for Safe Migration
NPC	National Project Coordinator
NRNA	Non-Resident Nepali Association Secretariat
NSI	North South Initiative
NSO	National Statistics Office
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PAC	Project Advisory Committee
PNCC	Pravasi Nepali Coordination Committee
PwD	People with Disabilities
ReMi	Reintegration of Returnee Mirant Workers Project
SaMi	Safer Migration Project
SESC	Strengthening of Employment Service Centres in Nepal
SDGs	Sustainable Development Goals
SDC	Swiss Agency for Development and Cooperation
SWOT	Strengths, weaknesses, opportunities and threats
ToR	Terms of Reference
UN	United Nations

Executive Summary

Background and Context

Summary of the project purpose, logic and structure

The *"Migrant Rights and Decent Work (MiRiDeW)"* project is a partnership of the International Labour Organization (ILO) and the Swiss Agency for Development and Cooperation (SDC). The total budget for this project is of US$ 1,148,515, financed by the SDC. The project has two expected outcomes: (1) The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers; and (2) Nepali migrant workers in countries of destinations have increased access to information and quality migration services.

Purpose, scope and clients of the evaluation

The four purposes of this mid-term review (MTR) were following: (i) Project accountability; (ii) Promoting organizational learning; (iii) Planning and implementation improvement; and (iv) Building knowledge. This MTR covered project interventions between July 2023 and the time of the evaluation with a full review of the following project components: (i) The Government of Nepal strengthens policies, institutions, and partnerships to protect migrant workers' rights, especially women, through improved national legislation, bilateral agreements, and active regional engagement.; and (ii) Migrant workers from Nepal have better access to information and quality services abroad, supported by well-equipped diplomatic missions and enhanced awareness of available migration services. The gender and disability dimensions were considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The primary end users of the evaluation findings are national stakeholders, ILO Office for Nepal and the project's donor. Secondary parties who will make use of the evaluation results include ILO's tripartite constituents, as well as national and international partners, and other key stakeholders. Furthermore, the findings of this evaluation are destined for ILO's management, overseeing the implementation of the project.

Methodology of evaluation

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluators emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus groups, key informant interviews, and short questionnaires. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Guided by the evaluation findings, the conclusions and recommendations reflect deductive reasoning.

Findings

*The body of the evaluation report presents answers to all key evaluation questions, which represent the proper **findings** of this evaluation.*

Relevance: The project remains highly relevant in Nepal, where foreign employment migration is a key economic and social factor. It addresses critical gaps in the 2012 Foreign Employment Policy, particularly around migrant rights and gender equality. Operating in origin and destination countries (Malaysia, Gulf States), it provides strong evidence through policy analyses and recommendations. Key project activities include strengthening Nepali diplomatic missions, such as building capacity among government and civil society actors. The project supports policy reforms and fosters intergovernmental collaboration at federal, provincial, and local levels through a range of strategic initiatives, notably via the Project Advisory Committee (PAC).

While provincial and local government involvement has grown, stronger links with Employment Service Centres are needed to implement reforms locally. It is important for the project to strengthen links with Employment Service Centres (ESCs), which are nationally mandated and embedded in government reforms. While Migration Resource Centres (MRCs) provide essential information and support to migrant workers and are operated in coordination between federal, provincial, and local governments under the SaMi programme - with financial and technical support from both government and development partners - there is no public evidence that their operations are grounded in a permanent legal mandate. In contrast, Employment Service Centres (ESCs) are nationally mandated, embedded within Nepal's employment reform framework, and

have defined legal grounding. Therefore, for strategic sustainability and systemic impact, it remains advisable to prioritize strengthening ESCs, while also fostering collaboration with MRCs, as their services are complementary.

The project aligns with Nepal's commitments under the Global Compact for Safe, Orderly and Regular Migration and Sustainable Development Goals (SDGs). Incorporating key performance indicators (KPIs) that track mindset shifts and behavioural changes among stakeholders would strengthen the project's results framework. Both quantitative and qualitative data are essential to capture these gradual transformations and to reinforce the importance of the project's work, particularly when managing official turnover and shifting political agendas. The project could monitor the following phases: (i) initial shifts in stakeholder perspectives, (ii) growing alignment and ownership, (iii) active participation in co-developing and applying tools, and (iv) increasing demand for disaggregated evidence, and eventual institutionalization of inclusive, rights-based governance. While not mandatory, systematically measuring behavioural change among stakeholders would add significant value by capturing less visible but critical shifts in attitudes and practices, which the project is actively working to influence.

Coherence: The MiRiDeW project demonstrates strong coherence with ILO Nepal's broader portfolio, complementing ongoing social protection, labour migration, and safe migration initiatives. It builds strategic synergies with key migration-related projects, including the upcoming *Strengthening Social Protection for Migrants* project, the Migration Multi-Partner Trust Fund (MMPTF), and the Partnership on Protecting and Promoting the Rights of Migrant Workers (PPPR-MW). The project also collaborates with SDC-funded Safer Migration (SaMi) and Reintegration of Returnee Migrants (ReMi) programmes. Importantly, ILO's efforts align with the priorities of the Government of Nepal, supporting national strategies, the Foreign Employment Policy, SDGs, and the Global Compact for Migration. Partnerships with UN agencies, government bodies, and multistakeholder platforms ensure MiRiDeW is well integrated into the broader migration governance ecosystem.

ILO's unique comparative advantage - its tripartite structure, technical leadership on international labour standards, and rights-based approach - positions the project as a key driver of fair, inclusive, and sustainable labour migration reforms. Additionally, through practical collaborations, such as building a reintegration database with the Foreign Employment Board and PNCC, MiRiDeW enhances system-wide coherence and long-term impact.

Effectiveness: The project has made meaningful progress, especially under Outcome 1, which focuses on strengthening labour migration governance, expanding bilateral labour agreements, and protecting Nepali migrant workers. It successfully supported negotiations with Germany, Romania, and Spain, and enhanced the capacity of government agencies, trade unions, and diaspora groups through targeted trainings on Bilateral Labour Migration Agreements (BLMAs). The institutionalization of migrant worker protection within the National Human Rights Commission (NHRC) and the Ministry of Foreign Affairs (MoFA), along with concrete policy contributions such as the gap analysis of the Foreign Employment Policy, are clear indicators of systemic change. Capacity-building has enhanced the skills of civil society and government actors to protect migrant workers' rights. The appointment of labor counselors and attachés supports institutional strengthening, while events like the National Policy Dialogue and National Network for Safe Migration (NNSM) consultations promote gender-responsive, migrant-friendly policies and help better protect migrant workers' rights. Progress on Outcome 2 has been slower due to challenges such as setbacks with the Nepal Embassy in Malaysia and barriers in GCC countries caused by limited civil society presence and fund transfer restrictions. While the project is actively exploring regional partnerships to address these gaps, its achievements and trusted collaboration - particularly at the policy level - have fostered growing demand for ILO's recognized expertise and further strengthened its strategic positioning.

Overall, the project is effectively advancing its objectives despite contextual challenges, with a systemic approach fostering stronger migration governance across all government levels. However, limited adoption of innovative practices by diplomats and connections to municipal social welfare and Employment Service Centres constitute an opportunity for further collaboration. A small, dedicated core team effectively manages the project's complex activities but faces capacity constraints that limit coordination and scale-up. Continued support from the project and donor is essential to strengthen institutional capacity, foster collaboration among stakeholders, and ensure the sustained impact and long-term sustainability of project results.

Efficiency: While the project has advanced towards its intended results under Outcome 1, it displays slow spending under Outcome 2 (migrant services) due to persistent fund transfer barriers and administrative delays. Although recent partnership agreements offer scope to accelerate spending, the project risks underutilizing funds by its scheduled

end in 2026. ILO and SDC should consider a no-cost extension of six to twelve months to maximize results. Limited management capacity, compounded by frequent personnel changes in key government agencies, further challenges implementation. Strengthening institutional continuity and leveraging collaborative technical support will be essential to accelerate project implementation.

Sustainability and impact potential: MiRiDeW II has contributed significantly to institutional reforms and the establishment of sustainable frameworks for migrant protection, laying the groundwork for further systemic change through its integrated approach to policy and service delivery. Building on prior successes, the project has strengthened diaspora engagement and advanced systemic reforms via inclusive policy dialogue. Its gender-responsive policies have influenced national strategies and diplomatic mission practices, effectively engaging all three tiers of government. MiRiDeW II has contributed to meaningful institutional reforms and to sustainable frameworks for migrant protection – and has laid the ground for further systemic change through its approach at policy and service delivery.
Enhanced collaboration among diplomatic missions, civil society organizations (CSOs), and diaspora networks will further reduce migrant vulnerabilities abroad. Strengthened collaboration with ESCs, the Nepal Association of Foreign Employment Agencies (NAFEA), key private sector partners (such as companies in countries of destination with corporate social responsibility initiatives), philanthropic donors, and manpower agencies), and other potential donors - along with targeted capacity building, such as training on Bilateral Labour Migration Agreements (BLMAs) - will be instrumental in sustaining these results and reinforcing institutional frameworks. With demonstrated achievements and an anticipated budget surplus, momentum is building toward an extension of the current phase as well as the launch of a Phase III, offering scope to deepen impact. Bringing manpower agencies on board presents a promising avenue to promote decent employment and strengthen the project's reach. Nevertheless, global financial pressures and persistent unethical recruitment practices remain significant obstacles, highlighting the need for ongoing vigilance and reform.

Conclusions

Conclusion 1 on Relevance

The project is highly relevant to Nepal's national priorities and international commitments on labour migration. Its support for policy reforms, bilateral agreements, and multi-level governance addresses critical systemic needs. Sustained impact now depends on adopting feasible implementation pathways, backed by a short feasibility study to ensure the project can realistically achieve its objectives based on aligned expectations, and prioritizing high-impact, actionable interventions. This includes deepening private sector engagement and securing diversified donor support. To maximize the project's relevance and long-term impact, there is an opportunity to further strengthen collaboration with concrete partners and mechanisms - including, as mentioned above, the Nepal Association of Foreign Employment Agencies (NAFEA), manpower agencies for pre-departure orientation and reintegration services, companies in countries of destination through Corporate Social Responsibility (CSR) initiatives, and philanthropic donors. For the primary beneficiaries - Nepali migrant workers and returnees - this could translate into expanded access to services to protect their rights, reintegration support, and digital information platforms, as well as supporting feasible digital innovations to reach hard-to-reach groups. To maximize its relevance and long-term impact, there is an opportunity to further strengthen private sector collaboration and awareness raising efforts - particularly with NAFEA, manpower agencies, and orientation centers - and to begin exploring partnerships with companies in countries of destination that have corporate social responsibility initiatives, as well as with philanthropic donors, in order to (co-)finance a potential third phase. In addition, efforts could focus on improving operational feasibility and enhancing digital access.

Conclusion 2 on coherence

The project demonstrates strong internal and external coherence, fitting seamlessly within ILO Nepal's broader portfolio on social protection, safe migration, and decent work. It effectively complements national and international initiatives, working in close partnership with key actors like IOM, UN Women, SaMi, and ReMi to ensure aligned strategies and avoid duplication. By fostering coordination across projects, migration corridors, and governance levels, the project helps unify the migration support ecosystem in Nepal. ILO's unique tripartite structure, technical leadership in international labour standards, and extensive field presence further position the organization as a trusted actor capable of delivering integrated, rights-based solutions.

Conclusion 3 on effectiveness

Under Outcome 1 - *"The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers"*. The project achieved significant progress facilitating bilateral agreements with Romania and Germany, institutionalizing migrant protection

within key national bodies, advancing gender-responsive policy reforms, and strengthening protection services abroad.

Under Outcome 2 - *"Nepali migrant workers in countries of destinations have increased access to information and quality migration services"* - challenges persist in expanding social protection in the Gulf countries due to barriers in transferring funds from the ILO country office to implementing partners and government agencies, as well as the lack of presence of civil society organizations in Gulf countries. These constraints have delayed programme rollout and limited activity execution in this component. To address this, the project is actively exploring regional partnerships and alternative delivery strategies. Specifically, it is actively seeking to engage with ILO's regional initiative on Strengthening Social Protection for Migrants, funded by SDC, which focuses on improving migrant protection in the South Asia–Gulf migration corridor. This partnership could eventually facilitate the transfer of funds to implement project activities.

At national and subnational levels, the slow adoption of innovative tactics by mainstream diplomats and limited functional connections to municipal-level social welfare structures and Employment Service Centres (ESCs), notably for operationalizing local-level reintegration mechanisms, highlight future opportunities to strengthen both vertical and horizontal integration. As mentioned above, ESCs are important because these centres are formally recognized, nationally mandated, and part of Nepal's employment reform agenda. Sustained impact now depends on identifying and adopting feasible implementation pathways, prioritizing high-impact actionable interventions. This includes: Deepening engagement with private recruitment agencies to further promote safe labour migration and ethical recruitment; and securing diversified donor support by exploring philanthropic and CSR partnerships to strengthen financial sustainability.

Conclusion 4 on efficiency

The project has made meaningful progress, especially under Outcome 1, while facing persistent barriers and slow spending under Outcome 2. Budget savings and recent partnerships now offer an opportunity to accelerate activities and potentially extend operations into 2027 without additional donor funding. To maximize impact, the project should validate, and only pursue, expected results that are backed by a rapid operational feasibility study to address bottlenecks and focus on feasible, high-impact activities. Pursuing priority interventions and strengthening donor engagement will be essential to fast-track delivery while ensuring the sustainable use of resources, notably through private sector collaboration (e.g., companies with CSR initiatives, philanthropic donors, and manpower agencies). A critical factor in securing sustainable, multi-stakeholder outcomes - such as enhanced policy implementation, strengthened institutional capacity, and improved migrant protection - is the project team's consistent commitment to effective implementation. This commitment, alongside the demonstrable increase in demand from diverse stakeholders for ILO's technical expertise, underscores the project's relevance and strengthens its ability to deliver measurable, long-term results. These elements collectively reinforce the project's strategic foundation for achieving sustained impact and institutionalization. However, the project's limited core team should be taken into consideration when planning next steps, which may either draw attention to the need for additional human resources or, at minimum, require realistic expectations about what can be achieved within the available capacity.

Conclusion 5 on sustainability and impact potential

The project's sustainability prospects are reinforced by the strong commitment of the project team, ILO's technical expertise, and the recent establishment of partnerships, including with the Pravasi Nepal Coordination Committee (PNCC) and an Implementation Agreement with the North South Initiative (NSI), that can accelerate delivery. Budget savings and the possibility of a no-cost extension offer a viable pathway to sustain complete planned activities within the current phase, without additional donor funding. However, a third phase would be critical to fully embed results ensuring results, deepen institutionalization, and maintain momentum in a complex and evolving context that demands responsiveness to emerging needs.

Strengthened strategic partnerships, including with diaspora organizations and the private sector (e.g., manpower agencies and potential donors), will be essential to enable a holistic approach - without which the project's intended impact may be at risk in terms of both operational and financial sustainability. Leveraging synergies with municipal-level Employment Service Centres (ESCs) and maintaining multi-stakeholder coordination - at policy level, between countries, and across all three tiers of government - as well as at operational level to provide effective services for both migrants and returnees, will also be key to integrating project interventions into national systems and supporting long-term sustainability.

Cross-cutting policy drivers on ILO project evaluation

Gender and disability issues assessment

The project advanced gender-responsive labour migration governance, supporting the integration of gender equality in policies, bilateral agreements, and institutional practices. Through collaborations with government bodies and CSOs, it strengthened advocacy, capacity building, and policy development to address the specific challenges faced by women migrant workers. Ongoing attention and commitment are essential to continue efforts to include persons with disabilities and ensure they are not left behind in social protection and migration policies.

International Labour Standards issues assessment

The project strongly aligned with International Labour Standards, promoting principles of fair recruitment, gender equality, and decent work. It provided technical support to align national policies and practices with international conventions, even in areas where Nepal has not ratified specific instruments. The project's contributions to policy development - particularly through Bilateral Labour Migration Agreements (BLMAs) and national policy drafting - demonstrate its role as a trusted partner in advancing rights-based labour migration governance. However, challenges in monitoring, enforcement, and the effective implementation of agreements persist.

Just transition to environmental sustainability

While initially limited, the project recognized the growing intersection of migration and environmental factors, such as climate-induced displacement. Integrating environmental sustainability offers a strategic opportunity for future project phases, especially when linked with gender-responsive approaches like the Empowered Women, Prosperous Nepal (EWPN) programme. Addressing the environmental drivers of migration can strengthen resilience, social protection, and open new avenues for donor engagement and partnerships focused on climate, gender, and migration.

Lesson learned and good practice

Emerging lesson learned: Operational feasibility studies are essential to anticipating challenges related to fund transfers, staffing, and cross-border operations. These assessments improve planning, budgeting, and adaptive management, ensuring realistic project design and timely adjustments. Dedicated resources for expert-supported feasibility work and continuous communication with stakeholders and donors are key to managing complexity, expectations and enhancing coordination.

Emerging good practice: The project's multi-level engagement - combining national policy support, local service delivery, and diaspora partnerships - proved effective in embedding migrant protection within institutional structures. This integrated model, along with efforts to shift institutional mindsets and foster systemic partnerships, offers a scalable and potentially replicable approach. Early anticipation of administrative barriers and engagement of the private sector (such as with manpower agencies and potential donors), will be critical to replication success in other contexts, ensure financial feasibility and making labour migration safe.

Recommendations

Short-Term

Recommendation A *(From conclusions 3, 4, and 5) – Addressed to ILO and SDC*

Conduct a short mid-term operational feasibility study and revise the Theory of Change (ToC)

Priority: High | Importance: High | Resource Implication: Medium

R1. Conduct a short mid-term operational feasibility study to assess the achievability of each expected result, revise the Theory of Change to include mindset shift KPIs (based on selected indicators – see para.69), and present both the revised ToC and flexible implementation options to the donor to address challenges (e.g., funding transfers, alternative activities) and highlight key achievements, especially in changing mindsets.

Recommendation B *(From conclusions 3 and 4) – Addressed to ILO and implementing partners*

Accelerate disbursement under the second project component.

Priority: High | Importance: High | Resource Implication: Medium

R2. Prioritize implementation-ready interventions that can deliver early, tangible results – based on the short feasibility study.

R3. Establish a fast-response tracking system to identify and resolve disbursement bottlenecks in real-time.

Recommendation C *(From conclusions 4 and 5) – Addressed to ILO and implementing partners*

Strengthen private sector engagement with companies and recruitment agencies through targeted awareness-raising and visibility efforts, to broaden support for project objectives and mobilize potential co-funding for a next phase.

Priority: High | Importance: High | Resource Implication: Small

R4. Consider involving or partnering with recruitment agencies and companies to raise awareness on decent employment standards and migrant rights, leveraging their networks and platforms to broaden outreach and strengthen

public-private collaboration.
R5. Consider facilitating sector-specific networking events and visibility campaigns that showcase project success stories, to attract companies with CSR programmes and philanthropic donors as potential co-funders for a next project phase.

Recommendation D *(From conclusions 3, 4 and 5) – Addressed to ILO and implementing partners*

Explore digitalization of key project components to improve efficiency and reach.

Priority: High | Importance: High | Resource Implication: Medium

R6. Conduct a rapid assessment of digital access, literacy, and technological capacities of key user groups - including migrant workers and returnees - to identify gaps and needs. Based on the assessment findings, design and develop user-friendly, accessible digital tools and platforms tailored to enhance capacity-building, information dissemination, and service delivery.

Mid-Term

Recommendation E *(From conclusions 3, 4, and 5) – Addressed to ILO, SDC and implementing partners*

The MTR recommends a no-cost extension of Phase II and to conduct Phase III with the support of SDC, while diversifying funding sources.

Priority: Medium | Importance: High | Resource Implication: High

R7. During the no-cost extension, map potential donors and foundations whose priorities align with the project. Potential donors may include: Open Society Foundations, Ford Foundation, The Global Fund for Women, Oak Foundation, MacArthur Foundation, The Freedom Fund, and the Laudes Foundation.
R8. Develop targeted concept notes to gauge interest before committing to full proposal development clearly communicating the benefits (e.g. alignment with sustainability and social impact priorities), emphasizing the project's systemic, cross-border, and rights-based approach.
R9. Engage in sustained donor dialogue to explore a potential Phase III, align objectives (e.g., joint engagement at political and policy level), assess operational feasibility to manage expectations, and formalize an early, participatory exit strategy for Phase II.

Recommendation F *(From conclusions 3, 4, and 5) – Addressed to ILO and implementing partners*

Strengthen coordination mechanisms across government tiers, trade unions, civil society, and private actors for more coherent action.

Priority: High | Importance: High | Resource Implication: Low

R10. Establish and support longer-term multi-stakeholder coordination platforms across government tiers and tripartite stakeholders, alongside thematic working groups focused on priority areas such as gender equality and safe labour migration.

This proven good practice fosters sustained collaboration, ensures policy continuity, and strengthens collective capacity to effectively address complex development challenges, while providing a foundation to raise awareness, coordinate joint actions, and engage networks to attract potential donors for sustainable interventions. Develop shared roadmaps with clear roles, responsibilities, and next steps to ensure accountability and sustained progress.

1. Introduction

1. ILO Office for Nepal EVAL commissioned a mid-term review (MTR) of the project "*Migrant Rights and Decent Work (MiRiDeW) Phase II".* This mid-term review was carried out by Ms. Maria Zarraga, lead international evaluator, Mr. Edward Jackson, international consultant and Mr. Mahesh Hada, national consultant. Guided by the Terms of Reference (ToR), the mid-term review was undertaken between April until June 2025, in close coordination with ILO Country Office for Nepal, Ms. Roni Pradhan Dhaubhadel, National Project Coordinator, Migrant Rights and Decent Work (MiRiDeW), and the Evaluation Manager, Mr. Basanta Kumar Karki, Senior Programme Officer.
2. The evaluators would like to thank all those who contributed to this evaluation. Special thanks go to the project team and to the Evaluation Manager for the much-appreciated support in the preparation and conduct of this evaluation. The evaluators hope that the findings, conclusions, and recommendations will contribute to the ongoing efforts of ILO Country Office for Nepal and similar projects.

Description

3. The project falls under ILO's global programme and budget (P&B)-2024-2025 Outcome 6 *"Protection at work for all"* and Output 6.4 *"Increased capacity of Member States to develop fair and effective labour migration frameworks".* The project has linkages to SDG 8 (Primary-Decent work and economic growth), as well as SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities) and SDG 17 (Partnerships for the goals).
4. The project aims to improve the economic and social well-being of Nepali migrant workers and their families by strengthening national policies, institutional mechanisms, and the capacities of key stakeholders to protect migrant workers' rights, particularly those of women. It supports the Government of Nepal in enhancing labour migration laws, developing and implementing bilateral agreements, and actively participating in regional and global migration dialogues. The project also works to build the capacity of diplomatic missions to provide quality services and ensure that migrant workers have greater access to accurate information and diverse migration services in countries of destination.

Conceptual Framework of the Project

5. According to the 2021 Census, over 2.1 million Nepali citizens live abroad. Labour migration plays a vital role in Nepal's socio-economic landscape, with over 740,000 labour permits issued in 2023/24. However, this excludes migrants using irregular channels or going to India. Remittance-receiving households rose significantly from 55.8% to 76.8%, as per the 2022–23 Nepal Living Standard Survey.
6. Despite its benefits, migration poses serious social and economic risks, including human rights violations, labour exploitation, debt burdens, and exposure to forced labour and trafficking. Women migrant workers face heightened vulnerabilities throughout the migration process.
7. While Nepal has made efforts to improve labour migration governance through policies, bilateral agreements, and international dialogue, significant gaps persist - particularly in federalized service delivery, policy implementation, coordination, gender responsiveness, data management, fair recruitment, access to justice, and social protection.
8. The Migrant Rights and Decent Work (MiRiDeW) project Phase I, implemented by the ILO Nepal with support from the Swiss Agency for Development and Cooperation (SDC) and in collaboration with the Ministry of Labour, Employment and Social Security (MoLESS), the Ministry of Foreign Affairs (MoFA), employers' and workers' organizations, and civil society organizations, concluded successfully in June 2023.
9. Drawing upon the lessons learned from Phase I, the MiRiDeW Project Phase II is under

implementation. The project's overarching goal is to enhance the economic and social well-being of migrant workers and their families, through improved access to decent employment opportunities and protection of their human and labour rights.

10. As described in the Terms of Reference, the project has two outcomes with specific outputs:

Outcome 1: *The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers.*

- **Output 1.1:** The Government of Nepal and concerned stakeholders have institutional and human capacity to strengthen the national policy and legislative framework on labour migration.
- **Output 1.2:** The Government of Nepal reviews, designs and implements bilateral labour migration agreements and engages in regional and global policy dialogues.

Outcome 2: *Nepali migrant workers in countries of destinations have increased access to information and quality migration services.*

- **Output 2.1:** Nepali diplomatic missions and consulates in countries of destination have the capacity to provide quality services to migrant workers.
- **Output 2.2:** Migrants workers have information about the diversity of migration services in countries of destination.

11. While the government continues to prioritize the creation of employment opportunities within the country, it also recognizes the need to protect the rights of migrant workers by ensuring safe, dignified, and regular migration. The project is aligned with the government's recent annual programmes and periodic plans, such as Foreign Employment Act 2007, Foreign Employment Regulation, Foreign Employment Policy, the 16th National Plan, and the inclusion of labour migration as a key pillar in the five-year strategy of the Ministry of Labour, Employment, and Social Security (MoLESS). The government is demonstrating its commitment to engage in various regional and global processes targeted at promoting safe and regular migration through active participation in platforms, most notably the Global Compact on Safe, Orderly and Regular Migration (GCM) and the Sustainable Development Goals (SDG).

12. The project is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027, contributing particularly to priority area one *"Sustainable, Resilient, And Inclusive Economic Transformation" and its outcome"*. The project is operationalized within ILO's Decent Work Country Programme (DWCP) 2023-2027, particularly under priority two *"Promotion and application of International Labour Standards focusing on fundamental principles and rights at work"* and contribute to Outcome 2.4 *"More effective labour migration governance frameworks, institutions, and services to protect Nepali migrant workers' rights"*, through Country Programme Outcome (CPO) NPL105.

Institutional and Management Structure

13. The project *"Migrant Rights and Decent Work (MiRiDeW) Phase II"* began operations on 1 July 2023 and is scheduled to conclude on 30 June 2026. The total budget for this project is of US$ 1,148,515, financed by the Swiss Agency for Development and Cooperation (SDC), for a period of 36 months until 30 June 2026.

14. The project is implemented in Nepal and administered by the ILO Country Office for Nepal, with primary technical backstopping provided by ILO Decent Work Team for South Asia, New Delhi. The project collaborates with appropriate stakeholders, including relevant ministries, constitutional bodies, coordination entities, diplomatic missions, national networks, and development partners active in migration, reintegration, employment, and related sectors.

15. Overall oversight and guidance of the project is provided by a Project Advisory Committee constituted by ILO, SDC, the Ministry of Labour, Employment and Social Security (MoLESS), the Ministry of Foreign Affairs (MoFA), other relevant ministries and selected social partners to accompany project activities and facilitate continued policy and political dialogue over the course of project implementation ILO Country Office for Nepal established a project management team composed of two staff members who have been working under the

supervision of the Director of the ILO Office for Nepal. The team comprises a National Project Coordinator (NPC) and a Project Assistant, who provides administration support to the project's activities. The NPC is responsible for the overall project management, which includes relationship building with the various stakeholders and facilitating their effective collaboration and buy-in.

General and Project Context

Labour Migration and Economic Dependence

16. With over 4.2 million labour permits issued in the last decade and remittances reaching NPR 1 trillion in FY 2021/22, labour migration remains a cornerstone of the Nepali economy. In FY 2021/22 alone, 628,000 labour permits were issued, including renewals - equivalent to 1,720 departures per day. Despite disruptions caused by the COVID-19 pandemic, top destinations such as Qatar, Malaysia, Saudi Arabia, the UAE, and Kuwait continue to dominate, with Romania, Croatia, and Cyprus emerging as new destinations. The persistent lack of decent employment opportunities at home continues to drive this outward migration.

Governance and Enforcement Gaps

17. Despite efforts to strengthen governance, significant gaps remain in implementing the Foreign Employment Act and related policies across federal, provincial, and local levels. Horizontal (inter-ministerial) and vertical (federal-local) coordination require further strengthening. Migrant workers continue to face high recruitment costs, deception, and contract violations, while mechanisms for access to justice remain limited and under-resourced.

Data, Diplomacy, and Protection Deficits

18. The absence of comprehensive, disaggregated, and timely data hinders evidence-based policymaking and programming. Nepali diplomatic missions abroad frequently face constraints in staffing, training, and resources, limiting their ability to support migrant workers effectively. Although efforts to enhance diplomatic capacity are underway, funding shortages continue to restrict outreach and service provision in destination countries.

Gender and Social Protection Challenges

19. Women migrant workers face increased risks of exploitation, violence, and discrimination throughout the migration cycle, often with fewer avenues for protection or redress. Migrant workers more broadly experience double exclusion from social protection systems both abroad and in Nepal. While reforms are ongoing to include returnees in Nepal's contribution-based schemes, coverage remains limited and enforcement mechanisms need substantial strengthening.

International Obligations and Next Steps

20. Labour migration governance remains complex and multidimensional. The Government of Nepal has engaged in national and sub-national reforms, bilateral agreements, and regional dialogues aimed at ensuring safer migration. Nonetheless, challenges persist in decentralization, access to justice, fair recruitment, gender-responsive programming, and social protection. Nepal has demonstrated its commitment to intensify efforts to prevent forced labour by working towards the effective implementation of the Foreign Employment Act, increasing education for migrants on their rights, providing support to victims of trafficking, and strengthening the monitoring of recruitment agencies, in line with the guidance of the ILO's Committee of Experts.

Navigating Change: Strategic Priorities for the Remainder of the Project

21. Global trade policies and economic dynamics are evolving, leading to shifts in capital markets

and adjustments in trade agreements worldwide (World Bank, 2023; IMF, 2023)[1]. At the same time, international governance and economic cooperation are undergoing realignment, with Nepal's neighbouring countries, China and India, playing significant roles in these developments, including through platforms such as the BRICS bloc (Asian Development Bank, 2023; BRICS Summit, 2023)[2].

22. Amidst a backdrop of global economic uncertainty and tightening immigration policies, labour migration worldwide - including from Nepal - is projected to increase (ILO, 2023; World Bank, 2023)[3]. Remittances could exceed 30% of Nepal's GDP, even as the Government's fiscal space for programme spending continues to contract (Nepal Rastra Bank, 2022; Asian Development Bank, 2023)[4]. Therefore, initiatives that promote and protect migrant workers' rights, such as this project, will become increasingly crucial in the years ahead.

2. Evaluation background

Scope

23. According to the ILO Policy Guidelines for results-based evaluation[5], all projects with a budget of USD 1-5 million and over 30 months must undergo a mid-term (self or internal) evaluation.

24. The evaluation covered the period from 1 July 2023, from the design stage to the time of the mid-term review, which took place between April and June 2025. A single Terms of Reference was developed for the Mid-Term Review of *Strengthening of Employment Service in Nepal (SESC) Project* and *Migrant Rights and Decent Work (MiRiDeW) Project, Phase II.* Both projects share the same development partner and had overlapping timelines. This joint review enabled cross-learning and comparison of complementarities. Though internal in nature, the review was conducted by external evaluators to ensure objectivity.

25. An international consultant, Dr. Edward Jackson, financed separately by SDC, was engaged throughout the MTR process. He supported cross-project learning and reflection, with a focus on how the MiRiDeW project supports government efforts at all levels to strengthen policy and institutional frameworks.

26. The evaluation encompassed all activities conducted under the two project outcomes. The MTR team conducted interviews with key stakeholders, including relevant government entities such as the Ministry of Labour, Employment and Social Security (MoLESS); Prime Minister's

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[1] World Bank Global Economic Prospects Report 2023:
https://www.worldbank.org/en/publication/global-economic-prospects ;

IMF World Economic Outlook October 2023:
https://www.imf.org/en/Publications/WEO

[2] Asian Development Bank Regional Cooperation and Integration:
https://www.adb.org/themes/regional-cooperation-integration ;

BRICS Information (Official Summit website):
https://brics2023.gov.in/

[3] ILO World Employment and Social Outlook 2023:
https://www.ilo.org/global/research/global-reports/weso/2023/lang--en/index.htm ;

World Bank Migration & Remittances Data and Overview:
https://www.worldbank.org/en/topic/migrationremittancesdiasporaissues

[4] Nepal Rastra Bank Remittance Data (official):
https://www.nrb.org.np/ ;

Asian Development Bank Nepal Country Overview:
https://www.adb.org/countries/nepal/main

[5] https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_571339.pdf

Employment Program (PMEP); Ministry of Foreign Affairs (MoFA); Foreign Employment Management Division (FEMD) within MoLESS; Foreign Employment Board and the Department of Foreign Employment (DoFE). Donor representatives and international agencies, including the International Organization for Migration (IOM) and Helvetas Nepal (implementing the Safer Migration Project – SaMi and ReMi), were also consulted. Furthermore, interviews were held with civil society organizations, trade unions, coordination bodies, and networks such as the National Human Rights Commission (NHRC), Pravasi Nepali Coordination Committee (PNCC), Non-Resident Nepali Association (NRNA), National Network for Safer Migration (NNSM), General Federation of Nepalese Trade Unions (GEFONT), All Nepal Trade Union Federation (ANTUF), Nepal Trade Union Congress (NTUC), and the Nepal Association of Foreign Employment Agencies (NAFEA), to gather diverse perspectives on the project. Following the field mission, remaining face-to-face interviews in Nepal were conducted by the national consultant.

27. Consultations were conducted with selected stakeholders based in various locations, such as the Kathmandu Valley, including Singhdurbar, Tahachal, Babarmahal, Anamnagar, Putalisadak, Koteshwor, Maharajgunj, Kalikasthan, Ghatekulo, Batisputali, Naikap, Baluwatar, Ekantakuna, Dhobighat, and Pulchowk. These included both government offices and organizational headquarters relevant to the project.

28. The evaluation process examined how ILO's cross-cutting issues (i.e., Gender equality; Inclusion of people with disabilities; Environmental sustainability; International Labour Standards (ILS) ; and Social dialogue) were taken into account (where applicable) and closely followed EVAL guidelines on these topics. Gender equality is a key focus of the project. The evaluation examined how activities and budgets contributed to gender outcomes. The GESI Assessment Report and Action Plan informed this analysis. In response to ILO's Evaluation policy and Strategy, gender concerns were addressed in accordance with the ILO's Evaluation Guidance Note 4 and specific policy requirements. The evaluators ensured that data was sex-disaggregated and that women's views and perceptions were reflected in the evaluation.

29. The evaluation also gave specific attention to how the project intervention is relevant to ILO's programme framework, UNSDCF and national development frameworks. Specific questions addressing these aspects across the evaluation criteria are included in the evaluation questions below.

30. The evaluation focused on activities implemented during the first half of the project and identified areas where adjustments may be needed to better align with emerging needs and priorities. Based on this, the mid-term review suggests adaptations for the remainder of the project, guided by evidence and plans already in place. It assessed strengths and weaknesses in the project design, strategy, and implementation across output, outcome, and impact levels, as well as the project's sustainability and impact potential. The preliminary findings and recommendations were shared with stakeholders during a workshop held in Kathmandu on April 28, 2025.

Key purpose

31. The independent evaluation served four main purposes:

- Project accountability;
- Promoting organizational learning;
- Planning and implementation improvement; and
- Building knowledge.

32. The primary end users of the evaluation findings are national stakeholders, ILO Office for Nepal and the donors. Secondary parties who will make use of the evaluation results include ILO's tripartite constituents, as well as national and international partners, and other key stakeholders. Furthermore, the findings of this final evaluation are destined for ILO's management, overseeing the implementation of the project, as well as for the project's donors.

33. The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

Main limitations to this evaluation

34. **(1)** Given the tight deadlines and the involvement of multiple stakeholders during the MTR field mission, those project stakeholders who cannot be interviewed in person during the mission may be interviewed by the national consultant or online by the MTR team, whenever possible, after the departure of the lead international evaluator and international consultant.

35. **(2)** To maximize stakeholder input within limited time, focus group interviews could be conducted in addition to key informant interviews, with the caveat that some views may not be expressed as freely as they would in individual interviews. To help validate findings and provide another opportunity for input, a stakeholder workshop was held to share results and gather feedback, though it remains a public forum where some views might still be underrepresented.

36. The above-mentioned limitations do not affect the validity of the evaluation.

4. Methodology

37. This evaluation was elaborated in full compliance with relevant evaluation norms and standards, and followed ethical safeguards, as specified in the ILO's evaluation procedures.

38. The evaluation balanced the need for organizational learning with the purpose of ensuring accountability to the donor. While maintaining independence, the evaluators applied a participatory approach seeking the views of all groups of project stakeholders. Enrolling key stakeholders in the evaluation process and in the discussions on key findings, conclusions and recommendations, facilitated organizational learning.

39. Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluators emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus group discussions and key informant interviews, as well as questionnaires. An evaluation questionnaire was developed and shared with diplomatic missions. However, due to delays in responses beyond the control of the evaluation team, the data could not be incorporated into the analysis.

40. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).

41. As for the gender aspects, they were notably considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

42. Qualitative data was collected through face-to-face interviews with 31 key stakeholders (among which 16% were women). Additional feedback was collected during the Stakeholders' Workshop that took place in Kathmandu on April 28, 2025. In total, 51 stakeholders (among which 22% were women) were involved in the interviews and/or Stakeholders' Workshop

43. Consultations were scheduled between 15 April and 28 May 2025. Interviewees and workshop participants represented a range of stakeholder groups, with the following gender breakdowns: 2 Donor (1 men, 1 woman); 7 ILO staff (5 men, 2 woman); 3 SDC Project staff (3 men); 16 Federal Government representatives (12 men, 4 women); 4 Trade Union representatives (3 men, 1 woman); 4 National Human Rights Commission representatives (3 men, 1 women) and 15 representatives from civil society organizations (13 men, 2 women).

More detailed information on the evaluation questions, schedule and interviews undertaken to conduct this mid-term review is described in Annexes 4 and 5.

44. The desk study included the analysis of existing project documents, progress reports, and publications.

45. As the evaluators worked openly, stakeholders interviewed were ready to share their views in a collaborative spirit. Information obtained during data collection was comprehensive, consistent and clear.

46. Information on stakeholders' views obtained through interviews are presented in this report in a way that it cannot be traced back to the specific source.

47. The full list of persons interviewed and documents consulted, are presented in Annexes 2 and 3 to this report.

48. The list of stakeholders interviewed includes representatives of:

- Swiss Agency for Development and Cooperation (SDC)
- Ministry of Labour, Employment and Social Security (MoLESS)
- Ministry of Foreign Affairs (MoFA)
- Pravasi Nepal Coordination Committee (PNCC)
- National Human Rights Commission (NHRC)
- Foreign Employment Board (FEB)
- Department of Foreign Employment (DoFE)
- National Network for Safer Migration (NNSM)
- Non Resident Nepali Association Secretariat (NRNA)
- Diplomatic mission of Nepal
- Other stakeholders: other stakeholders included development partners working in the sector of Migration, Reintegration, Employment, TVET and Private Sector Development.

5. Findings and assessment

49. *This section presents the findings of the evaluation and provides an assessment of project quality against the evaluation criteria. The assessments below are formulated based on a cross-section of opinions expressed by stakeholders and double-checked with the project frameworks and available data.*

Relevance

Intergovernmental Collaboration

50. **The MiRiDeW project plays a pivotal role in fostering intergovernmental collaboration within Nepal's labour migration sector through a range of strategic initiatives.** By establishing the Project Advisory Committee (PAC), chaired by the Secretary of the Ministry of Labour, Employment & Social Security (MoLESS), and including representatives from the Ministry of Foreign Affairs (MoFA), Foreign Employment Board, Department of Foreign Employment, Joint Trade Union Coordination Centre (JTUCC), Non-Resident Nepali Association (NRNA), Pourakhi, Ministry of Social Development from Koshi Province, Municipal Association of Nepal (MuAN), and the Swiss Agency for Development and Cooperation (SDC), the project has created a robust platform for federal-level coordination.

51. **The PAC has endorsed the project's 2024 and 2025 work plans,** ensuring alignment with national priorities. The PAC also facilitates dialogue among ministries, sub-national governments, and non-governmental actors, strengthening intergovernmental collaboration at federal, provincial, and local levels. Complementing this, the Project Implementation and Coordination Committee (PICC), comprising members from multiple ministries and ILO, ensures smooth execution of these workplans by addressing implementation challenges and

fostering inter-ministerial synergy.

52. **The project also drives collaboration through its advocacy for the draft Labour Migration Policy-2024 and amendments to the Foreign Employment Act-2007**, which emphasize the inclusion of provincial and local governments in migration governance, thereby promoting vertical coordination across government tiers. Its forthcoming Labour Migration Status Report further underscores the importance of integrating data from local and provincial levels into the national Foreign Employment Information Management System.

53. **On the international front, MiRiDeW supports the negotiation of Bilateral Labour Migration Agreements (BLMAs)** with countries like Romania and Germany, while advancing dialogues with Spain, Luxembourg, and Belgium. ILO was also invited to participate in a committee meeting, including the Ministry of Law, Justice & Parliamentary Affairs (MoLJPA), dedicated to strengthen inter-ministerial and international cooperation.

54. **At the local level, the project encourages provincial and local government involvement,** with local governments contributing significantly to their funding, fostering ownership of migrant welfare initiatives. The project is also a key supporter of bilateral labour migration agreements (BLMAs) between Nepal and destination countries. It facilitates inter-agency collaboration (MoLESS, MoFA, Department of Foreign Employment, Ministry of Law) to advance these agreements.

55. **Additionally, MiRiDeW engages diplomatic missions in destination countries like Malaysia , and collaborates with the Migration Group Nepal to advocate for women migrants' rights and policy reforms.** By involving diverse stakeholders, such as the National Human Rights Commission (NHRC) and diaspora organizations, the project enhances inclusive governance and institutional capacity.

56. **Overall, MiRiDeW significantly advances intergovernmental collaboration through structured platforms, policy advocacy, and international partnerships,** but addressing these challenges could further amplify its impact on promoting migrant workers' rights and decent work. Despite these efforts, challenges such as limited embassy resources, delays in implementing bilateral agreements, lengthy agreement processes, and restrictions on fund transfers to destination countries pose obstacles to seamless collaboration.

▶ *Capacity Strengthening and Institutional Frameworks*

57. **The project has provided substantial capacity-building support** to key government agencies, including the Ministry of Foreign Affairs (MoFA), Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), and the National Human Rights Commission (NHRC). Recently, under outcome 1, as part of continuation of its capacity building initiatives for government officials, the project has organized 50 hours intensive course with face to face and online modality to enhance the technical skills on BLMA. This training was held on 28–29 May 2025 in Dhulikhel and consisted of 30 participants from MoLESS, MoFA, MoLJPA, the Ministry of Women, the Ministry of Federal Affairs, the Department of Foreign Employment, the Foreign Employment Board, NHRC, trade unions, media, and civil society organizations.

58. **Capacity building support directly contributes to strengthening institutional frameworks** by enhancing the technical capacity of participants involved in the development, negotiation, and monitoring of bilateral labour migration agreements, as well as broader labour migration governance.

▶ *Contribution to Federal Policies and International Commitments*

59. **The project is highly relevant to Nepal's efforts to strengthen federal policies, legislation, and international commitments on labour migration**, while advancing its commitments under the Global Compact for Safe, Orderly, and Regular Migration (GCM) and Sustainable Development Goals (SDGs).

60. **Key contributions include:**

- **Active participation in the Labour Migration Policy Drafting Committee**, providing technical inputs and conducting a gap assessment of the 2012 Foreign Employment Policy.

The new policy will replace the outdated framework and guide Nepal's foreign employment sector.

- **Supporting the amendment process of the Foreign Employment Act**, including facilitating consultations by partner National Network for Safe Migration (NNSM) and submitting formal recommendations to MoLESS in January 2025.
- **Ongoing engagement with the Government of Nepal's priority agenda on BLMAs**, contributing to both technical development and high-level negotiations.
- **Supporting the Ministry of Labour, Employment and Social Security in developing Nepal's Labour Migration Status Report**, which contributes to Global Compact for Safe, Orderly, and Regular Migration (GCM) Objective 1 by enhancing the accuracy and disaggregation of migrant worker data, including gender, disability status, migration-related deaths, access to justice, and other key indicators.
- **Supporting the National Statistics Office in conducting the Recruitment Cost Survey**, contributing to SDG indicator 10.7.1, which measures the reduction of recruitment costs to promote fair and affordable migration; and to GCM Objective 1, which aims to collect accurate and timely data to facilitate safe, orderly, and regular migration.
- **Facilitating high-level bilateral dialogues with Germany, Romania, and Spain**, culminating in signed agreements that contribute to GCM Objective 5 on developing rights-based bilateral labour mobility agreements.
- **Ongoing outreach to Malaysia and Gulf countries** aligns with GCM Objective 3 on providing accurate and timely information throughout migration.

61. **The project directly supports Nepal's commitments under the UN Sustainable Development Cooperation Framework (UNSDCF) and advances the Sustainable Development Goals**, particularly SDG 8, which promotes sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all, and SDG 10, which aims to reduce inequality within and among countries.

62. **The project remains highly relevant to the national context of Nepal**, where migration for foreign employment is a major economic and social factor. The project directly addresses critical gaps identified in the 2012 Foreign Employment Policy, which remains insufficiently aligned with international standards - particularly regarding the protection of migrant workers' rights, gender equality, and the inclusion of persons with disabilities. It appropriately prioritizes both countries of origin and destination (CoD), maintaining an operational presence in Malaysia and the Gulf states. Notably, the policy gap analysis provided robust evidence base and generated targeted recommendations to effectively address these policy shortfalls.

63. **The concrete project activities, such as strengthening Nepali diplomatic missions, and providing capacity-building to CSOs and government actors**, **closely align with pressing national needs.** Additionally, the establishment of specialized migration protection units within the NHRC and MoFA demonstrates a practical contribution to institutional strengthening. These achievements validate the relevance of the project in addressing systemic and operational gaps in the protection of migrant workers.

64. *However, the MTR findings show that an accelerated inclusion of private sector actors, particularly manpower agencies, based on their specific needs (e.g., codes of conduct or other support) would be instrumental for a more comprehensive response.*

Project's Theory of Change

65. **The project's Theory of Change is logical and coherent, linking strengthened governance with improved migrant access to quality services to achieve safer and fair migration.** It adopts a stepwise approach - starting with capacity building, evidence generation, and policy development - to address governance gaps, improve bilateral agreements, and strengthen the role of diplomatic missions. Gender considerations are embedded through activities promoting fair recruitment, the protection of women migrant workers, and gender-responsive policy design. However, further emphasis on gender-specific reintegration support, especially for women returnees, would improve impact. Explicit steps or activities dedicated to gender-

specific reintegration support for women migrant workers, including tailored services, training, and psycho-social support could be instrumental. The design also appropriately integrates partnerships with government, civil society, and social partners to ensure that both the policy and service delivery pillars are mutually reinforcing, while acknowledging that systemic change requires long-term, sustained effort.

66. **Overall, while the indicator framework is solid, certain indicators require refinement to improve measurability and effectiveness.** Outcome 1 indicators are mostly strong, especially those tracking technical inputs into laws and policies, stakeholder engagement, and international standards alignment, though a few lack clear baselines or measurable criteria. For Outcome 2, while some indicators, such as those related to diplomatic missions and institutional progress, are well-defined, others lack specificity or measurability due to incomplete baselines or ongoing implementation delays.

Strengthening Change Monitoring and Sustainability

67. **Incorporating key performance indicators (KPIs) that track mindset shifts and behavioural changes among stakeholders would strengthen the project's results framework.** Both quantitative and qualitative data are essential to capture these gradual transformations and to reinforce the importance of the project's work, particularly when managing official turnover and shifting political agendas. The project could monitor the following phases: (i) initial shifts in stakeholder perspectives, (ii) growing alignment and ownership, (iii) active participation in co-developing and applying tools, and (iv) increasing demand for disaggregated evidence, and eventual institutionalization of inclusive, rights-based governance.

68. While it is not strictly mandatory, it would be highly beneficial for the project to systematically monitor behavioural change among stakeholders. Given the project's complex environment and its focus on policy, systems, and stakeholder behaviours, this would help track important but less immediately visible progress. It would also showcase outcomes resulting from strategic engagement and sustained effort - areas where the project has already demonstrated a sound approach.

69. KPIs to Monitor Mindset Shifts and Behavioural Change Across Five Stages could be included in the ToC and the project monitoring framework. The following list provides examples the project could use to select a manageable number of priority KPIs - based on available (internal or external) resources to monitor the project effectively.

i. Stage 1: Initial Shifts in Perspectives (Phase II)

- Early recognition and openness to rights-based, gender-responsive labour migration reforms.
- Number of tripartite constituents, policymakers, diplomatic staff, and social partners expressing needs for project support for rights-based, gender-responsive migration policies during consultations and training sessions, and number of requests.
- Qualitative evidence of increased awareness of migrant rights, and gender equality and inclusion issues in meeting minutes, consultation feedback, or advocacy reports.
- Number of references to international labour standards, gender equality, inclusion and climate provisions in early policy drafts, strategic documents, or bilateral agreements.
- Preliminary progress on SDG 10.7.1: early data collection or reporting on migrant coverage by social protection.

ii. Stage 2: Growing Alignment and Ownership (Phase II)

- Stakeholders begin aligning practices, tools, and policies with project-supported standards and frameworks.
- Number of ministries, consulates, and social partners adopting project-developed tools, guidelines, or templates.
- Number of migration-related policies, plans, or services integrating gender, disability inclusion, and environmental considerations.

- Number of formal requests from government bodies for technical support on bilateral agreements, gender-responsive practices, or service improvements.
- Increase in proportion of migrants covered by social protection systems (progress on SDG 10.7.1 indicator).

iii. Stage 3: Active Participation and Application (Potential Phase III)

- Stakeholders actively use project outputs and co-develop new tools or services.
- Number of joint initiatives or co-developed products (e.g., digital tools, information platforms, policy briefs) between the project and national/international partners.
- Evidence that diplomatic missions, labour attachés, and social partners are applying project-supported tools (e.g., operational guidelines, digitized services).
- Number of migrant workers accessing services promoted or improved by the project (disaggregated by gender, disability, and migration corridor). *(This KPI is essential for measuring impact on migrants and should be prioritized.)*
- Improved satisfaction rates among migrants receiving services, tracked through surveys.

iv. Stage 4: Institutionalization and Demand for Evidence (Potential Phase III)

- Stakeholders consistently use data and tools to inform policy and service delivery.
- Number of institutional mechanisms (e.g., working groups, advisory bodies) established or formalized to sustain rights-based migration governance.
- Number of requests from ministries, social partners, and diplomatic missions for disaggregated data, evidence-based analysis, or project-supported monitoring tools.
- Allocation of national or sub-national budget lines to sustain services, capacity-building, or data systems initially supported by the project.

v. Stage 5: Sustained Normative and Behavioural Change

(KPIs to prepare for in Phase III as part of the project's exit strategy. These would likely be monitored by the government in the longer term and would depend on available national data and low-resource monitoring options.)

- Long-term integration of rights-based principles, inclusive governance, and migrant-centred services into policy and practice.
- Evidence that rights-based, gender-responsive, inclusive, and climate change-related provisions are embedded in newly signed or revised bilateral agreements and national policies.
- Sustained delivery of migrant-focused services (e.g., case management, consular support, information dissemination) in line with project-supported guidelines.
- Continued engagement of social partners and CSOs in policy dialogue and service monitoring beyond the project's lifetime.
- SDG 10.7.1 sustained improvement, demonstrating broad migrant coverage under social protection systems.
- Trends in migrant workers' awareness and use of services, including digital tools, across key migration corridors - using existing national data sources or targeted surveys where feasible. *(This type of impact-level analysis would require a low-resource approach using already available data or simplified periodic surveys.)*

70. **Anchoring the aforementioned process in Lewin's Change Model** (see Fig.1) highlights the necessity of **gradual, phased change** that requires reinforcement to ensure sustainability.

71. **A multiphase approach, supported by expert guidance on systemic and behavioural change, backed up by a feasibility study**, will be critical for embedding rights-based, gender-responsive, and inclusive practices in the long term. This allows both to recognize all the background work in policy drafting and support, while managing expectations based on available resources.

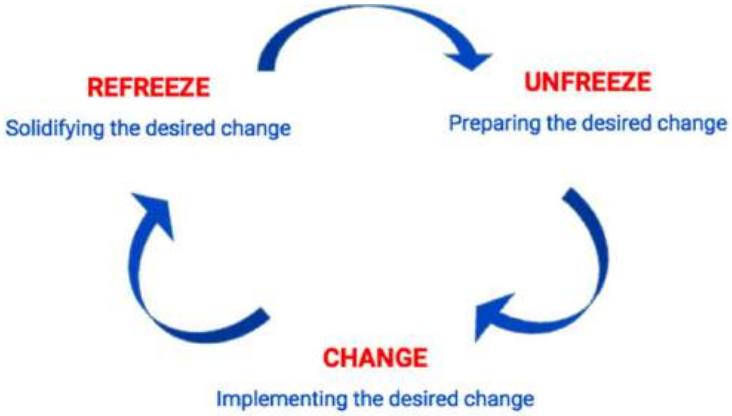


Figure 1 – Lewin's Change Model

Coherence

Internal Coherence: Strong Fit with ILO Nepal's Portfolio

72. **The project is well integrated into ILO Nepal's broader programming**, particularly initiatives that promote social protection, decent work, and safe migration. It complements ongoing projects such as the *Strengthening Social Protection for Migrants* initiative, which targets migrant workers in the South Asia-Gulf corridor. While MiRiDeW focuses more specifically on improving governance mechanisms, bilateral labour agreements, and support systems for migrant workers, together, these projects offer a cohesive approach to labour migration, where the project enhances the systemic and institutional capacities.

External Coherence: Synergies with Partners and Development Actors

73. **The project is implemented in close coordination with other migration-focused initiatives in Nepal**, including the Migration Multi-Partner Trust Fund (MMPTF) Project (a joint initiative with IOM and UN Women) and the Partnership on Protecting and Promoting Rights of Migrant Workers including Care Migrant Workers (PPPR-MW). These partnerships help to ensure that efforts to strengthen labour migration governance, gender-responsive pathways, and social protection are complementary rather than duplicative.

74. **MiRiDeW also works closely with SDC-funded initiatives such as SaMi and ReMi**, enabling cross-learning and unified advocacy. This cross-project collaboration reduces fragmentation and contributes to a more unified migration support ecosystem in Nepal. Additionally, the project's engagement with multi-stakeholder platforms like the Project Advisory Committee facilitates coordination across government, UN agencies, and social partners, promoting consistency of approach.

75. Strengthening links with ESCs is important because these centres are formally recognized, nationally mandated, and part of Nepal's employment reform agenda - making them a sustainable entry point for integrating migration-related services. While Migration Resource Centres (MRCs) provide essential information and support to migrant workers and are operated in coordination between federal, provincial, and local governments under the SaMi programme - with financial and technical support from both government and development partners - there is no public evidence that their operations are grounded in a permanent legal mandate. In contrast, Employment Service Centres (ESCs) are nationally mandated, embedded within Nepal's employment reform framework, and have defined legal grounding. Therefore, for strategic sustainability and systemic impact, it remains advisable to prioritize strengthening ESCs, while also fostering collaboration with MRCs, as their services are complementary.

Avoiding Fragmentation and Leveraging Complementarity

76. **The project's added value lies in its ability to bridge gaps between policy, practice, and different migration corridors,** and to integrate gender-responsive, rights-based migration into a wider landscape of social protection and labour market initiatives. Rather than working in isolation, the project fills critical coordination gaps and ensures that labour migration

governance benefits from shared tools, aligned strategies, and consistent messaging across projects and stakeholders.

77. **The project's collaborations with actors such as the National Statistics Office, IOM, UN Women, UNDP and ILO's regional initiatives** help build a more coherent system that is both nationally owned and internationally connected. This approach maximizes impact while minimizing duplication.

ILO's Comparative Advantage

78. **ILO's global leadership in setting international labour standards, along with its practical tools like the Fair Recruitment Guidelines, positions it as a key technical authority in labour migration governance.** ILO's normative mandate, particularly its leadership in setting and promoting International Labour Standards (ILS), continues to provide a globally recognized foundation for its policy and technical assistance. This further strengthens the project's credibility in supporting rights-based labour migration governance aligned with international commitments. ILO's unique position as a tripartite organization gives it the ability to foster consensus among governments, employers, and workers. This structure allows the project to advance policy dialogue in an inclusive and sustainable manner.

Effectiveness

Progress Towards Objectives and Outcomes

79. **The project is making steady progress towards its overall objectives, particularly under Outcome 1, which focuses on policy reform, bilateral cooperation, and capacity building.** The institutionalization of migrant worker protection within the National Human Rights Commission (NHRC) and the Ministry of Foreign Affairs (MoFA), along with concrete policy contributions such as the gap analysis of the Foreign Employment Policy, are clear indicators of systemic change. Capacity-building activities have effectively strengthened the knowledge and skills of civil society organizations and key government actors to better protect migrant workers' rights. The appointment of labour counselors and attachés, guided by the 2073 B.S. Guidelines, supports institutional strengthening, while advocacy events like the National Policy Dialogue and consultations by the NNSM promote gender-responsive and migrant-friendly policies, addressing laws that negatively impact migrant rights.

80. ***Key achievements:***

- **MiRiDeW has significantly expanded Nepal's bilateral labour cooperation** by facilitating the signing of Bilateral Labour Migration Agreements (BLMAs) and international agreements, including the MoU with Romania and the Joint Declaration of Intent with Germany in 2023.
- **It successfully facilitated high-level bilateral labour migration dialogues** and government delegations to Germany, Romania, and Spain, establishing important diplomatic momentum.
- **Targeted capacity-building** efforts strengthened the technical and operational capabilities of government agencies (MoLESS, MoFA, MoLJPA, NHRC), trade unions, diaspora groups, and recruitment agencies.
- **Conducted an effective international training programme** in Turin in 2024, which enhanced understanding and implementation of BLMAs among government officials, trade union representatives, and diaspora organizations.
- **Training on Bilateral Labour Migration Agreements (BLMAs):** Organized a 50-hour hybrid training with MiRiDeW/ILO, MoLESS, and the International Training Centre of ILO, attended by 30 officials from key government and non-government agencies. Enhanced participants' skills in BLMA/MoU negotiation, compliance with international labour standards, and practical negotiation exercises inspired by successful models like the Philippines.

- **Consultation with Nepalese Parliamentarians:** Conducted a two-day consultation (6-7 June 2025) with policymakers, including Honourable Abdul Khan and members from multiple legislative bodies and stakeholders. Focused on women's rights and mobility challenges in foreign employment, especially restrictions on women domestic workers, and highlighted the need to review existing preconditions on their mobility.
- **Further to recent implementation agreements (March 2025) with the Pravasi Nepal Coordination Committee (PNCC) and the North South Initiative (NSI), in coordination with the Nepali diplomatic mission, PNCC and NSI organized a passport renewal camp in Penang** to ease access for migrants facing difficulties due to Malaysia's vast geography and embassy location. This initiative helped migrants save time and money, ensuring valid travel documents and reducing administrative barriers
- **The project improved cooperation with Nepalese embassies**, strengthening protection services for migrant workers abroad.
- **Continued leadership in gender advocacy** through the Migration Group Nepal, elevating women migrants' rights within national policy discussions. Gender equality has been systematically mainstreamed into foreign employment policies, bilateral agreements, and institutional frameworks, promoting a stronger rights-based framework for women migrant workers.
- **Supported the Nepal Association of Foreign Employment Agencies (NAFEA) in addressing syndicate issues** and unfair recruitment practices in the Nepal–Malaysia migration corridor, successfully advocating for greater stakeholder inclusion in policy dialogues.
- **Advanced Nepal's Business and Human Rights (BHR) Action Plan** by organizing multi-stakeholder consultations with the participation of Federation of Nepalese Chambers of Commerce and Industry (FNCCI), recruitment agencies, and international partners to promote responsible business conduct in labour migration.

81. **The project has played an important role in supporting the negotiation and advancement of bilateral labour migration agreements (BLMAs),** under Outcome 1, though practical enforcement and ownership remain uneven across destination countries. The project continues to support tripartite constituents at both policy and institutional levels, with growing demand for its technical assistance.

82. **Progress under Outcome 2, which focuses on social protection and reintegration, has been more limited.** Local-level interventions and engagement in destination countries have faced considerable challenges, particularly due to Nepal's regulatory restrictions on international fund transfers and the absence of civil society partners working for migrant workers in the Gulf Cooperation Council (GCC) countries. Efforts to operationalize the draft operational guideline through the Nepal Embassy in Malaysia faced setbacks, despite multiple meetings and formal requests. Barriers to direct engagement in GCC countries persist, highlighting the need to continue exploring alternative implementation strategies and regional collaborations. The project is actively seeking to engage with ILO's regional initiative on Strengthening Social Protection for Migrants, funded by SDC, which focuses on improving migrant protection in the South Asia–Gulf migration corridor.

83. Recently, the project hosted an online session on social security funds for migrants in partnership with Pravasi Nepal Coordination Committee (PNCC). In addition, a consultation on social protection was carried out in collaboration with the National Network on Safe Migration (NNSM).

84. **The project's systemic approach has been instrumental in setting the stage for stronger results and in responding to growing demands**, as national and intergovernmental systems - particularly across federal, provincial, and local levels - progressively evolve towards more robust and inclusive migration governance. However, the slow adoption of innovative tactics by mainstream diplomats and limited functional connections to municipal-level social welfare

structures and Employment Service Centres (ESCs) highlight future opportunities to strengthen both vertical and horizontal integration. These are valuable areas where the project can further leverage ILO's mandate and widely recognized technical leadership.

85. **The small core management team continues to demonstrate dedication and flexibility to manage complex workstreams,** despite natural coordination limitations due to the team's size. These challenges are handled with professionalism and strong commitment. With additional targeted support from the project and the donor, management efficiency and long-term sustainability could be further enhanced.

- *Government Support*

86. **The project effectively supports key government line agencies.** The Ministry of Labour, Employment and Social Security (MoLESS), the Ministry of Foreign Affairs (MoFA), the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), the Foreign Employment Board, and other key institutions remain active partners in policy development, capacity-building, and bilateral labour agreement negotiations. Capacity-building activities remain in high demand, particularly as MoFA does not have a dedicated budget for these areas.

87. **The project has generated increasing demand for technical assistance**, which was not originally anticipated. This positive growing interest demonstrates that the project is not a mere compliance exercise but is effectively accompanying systemic change.

- *Gender Equality and Social Inclusion*

88. **Gender equality and social inclusion are mainstreamed throughout the project.** It promotes gender-sensitive policy advocacy and works with key partners to address the specific needs of women migrant workers. GESI considerations are consistently applied in project design and delivery. (See dedicated section on page 26.)

- *Monitoring and Evaluation*

89. **The National Project Coordinator and the admin/finance team are actively involved in daily monitoring of project activities.** Monthly technical meetings and the multi-stakeholder Project Advisory Committee, chaired by the Secretary of MoLESS, plays a key role in endorsing annual plans and reviewing progress. Both midterm and final reviews are included in the project design to support learning and strategic adjustments.

- *Capacity Strengthening and Institutional Frameworks*

90. **The project supported key government agencies, including MoLESS, MoFA, MoLJPA, and NHRC, as well as trade unions and diaspora organizations,** to better address labour migration governance and migrant worker protection. For example, intensive training on BLMAs and related topics has enhanced the technical skills of government officials and social partners, contributing to more informed decision-making and improved policy coherence.

Efficiency

91. **While the project has made progress towards its expected results, particularly under Outcome 1, it has exhibited slow spending in producing outputs and achieving results aligned with its objectives.** As of December 31, 2024, only 21% of the total budget (USD 243,100 out of USD 1.16 million) was spent, indicating slow utilization of financial resources, particularly in programmatic activities. Programme management and support accounts for 58% of expenditures (USD 141,400), while only 42% (USD 101,700) was spent on programmatic outcomes. Spending on Outcome 1 (policy framework) accounted for 33% of its budget, and Outcome 2 (migrant services) remains critically underfunded, with just 1.5% of its USD 305,000 allocation spent (USD 3,600). This underfunding is primarily due to persistent barriers in transferring funds from the ILO country office to implementing partners and government agencies, which has delayed programme rollout and limited activity execution in this component. Additionally, delays in Malaysia, caused by administrative and regulatory challenges, have further slowed implementation under Outcome 2.

92. Summary of MiRiDeW Expenditures by Outcome as of December 31, 2024 :

	Description	(1) Prior Reporting Period Expenditure	(2) 01-Jan-24 to 31-Dec-24 Expenditure	(1+2) = (3) Total Expenditure (B)
01	The Government of Nepal strengthens its policy framework and institutional mechanisms at all levels of migration governance to ensure protection of the rights of migrant workers, in particular women migrant worker	19,838.92	78,287.76	98,126.68
02	Nepali migrant workers in countries of destinations have increased access to information and quality migration services		3,605.15	3,605.15
03	Programme Management and Oversight	6,649.40	106,703.47	113,352.87
99	Programme Support Costs and Provision for Contingency	3,443.46	24,517.54	27,961.00
	Total	29,931.78	213,113.92	243,045.70

▶ **Table 1 – Summary of MiRiDeW Expenditures**

93. **Overall, the project requires an accelerated pace of spending supported by a rapid feasibility assessment** to identify and invest in feasible actions that mitigate existing barriers. With MiRiDeW approaching its planned termination in 2026, recent partnership agreements provide opportunities to accelerate programmatic spending and improve outcomes.

94. **Even if the project team succeeds in accelerating programme spending, some funds may remain unspent by 2026. It would be prudent for ILO and SDC to discuss the possibility of a six-month to one-year, no-cost extension through 2027**, as well as a Phase III, offering scope to deepen impact, should the budget support this scenario. Furthermore, tapping into synergies with municipal-level Employment Service Centres (ESCs) and further developing current partnerships (See Annex 10) could enhance operational efficiency and help fast-track the delivery of migrant services. Strengthening institutional continuity and leveraging collaborative technical support will be essential to overcoming existing challenges and ensuring the project meets its intended objectives.

▶ *Management Structure and Technical Capacity*

95. **The existing management structure and technical capacity are limited to manage the project's complexity.** The multistakeholder Project Advisory Committee (PAC) enhances coordination and oversight. However, frequent personnel changes in government bodies (MoLESS and MoFA) disrupt continuity and decision-making, posing challenges for implementation.

96. **The programme benefits from in-house expertise at the ILO country office for Nepal, as well as technical support from the ILO Decent Work Team, New Delhi and ILO Headquarters.** For example, the project benefited from valuable support from Headquarters, which provided technical comments on the draft of the new labour migration policy as well as on draft BLMA agreements with Spain, the UAE, and Saudi Arabia. This has contributed positively to progress on Outcome 1 (policy framework), where spending and activities are more advanced.

97. **Collaborative approaches, including joint mid-term reviews** and shared evaluation efforts with related projects, optimize resources and facilitate knowledge-sharing, helping to streamline processes and reduce costs.

Sustainability and Impact

98. **The project has laid solid groundwork for longer-term impact.** The creation of specialized units within NHRC and MoFA and enhanced diaspora engagement suggest improvements in the systemic support for migrant workers abroad. These changes align with international conventions and signal potential for sustained policy and institutional evolution.

99. However, long-term sustainability is contingent on deepening diplomatic engagement, securing stable funding, and forging stronger ties with private sector actors, especially recruitment agencies. The project has not yet fully integrated efforts to regulate these agencies or linked its work closely to broader decent work initiatives in Nepal and CoDs.

100. The potential for impact would be significantly amplified through **accelerated implementation of Component 2 and enhanced collaboration with the private sector and local actors**. Broader funding diversification, including outreach to philanthropic donors and companies with CSR programmes, could strengthen sustainability prospects in the face of potential reductions in traditional aid.

Institutionalization and Use of Project Results by Government Institutions

101. **The project's work is institutionalized primarily through comprehensive capacity-building** programmes targeting government line agencies, trade unions, the private sector, and other stakeholders. Training initiatives - such as those delivered by the International Training Centre (ITC), ILO - have strengthened the skills and knowledge of officials from MoLESS, MoFA, the Ministry of Law, Justice and Parliamentarians, JTUCC, and the National Planning Commission, enhancing their ability to implement bilateral labour agreements and related policies effectively.

102. **The upcoming Labour Migration Status Report** will be the government's official biennial report - covering critical data on gender, disability, migrant deaths, justice issues, and more - and the Recruitment Cost Survey Report, are designed to inform evidence-based policymaking and operational decisions. Key policy tools and knowledge products generated by the project, alongside planned IEC materials, will continue to be utilized by key project stakeholders to improve migrant worker protection beyond the project's lifespan.

103. *By embedding capacity-building and knowledge dissemination within institutional frameworks, and strengthening foreign employment policies and regulations, the project enhances the likelihood of sustainable results. Continued endorsement and use of policy tools, operational guidelines, adapted digital platforms, capacity-building materials, and bilateral labour migration agreements will be key to maintaining long-term impact and ensuring responsive support for migrant workers*.

Strategic Priorities, Capacity Building and Systemic Shifts for Phase III

104. **Looking ahead to a no-cost extension and a Phase III that is relevant and responsive, shaped by consultations with core stakeholders,** the project aims to build on its solid foundation by deepening partnerships with diaspora organizations such as the Non-Resident Nepali Association (NRNA) and continuing collaborative work with government stakeholders at all three tiers - federal, provincial, and municipal. Capacity building, especially within the Ministry of Foreign Affairs (MoFA), remains a priority, as MoFA currently lacks dedicated funding to adequately address the complex challenges of migrant worker protection.

105. **The project plans to notably promote and amplify tripartite constituents' positive efforts while advocating for increased human resources and financial support**, including for diplomatic missions, while taking into consideration growing demands for technical assistance and ILO's support. Overall, Phase III should be designed to be more decentralized, gender-responsive, and results-oriented, building on lessons learned and emerging challenges. Strengthening human resources will be essential to meet the increasing demand from stakeholders for expert support within the framework of ILO's specific mandate, positioning the project for long-term, systemic impact in the protection and empowerment of migrant workers.

106. **Strengthening capacities across all levels of government remains essential to reinforcing federalism and overcoming operational barriers**, while also fostering a broader, more engaged private sector network - both nationally and across borders. This should include enhanced regulation of recruitment agencies in line with national frameworks, active promotion of corporate social responsibility (CSR) to encourage ethical recruitment practices, and concrete implementation of Bilateral Labour Migration Agreements (BLMAs). Notably, even when BLMAs are signed, challenges often persist around enforcement, practical

monitoring, and ensuring that agreed protections are consistently applied in countries of destination. Strengthening services for migrants in CoDs and ensuring meaningful private sector engagement, including recruitment agencies and multinational companies with Corporate Social Responsibility (CSR) programmes, will be critical to address these gaps and achieve sustained migrant worker protection.

107. **This transformation fundamentally requires sustained mindset change** - each leadership turnover brings new individuals with varying priorities, yet the project's systemic approach successfully engages both individuals and institutions, while providing concrete support to end beneficiaries.

▶ *Long-Term Partnerships and Institutional Sustainability*

108. **In addition, the project is prioritizing continued partnerships with NRNA and the Government of Nepal,** leveraging ILO's trusted relationships and unique mandate to promote both the government's positive work, and to address operational gaps flagged by international actors.

109. **The project, through its two-phase approach, is well positioned to sustain momentum** and build on its achievements in this complex environment. However, additional resources and extended timelines are essential to ensure that these complex processes are fully feasible and lead to durable outcomes. Significant efforts are still needed to strengthen the enforcement of Bilateral Labour Migration Agreements (BLMAs), as existing challenges - including limited monitoring, coordination among stakeholders, and insufficient accountability mechanisms - continue to hinder full realization of their intended protections.

110. **Based on consultations, longer-term partnerships with key institutions like PNCC would be instrumental through a multi-phase, multi-donor strategy,** which could hence leverage ILO's expertise and ability to navigate complex diplomatic challenges - while aligning with international frameworks such as ILO conventions, the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, IOM principles, UN Women commitments, and the Global Compact for Migration. This integrated approach would ensure the sustainability of project outcomes while reinforcing both national ownership and international alignment.

Gender and disability issues assessment

111. Gender equality has long been a central priority for the ILO, as reflected in the Director-General's Circular No. 564 (1999), which calls for the integration of gender equality across all aspects of the ILO's work.

▶ *Gender Equality and Inclusion in Labour Migration Governance: Evolution and Context*

112. **The project integrated gender-sensitive analysis, notably through a detailed review of Nepal's Foreign Employment Policy,** identifying gaps and proposing actionable measures to notably enhance gender equality.

113. **Nepal's migration landscape shows growing recognition of gender issues.** The Nepal Rastra Bank (2023) reports that remittances contribute significantly to the GDP, but women migrant workers represent a small proportion of official labour migration approvals. Many women migrate via irregular channels to avoid restrictive policies, especially for domestic and care work - sectors marked by informal employment and limited labour protections. Women face gender stereotypes and heightened risks of exploitation and violence throughout their migration journey.

114. **The project supports the Ministry of Labour, Employment and Social Security in advancing Bilateral Labour Migration Agreements (BLMAs) with destination countries, incorporating gender-responsive elements** such as fair recruitment, social protection, and access to justice. High-level dialogues with Germany and Romania have resulted in Joint Declarations and Memorandums of Understanding aimed at improving regular migration pathways and protecting migrant rights. The Constitution of Nepal and international

commitments like CEDAW provide a strong framework for gender equality in migration governance. However, restrictive policies on women's migration persist, increasing vulnerabilities.

115. **Through partnerships with the National Network on Safe Migration (NNSM), the project has fostered advocacy for gender-responsive migration governance**, including updating position paper on gender responsive labour migration governance and organizing consultations and training on gender and climate impacts related to migration. The project also contributes technical inputs to new labour migration policies and bilateral agreements, emphasizing gender dimensions and compliance with international labour standards.

▶ *Project Contributions to Gender-Responsive Migration Governance*

116. **Key achievements:**

- Supported the Ministry in negotiating BLMAs/MOUs with Germany, Romania, and Spain, incorporating gender-responsive clauses aligned with GCM objectives.
- Assisted the National Network on Safe Migration (NNSM) in updating its Position Paper on Gender-Responsive Labour Migration Governance, including strengthening referral mechanisms for women and domestic workers.
- Organized knowledge enhancement training on gender-transformative labour migration governance and the gendered impacts of climate change with NNSM member organizations.
- Provided technical feedback on the draft Labour Migration Policy to emphasize gender equality, women migrant workers' rights, and adherence to international labour standards.
- Supported the review and consultation process for the draft labour agreement between Nepal and Saudi Arabia and the UAE (for domestic worker recruitment), ensuring the incorporation of gender perspectives.
- Led gender and migration advocacy within Migration Group Nepal, jointly with UN Women, promoting unified and gender-responsive policy messages to the Government of Nepal.

▶ *Project Contributions to the inclusion of persons with disabilities*

117. **The project has made efforts to promote the inclusion of persons with disabilities (PwD), focusing mainly on policy-level work to integrate vulnerable groups** - including migrants with disabilities and their families - into social protection systems and BLMAs. It advocates for including social protection measures for migrant workers both in Nepal and in countries of destination (CoD) within these policies and agreements. For instance, the recent social security fund to which migrants contribute includes disability benefits, and the project has worked with partners to raise awareness about the importance of ensuring continued access to such benefits. In December 2024, a consultation organized by the project partner, the National Network on Safe Migration (NNSM), brought together the Foreign Employment Board and the Social Security Fund to present migration-related services covering death and disability. Additionally, the upcoming labour migration status report will include data on migrants with disabilities to support evidence-based advocacy and programming.

International Labour Standards issues assessment

118. **The project demonstrates strong alignment with international labour standards**, particularly ILO Convention No. 181 on private employment agencies and principles embedded in ILO Convention No. 189 on domestic workers, even though Nepal has not ratified either. Nepal has ratified several ILO Fundamental Conventions, including Convention No. 100 on Equal Remuneration, which addresses the principle of equal pay for work of equal value, as well as other key conventions on forced labour, child labour, discrimination, and collective bargaining. Nepal has not yet ratified ILO Convention No. 97 on Migration for Employment and Convention No. 143 on Migrant Workers – Supplementary Provisions. Nonetheless, the project

supports alignment with international labour standards by promoting the integration of global principles - such as those outlined in the ILO's General Principles and Operational Guidelines for Fair Recruitment - into national policies and practices. Through technical inputs and engagement in policy development processes, the project contributes to the progressive incorporation of international norms into the national labour migration governance framework.

119. **Through technical support and active participation in labour migration policy development, the project helps ensure these policies reflect core labour rights and gender equality commitments.** For example, its written feedback on the draft national labour migration Policy emphasized gender-responsive approaches, grounded in international standards, including ILO Convention No. 100. The increasing requests from the Government of Nepal for technical inputs highlights the project's role as a trusted partner in supporting fair and rights-based labour governance.

120. *While progress has been made in aligning with international norms - evidenced by the project's formal input into Nepal's draft labour migration policy - significant challenges persist in monitoring, enforcement, and the effective implementation of Bilateral Labour Migration Agreements (BLMAs). Ongoing support to stakeholders is essential to address these gaps.*

Just transition to environmental sustainability

121. The latest Program and Budget (P&B) for 2022-23 (covering the ILO's biennium), in line with the ILO's Strategic Plan, continues to emphasize the importance of a just transition to environmental sustainability, although with a more pronounced focus on inclusive and equitable transitions. The 2022-23 P&B outlines the promotion of a just transition as a central element in ILO's approach to sustainable economic growth and decent work, linking it directly to the achievement of the 2030 Agenda for Sustainable Development, the Paris Agreement, and the ILO's core labour standards. The ILO's Strategic Plan for 2018–21 incorporated a just transition to environmental sustainability as a fourth cross-cutting policy driver, in addition to gender equality and non-discrimination, international labour standards, and tripartism.

▶ *Integrating Environmental Sustainability into Labour Migration Governance*

122. **The project initially showed limited attention to environmental factors influencing migration patterns, such as climate change.** Given the growing intersection of migration with environmental degradation and the need for inclusive policies, these areas present important opportunities to enhance the project's future relevance and responsiveness. Integrating explicitly environmental sustainability within the project's framework and labour migration governance not only aligns with international frameworks, but can also attract interest from potential donors focused on migration, human rights, and climate action. This would be in alignment with ILO Guidelines on Decent Work and the Environment (2012) emphasize the importance of promoting decent, safe, and sustainable work conditions that are resilient to climate change - principles applicable to migrant workers in vulnerable sectors.

123. One example is the Empowered Women, Prosperous Nepal (EWPN) programme, led in part by ILO, focuses on empowering women economically in Nepal's most vulnerable provinces, many of whom face environmental shocks such as floods and droughts that undermine traditional livelihoods. These environmental pressures often drive women to seek migration as a coping strategy. Integrating EWPN's gender-responsive economic empowerment with migration governance can help create safer, more sustainable migration pathways by addressing root causes like climate vulnerability and limited local opportunities. This holistic approach strengthens resilience, social protection, and rights-based migration frameworks, helping to reduce forced or irregular migration caused by environmental shocks. It promotes inclusive migration governance that addresses the vulnerabilities of women and marginalized groups, including migrants with disabilities.

124. *Further aligning future project activities with these standards and initiatives can enhance advocacy, protect migrant rights, and open new opportunities for partnerships and funding focused on gender equality, climate resilience, and migrant inclusion.*

Lessons learned

- *Practical Value of Operational Feasibility Studies*

125. Operational feasibility studies, conducted preferably at the design stage, are instrumental in proactively identifying potential challenges, including cross-border fund transfer restrictions, logistical barriers, and staffing constraints. These studies support realistic planning, budgeting, and timely decision-making, guiding the project to explore viable delivery options or recommend reallocating resources when needed. This is particularly important in contexts where Nepal's financial regulations limit international transfers or where local implementation partners are not available. Additionally, feasibility assessments can help set realistic expectations regarding the staffing capacity required, particularly in view of the extensive background work and time-intensive processes involved in supporting policy reform and systemic change.

- *Adaptive Management and Coordination*

126. Allocating dedicated time and resources for the National Project Coordinator to conduct and follow up on feasibility studies, with expert support, facilitates adaptive project management. Incorporating local partner insights and cross-cutting themes like gender equality enhances the relevance and effectiveness of interventions. Continuous monitoring of feasibility factors, combined with regular communication among stakeholders and donors, enables timely problem-solving and helps align expectations for feasible implementation.

- *Addressing Administrative Challenges*

127. Feasibility studies also enhance anticipation of administrative constraints around staffing, resources, and project design. Proactively tackling these challenges boosts efficiency and impact, delivering strong returns on investment and contributing to sustainable service delivery.

Emerging good practice

- *Multi-Level Engagement as a Sustainable Model*

128. The project effectively combined high-level policy influence with local-level service delivery to migrant workers. By notably working with national ministries, constitutional bodies, and diplomatic missions, it provided concrete policy inputs, such as the gap analysis of the 2012 Foreign Employment Policy, which informed national migration frameworks. Additionally, the technical support provided to the Ministry of Labour, Employment and Social Security (MoLESS) for the development of the Labour Migration Status Report will result in a comprehensive document capturing data on migrant workers across multiple dimensions. The project also fostered direct support services reaching the migrant workers while systemic reforms were underway. This multi-level strategy enhanced the project's sustainability, as it embedded migrant protection within institutional mandates and equipped actors at multiple governance levels with the tools and capacity to continue this work beyond the project's lifespan.

- *Systemic Partnerships and Mindset Shifts*

129. One of the project's key achievements is to gradually foster a more responsive ecosystem for migrant worker protection, notably through strengthened collaboration with diaspora organizations like NRNA and working towards improved operational engagement of Nepali embassies in destination countries. These partnerships facilitate negotiations and the delivery of direct assistance to migrants. The project's deliberate focus on shifting institutional mindsets is essential in promoting longer-term ownership of migrant rights issues. While

challenges remain, capacity building and the gradual adoption of new policies, guidelines and practices lay the foundation for sustained engagement.

- *Conditions for Replication and Scalability*

130. The model used in this project holds significant potential for replication in other countries with substantial labour migration flows and active diaspora communities. However, replication would require early anticipation of potential bottlenecks, particularly regarding cross-border fund transfers and bureaucratic inertia. The systematic involvement of the private sector, notably recruitment agencies and multinational companies with Corporate Social Responsibility (CSR) programmes, would further enhance scalability and broaden the resource base, particularly when linked to international responsible business networks.

Way Forward - Project Design Implications

- *Importance of a No-Cost Extension and a Third Phase to Sustain Momentum*

131. As mentioned earlier, a third phase would be instrumental to avoid losing momentum built over the course of the two first phases of the project, especially given the complex and evolving nature of migration governance. The significant achievements to date create a strong basis for continued efforts, but sustaining and deepening impact requires strategic planning. Phase III should therefore be designed with a clear focus on strengthening local ownership and enhanced engagement with private sector partners - particularly recruitment agencies, potential donors and CSR programmes - and closer collaboration with Employment Service Centres (ESCs). Anchoring interventions at the community and provincial levels will be essential to ensure responsive and context-specific support for migrant workers, alongside strengthened support for diplomatic missions and sustained capacity-building for government institutions, ministries, trade unions, and employers' organizations.

- *Design Implications: Budget, Gender, and Decentralization*

132. From a design perspective, accelerating budget mobilization for the 2025–26 period is crucial to unlock the full potential of local-level activities, which have been delayed due to administrative and funding constraints. Embedding gender-responsive approaches not only as policy goals but as operational priorities is also vital. The literature highlights that gender mainstreaming and inclusive services for marginalized groups, including women and persons with disabilities, lead to more equitable and sustainable migration outcomes. Strengthening monitoring and evaluation systems with gender-disaggregated data will enable adaptive management and more effective course corrections over time. Empowering municipal and provincial governments aligns with global best practices emphasizing decentralization and community participation in migration governance.

- *Sustaining Engagement and Ensuring Continuity*

133. Finally, sustaining diplomatic engagement in destination countries requires innovative approaches to staff motivation, such as recognition schemes and career incentives, particularly given high turnover rates. Early engagement with new donors will be key to securing diverse and sustainable funding beyond 2026, ensuring continuity. Aligning Phase III with international standards on decent work, gender-responsive climate action, and inclusive migration governance will further strengthen advocacy efforts, enhance the protection of migrant rights, and open new opportunities for partnerships and funding.

134. A potential next phase could benefit from a more decentralized approach, building on lessons learned and addressing emerging challenges. To effectively meet the growing demand from stakeholders for specialized support within the framework of ILO's unique mandate, additional human resources are critical for sustained support. These adjustments will better position the project for long-term, systemic impact in advancing the protection and empowerment of migrant workers.

6. Conclusions

The findings and assessment above lead to the following conclusions:

C1 - Relevance

135. **The project remains highly relevant to Nepal's national priorities, international labour standards, and the needs of Nepali migrant workers.** The intervention's support for policy reforms, bilateral agreements, and multi-level governance addresses critical systemic needs. Sustained impact now depends on adopting feasible implementation pathways, backed by a short feasibility study to ensure the project can realistically achieve its objectives based on aligned expectations, and prioritizing high-impact, actionable interventions. This includes deepening private sector engagement and securing diversified donor support. To maximize the project's relevance and long-term impact, there is an opportunity to further strengthen collaboration with concrete partners and mechanisms - including, as mentioned above, the Nepal Association of Foreign Employment Agencies (NAFEA), manpower agencies for pre-departure orientation and reintegration services, companies in countries of destination through corporate social responsibility (CSR) initiatives, and philanthropic donors. For the primary beneficiaries - Nepali migrant workers and returnees - this could translate into expanded access to services to protect their rights, reintegration support, and digital information platforms, as well as supporting feasible digital innovations to reach hard-to-reach groups. To maximize its relevance and long-term impact, there is an opportunity to further strengthen private sector collaboration (including, as mentioned above, with NAFEA, companies in countries of destination with corporate social responsibility initiatives, philanthropic donors, and manpower agencies), improve operational feasibility, and enhance digital access.

C2 - Coherence

136. **Given the project's deep integration within ILO Nepal's broader portfolio and its close coordination with key partners, the project demonstrates notable internal and external coherence.** It strategically complements ongoing initiatives, successfully bridging policy, practice, and diverse migration corridors while avoiding fragmentation. The project's ability to build multi-stakeholder synergies, its alignment with national and international frameworks, and ILO's unique tripartite structure and technical authority further strengthen its position as a credible leader in rights-based labour migration governance. Therefore, the project's design and delivery mechanisms are both logically and operationally consistent with the broader migration ecosystem in Nepal, reinforcing its overall effectiveness and sustainability.

C3 - Effectiveness

137. **The project has delivered substantial results in strengthening Nepal's labour migration governance.** Under Outcome 1 - "The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers": The project achieved significant progress facilitating bilateral agreements with Romania and Germany, institutionalizing migrant protection within key national bodies, advancing gender-responsive policy reforms, and strengthening protection services abroad.

138. **Under Outcome 2 - "Nepali migrant workers in countries of destinations have increased access to information and quality migration services" - challenges persist** in expanding social protection in the Gulf countries due to barriers in transferring funds from the ILO country office to implementing partners and government agencies, which has delayed

programme rollout and limited activity execution in this component. To address this, the project is actively exploring regional partnerships and alternative delivery strategies. Specifically, it is actively seeking to engage with ILO's regional initiative on Strengthening Social Protection for Migrants, funded by SDC, which focuses on improving migrant protection in the South Asia–Gulf migration corridor. This partnership could eventually facilitate the transfer of funds to implement project activities.

139. At national and subnational levels, the slow adoption of innovative tactics by mainstream diplomats and limited functional connections to municipal-level social welfare structures and Employment Service Centres (ESCs), notably for operationalizing local-level reintegration mechanisms, highlight future opportunities to strengthen both vertical and horizontal integration. As mentioned above, ESCs are important because these centres are formally recognized, nationally mandated, and part of Nepal's employment reform agenda. Sustained impact now depends on identifying and adopting feasible implementation pathways, prioritizing high-impact actionable interventions. This includes: Deepening engagement with private recruitment agencies to further promote safe labour migration and ethical recruitment; and securing diversified donor support by exploring philanthropic and CSR partnerships to strengthen financial sustainability.

C4 - Efficiency

140. **The project has made meaningful progress, especially under Outcome 1, while facing persistent barriers and slow spending under Outcome 2.** Budget savings and recent partnerships now offer an opportunity to accelerate activities and potentially extend operations into 2027 without additional donor funding. To maximize impact, the project should validate, and only pursue, expected results that are backed by a rapid operational feasibility study to address bottlenecks and focus on feasible, high-impact activities. Pursuing priority interventions and strengthening donor engagement will be essential to fast-track delivery while ensuring the sustainable use of resources, notably through private sector collaboration (e.g., companies with CSR initiatives, philanthropic donors, and manpower agencies).

141. A critical factor in securing sustainable, multi-stakeholder outcomes - such as enhanced policy implementation, strengthened institutional capacity, and improved migrant protection - is the project team's consistent commitment to effective implementation. This commitment, alongside the demonstrable increase in demand from diverse stakeholders for ILO's technical expertise, underscores the project's relevance and strengthens its ability to deliver measurable, long-term results. These elements collectively reinforce the project's strategic foundation for achieving sustained impact and institutionalization. However, the project's limited core team should be taken into consideration when planning next steps, which may either draw attention to the need for additional human resources or, at minimum, require realistic expectations about what can be achieved within the available capacity.

C5 - Sustainability and Impact Potential

142. **The project's sustainability prospects are reinforced by the strong commitment of the project team, ILO's technical expertise, and the recent establishment of partnerships**, including with the Pravasi Nepal Coordination Committee (PNCC) and an Implementation Agreement with the North South Initiative (NSI), that can accelerate delivery. Budget savings and the possibility of a no-cost extension offer a viable pathway to sustain complete planned activities within the current phase, without additional donor funding. However, a third phase would be critical to fully embed results ensuring results, deepen institutionalization, and maintain momentum in a complex and evolving context that demands responsiveness to emerging needs.

143. Strengthened strategic partnerships, including with diaspora organizations and the private sector (e.g., manpower agencies and potential donors), will be essential to enable a holistic

approach - without which the project's intended impact may be at risk in terms of both operational and financial sustainability. Leveraging synergies with municipal-level Employment Service Centres (ESCs) and maintaining multi-stakeholder coordination - at policy level, between countries, and across all three tiers of government - as well as at operational level to provide effective services for both migrants and returnees, will also be key to integrating project interventions into national systems and supporting long-term sustainability.

144. The project's contributions to policy and institutional development, including the signing of key bilateral agreements and the strengthening of national systems, lay a solid foundation for sustainability. However, financial, operational, and coordination challenges remain. The project's limited resource base, reliance on a small core team, and the absence of robust local-level linkages could constrain the long-term sustainability of its outcomes. There is also a risk that without diversified funding streams and sustained donor engagement, critical momentum could be lost.

145. The increasing government demand for technical assistance, the project's success in securing high-level engagement, and its positioning as a trusted technical partner are strong assets that can be leveraged to promote ownership and continuity. To safeguard sustainability, the project should prioritize developing alternative delivery pathways, deepening partnerships with private sector actors such as manpower agencies, companies with corporate social responsibility (CSR) initiatives, and potential philanthropic donors, expanding its donor base, and embedding more durable coordination mechanisms at both national and local levels.

▶ 7. Recommendations

SHORT-TERM

146. **Recommendation A** (From conclusions 3, 4 and 5)

Conduct a short mid-term operational feasibility study, and revise the Theory of Change accordingly.

Addressed to	Priority	Importance	Resource implication
ILO and donor	High	High	Medium

R1. Conduct a short mid-term operational feasibility study to assess the achievability of each expected result, revise the Theory of Change to include mindset shift KPIs (based on selected indicators – see para.69), and present both the revised ToC and flexible implementation options to the donor to address challenges (e.g., funding transfers, alternative activities) and highlight key achievements, especially in changing mindsets.

*This **helps identify key operational constraints** - such as logistics, staffing, and funding transfers - early in the process to support informed, scenario-based planning. Ensure the NPC has sufficient time to work on the implementation of recommendations.*

*Ensure that feasibility studies **integrate field-level perspectives and cross-cutting issues**, including gender equality, disability inclusion, and environmental sustainability wherever possible.*

The project is exploring options such as collaborating with other interventions along alternative migration corridors - or reallocate funds to more feasible activities in countries like the GCC, where legal and financial barriers prevent direct funding and local partnerships.

Continuously monitor feasibility with the donor to align expectations, regularly share findings, and proactively address emerging challenges through adaptive management.

147. **Recommendation B** (From conclusions 3 and 4)

Accelerate disbursement under Component 2 to unlock the potential of local interventions and deliver tangible results ahead of a potential Phase III.

Addressed to	Priority	Importance	Resource implication
ILO and implementing partners	High	High	Medium

R2. Prioritize implementation-ready interventions that can deliver early, tangible results – based on the short feasibility study. Document consultations and the application of good practices that overcome challenges and promote mindset shifts.

R3. Establish a fast-response tracking system to detect and resolve disbursement bottlenecks in real-time.

148. **Recommendation C** (From conclusions 4 and 5)

Strengthen private sector engagement with companies and recruitment agencies, through targeted awareness-raising and visibility efforts, to broaden support for project objectives and mobilize potential co-funding for a next phase.

Addressed to	Priority	Importance	Resource implication
ILO and implementing partners	High	High	Small

R4. Consider involving or partnering with recruitment agencies and companies to raise awareness on decent employment standards and migrant rights, leveraging their networks and platforms to broaden outreach and strengthen public-private collaboration. Involve FNCCI and multinational corporations and their CSR programmes in countries of destination (CoDs) – to promote decent employment and migrant rights.[6]

R5. Consider facilitating sector-specific networking events and visibility campaigns that showcase project success stories, to attract companies with CSR programmes and philanthropic donors as potential co-funders for a next project phase. Implement a targeted visibility strategy to showcase success stories and the advantages of private sector involvement. Leverage existing networks to facilitate introductions and build credibility.

149. **Recommendation D** (From conclusions 3, 4 and 5)

Explore digitalization of key project components to improve efficiency and reach.

Addressed to	Priority	Importance	Resource implication
ILO and implementing partners	High	High	Medium

R6. Conduct a rapid assessment of digital access, literacy, and technological capacities of key user groups - including migrant workers and returnees - to identify gaps and needs. Based on the assessment findings, design and develop user-

[6] The project could collaborate with other projects based in countries of destination (CoDs) to contribute to deepening engagement with employers in CoDs.

friendly, accessible digital tools (e.g., mobile apps, online platforms) to enhance capacity-building, information dissemination, and service delivery. Ensure that these tools remain accessible to participants with limited digital skills or connectivity by providing targeted support where needed, and consider developing prototypes to pilot and assess uptake and effectiveness before broader rollout.

MID-TERM

150. Recommendation E (From conclusions 3, 4 and 5)

The MTR recommends a no-cost extension of Phase II and to conduct Phase III with the support of SDC, while diversifying funding sources.

Addressed to	Priority	Importance	Resource implication
ILO, donor and implementing partners	Medium	High	High

R7. During the no-cost extension, map potential donors and foundations whose priorities align with the project. Potential donors may include: Open Society Foundations, Ford Foundation, The Global Fund for Women, Oak Foundation, MacArthur Foundation, The Freedom Fund, and the Laudes Foundation.

R8. Develop targeted concept notes to gauge interest before committing to full proposal development clearly communicating the benefits (e.g. alignment with sustainability and social impact priorities), emphasizing the project's systemic, cross-border, and rights-based approach.

R9. Engage in sustained donor dialogue to explore a potential Phase III, align objectives (e.g., joint engagement at political and policy level), assess operational feasibility to manage expectations, and formalize an early, participatory exit strategy for Phase II.

151. Recommendation F (From conclusions 3, 4 and 5)

Strengthen coordination mechanisms across government tiers, trade unions, civil society, and private actors for more coherent action.

Addressed to	Priority	Importance	Resource implication
ILO and implementing partners	Medium	High	Low

R10. Establish and support longer-term multi-stakeholder coordination platforms across government tiers and tripartite stakeholders, alongside thematic working groups focused on priority areas such as gender equality and safe labour migration. This proven good practice fosters sustained collaboration, ensures policy continuity, and strengthens collective capacity to effectively address complex development challenges. It also provides a foundation to raise awareness, coordinate joint actions, and engage networks to attract potential donors for sustainable interventions. Develop shared roadmaps with clear roles, responsibilities, and next steps to ensure accountability and sustained progress.

ANNEXES

Annex 1 – TERMS OF REFERENCE

Call for Expression of Interest

Mid-Term Review of the projects: "Strengthening of Employment Service Centres in Nepal (SESC)" and "Migrant Rights and Decent Work (MiRiDeW) Phase II"

The ILO Country Office for Nepal is seeking expressions of interest (EOI) from individual consultants or as a team comprising (1) an international evaluator/team Leader, and (2) a team member consultant based in Kathmandu, to conduct a Mid-Term Evaluation of the "Strengthening of Employment Service Centres in Nepal" and Migrant Rights and Decent Work (MiRiDeW) Phase II.
Candidates/teams intending to submit an expression of interest must submit the following information/documents:

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment.
2. A list of previous evaluations/work that are relevant concerning the context and subject matter of this assignment.
3. A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees. (The cost of travel and DSA for field works within the scope of this assignment as deemed necessary will be provided by the ILO as per its rules and regulations).
4. A copy of the candidates' CVs
5. Two recent evaluation reports authored as team leader or team member as per the application.
6. A statement confirming that the candidates had no previous involvement in the delivery of the project to be evaluated or have a personal relationship with any of the ILO Officials who are engaged in the project.
7. The names of two referees (email address) who managed the evaluations mentioned in # 2 above.

The deadline to for the submission of an EOI is by COB (i.e. 17:30 Nepal time) **25 February 2025**. Please send an e-mail with the subject line "**Application: Consultant for the Mid-Term Review of SESC and MIRIDEW"** to **ktm_procurement@ilo.org**.
For further details see the **Terms of Reference** below and ensure meeting the conditions as indicated in **S. No. 10 & 11** of the TOR while submitting the EOI.

TERMS OF REFERENCE

Mid-Term Review of the projects:
Strengthening of Employment Service Centres in Nepal (SESC) and
Migrant Rights and Decent Work (MiRiDeW) Phase II

1. Key facts

Title of projects being evaluated	1. Strengthening of Employment Service Centres in Nepal (SESC) 2. Migrant Rights and Decent Work (MiRiDeW) Project, Phase II
Project DC Code	SESC : NPL/22/03/CHE (108874) and MiRiDeW : NPL/23/02/CHE (109277)
Project start and end date	SESC: 30 November 2022 – 30 November 2026 MiRiDeW: 1 July 2023 - 30 June 2026
Type of evaluation	Internal
Timing of evaluation	Mid-Term
Donor	Swiss Agency for Development and Cooperation (SDC)
Administrative Unit in the ILO responsible for administrating the project	International Labour Organization (ILO) Country Office for Nepal
Technical Unit(s) in the ILO responsible for backstopping the project	SESC: Labour Market Services for Transitions MiRiDeW: Decent Work Team, New Delhi
Programme &Budget outcome (s) under evaluation	**SESC:** Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all (2022–23) Outcome 3: Full and productive employment for just transitions (2024-2025) **MiRiDeW:** **Outcome 6 :** Protection at work for all and **Output 6.4** : Increased capacity of Member States to develop fair and effective labour migration frameworks
Sustainable Development Goals (SDG) under evaluation	SDG 08: Decent work and economic growth
Project Budget	SESC: USD 1,197,000.00 MiRiDeW: USD 1,148,515.00

This Terms of Reference is for the Mid-Term Review (MTR) of Strengthening of Employment Service in Nepal (SESC) Project and Migrant Rights and Decent Work (MiRiDeW) Project, Phase II. The intention of developing a single TOR for the MTR of two different projects is in the context that both the projects are funded by the same development partner, planned MTR of the projects are close to each other and also to facilitate cross-learning and comparing complementarity. This review will be an internal midterm review where the evaluation is conducted by an external evaluator/s. Key

stakeholder, ILO constituents, partners and the donor will be consulted throughout the evaluation process.

This mid-term review of the SESC Project is planned for March 2025, with the final report expected to be completed by May2025. In addition, MTR for MiRiDeW Project is planned for **April 2025**, with the final report expected to be completed by **end of June 2025**. This evaluation is being conducted to review the programme performance and enhance learning within the ILO and among key stakeholders. The review findings and recommendations will help guide ILO projects' team in effectively planning and implementation of the remaining period of the project. It is also important for ILO to look into how effective the relevant components of the projects are in achieving expected outcomes for broader results in terms of institutionalization, federalization, good governance and accountability, enhanced policies and Digital Transformation and Innovation. This will also help ILO and SDC to take necessary decision for the future possible interventions in the areas as stated above, and, if needed, take corrective measures to ensure the achievement of the projects' objectives within the project's period of implementation.

2. Background information

2.1 SESC project:

The Right to Employment Act (2018)[7] implements the Nepal Constitution right to employment provision through the establishment of Employment Service Centres (ESCs) to ensure the right to minimum employment, provide support to the unemployed, collect and maintain information on workers and employers, and provide employment promotion and matching services.

The functions of the ESCs as provided for in the Right to Employment Act and in the recently published Integrated (Labour and Employment Operational and Management) Procedure, 2023[8] by the Ministry of Labour, Employment and Social Security (MoLESS) broadly match with ILO Employment Service Convention, 1948 (No. 88), which established the duty of employment services as "best possible organisation of the employment market as an integral part of the national programme for the achievement and maintenance of full employment and the development and use of productive resources".

The ESCs were established aiming to provide employment promotion services, such as job matching and counselling, provide referral services, and coordinate the provision of temporary employment programmes. However, their structure and service portfolio do not yet account for the local labour market characteristics, skills, and service needs, nor the demand from employers. Further, their mandate is also to provide services addressing the special needs of (returnee) migrant workers. However, in practice, the functions of the ESCs are restricted to implementing community based public works programme to create temporary employment opportunities to the registered unemployed.

In addition, the engagement of municipal and provincial level governments with the ESCs is still partial, with limited integration of the mandated functions of the Centres with the local planning or budget processes. Ownership by local authorities is seldom observed and a clear vision and plan for the medium to long-term institutional and financing set up of the ESCs within local governments seems to be missing. For the long-term sustainability of the ESCs, municipalities and provinces will need to also contribute to the funding (fully or partially) of the centres with local budget and grants from the Federal Government and play a larger role in their operations.

MoLESS, the ILO, the World Bank, the Foreign Commonwealth and Development Office (FCDO) and the Swiss Agency for Development and Cooperation (SDC) agreed to collaborate and integrate the support to the ESCs and expedite the implementation of the employment promotion services by the ESCs, ensure consistent capacity building for all staff of the Centres, and support the creation of conditions for the long-term institutional development and strategic placement of ESCs within Provincial and Local Governments. Following this, the ILO, World Bank, FCDO and the SDC have identified a set of technical assistance activities that respond to the key challenges ESCs and support the effective functioning of the institutions and public employment services throughout Nepal in the short and long terms.

[7] https://nepalindata.com/media/resources/items/16/bThe-Right-to-Employment-Act-2075-2018.pdf

[8] https://shorturl.at/jTcqT

Thus, this project aims to strengthen ESCs to deliver the full mandate of the centres, while supporting the government at the federal, provincial and local levels to further develop the policy and institutional framework of the public employment service (PES), improve the engagement of ESCs with key stakeholders, including the private sector, and support the capacity building for fully functioning and sustainable PES, delivered mainly through ESCs at the local level.

The project has two outcomes with specific outputs:
Component I: Enhancing Capacity of MOLESS and ESCs to manage and deliver integrated labour and quality employment services.

- Outcome I: ESCs service delivery mechanism is enhanced to provide quality employment services.

Component II: Improving inter-institutional measures and collaboration of MOLESS with provincial and local governments to improve public employment services.

- Outcome II: MOLESS and local governments have strengthened institutional and operational efficiency to deliver integrated labour and employment services to the citizens

Therefore, these two interrelated project components contribute to: (i) enhance capacity in the implementation of employment promotion services by the ESC staff at the local level that also includes improved private sector engagement, job matching services and extended services on the socio-economic reintegration; ii) strengthening policy and institutional framework of Public Employment Services (PES) within which ESCs operate, working with government institutions and social partners at all levels, including the review of funding arrangements and flows; (iii) functional review of the ESCs and labour market assessments for the refining of the service portfolio of the ESCs; and v) implementation of the reformed institutional framework and service portfolio of PES and ESCs.

Project Strategies

The project has been implemented by the ILO in close collaboration with MoLESS, SDC and the World Bank. Representatives of the four institutions have constituted the project's Coordination Committee, with annual meetings between senior management of the institutions, and at least quarterly meetings at the technical level.

The project envisioned that the result will be achieved through the robust engagement and capacity building of ESCs and its stakeholders at all levels, effective social dialogue, attention to the needs and specificities of groups of workers that are more vulnerable (such as women, youth, migrants, persons with disabilities, and others), and the project implementation has been oriented to extend needs-based support to achieve sustainable results.

Therefore, the project has been working with federal, provincial and local governments with the aim to improve policies and regulatory framework on Public Employment Services to strengthen PES and it effective services to service seekers; and identify ways for the long-term institutional development and sustainability including strategic placement of ESCs within provincial and local governments.

Project alignment with the Decent Work Country Program (DWCP), Programme and Budget (P&B), Country Programme Outcomes (CPO) & Sustainable Development Goals (SDG)

The Project is anchored in the 2030 Agenda for Sustainable Development and its SDG 08: Decent work and economic growth. The project is aligned with ILO Convention C088 - Employment Service Convention, 1948. The project is contributing to the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023 – 2027 for Nepal, in Priority Area 1 on "Sustainable, resilient, and inclusive economic transformation" and will advance the delivery of the ILO mandate to Nepal constituents within the Decent Work Country Programme (2023-2027), particularly Output 1.1 "Strengthened policies and programmes to promote decent employment opportunities and green jobs." and Output 1.3 "Skilled, adaptable, and productive labour force through increased access to quality employment services, active labour market programmes and skills development with a lifelong learning approach supporting transitions in the labour market" under the DWCP Priority 1: Improving the creation and access to inclusive employment, sustainable enterprises and livelihoods, and social security.

The project contributes to ILO's global programme and budget (P&B)-2024-2025 Output 3.1. "Increased capacity of Member States to develop and implement comprehensive employment policy frameworks";

Output 3.4. "Increased capacity of Member States to develop effective and efficient labour market programmes and services to support transitions; and Output 3.5. "Increased capacity of Member States to promote decent employment for youth.", and more directly to CPO NPL126 on "Policies, strategies and regulatory frameworks are strengthened for the promotion of employment-centric and inclusive growth", as the work with the ESCs aims to improve their outreach and services, especially to job seekers, through counselling, job-matching and referral services.

The Project also aligns with the National Frameworks such as (i) MoLESS' 5-Year Strategic Plan (079/80 – 083/84), and contributes to strategies: 1.1 - Guarantee of minimum employment" and "1.2 - Promotion and expansion of productive employment; (ii) Nepal's 15th Development Plan and is particularly aligned to the national objective to "the basis of prosperity by constructing universally accessible, quality, and modern infrastructure, increasing productive and decent employment, achieving high, sustainable, and inclusive economic growth and poverty alleviation"; (iii) 16th Plan specially "Decent Job and Productive Employment." Moreover, the project has been supporting to further advance the Federalization process in the field of labour and employment, by not only enhancing the role of ESCs at local level, but also by improving the engagement and participation of Provincial and Municipal Governments in the governance and operation of the Centres.

Implementation Arrangement

ILO Office for Nepal establishes a project management team composed of 2 staff members who has been working under the supervision of the Director of ILO Office for Nepal. The team is comprised of a National Project Coordinator and Project Assistant, who are working full-time on the Project. Additionally, a National Technical Officer has been assigned for twelve months in the year 2024.

2.2 MiRiDeW Project :

According to the preliminary findings of the 2021 Census, there are more than 2.1 million Nepali citizens living outside the country (CBS 2022). Labour Migration has been an integral aspect of the socio-economic status of Nepal. In the fiscal year 2023/24, total 741,297 (11% women) labour permits including re-entry permits, were issued from Department of Foreign Employment.[9] These figures do not include those who are traveling via irregular channels and those going to India. The recent Nepal Living Standard Survey IV 2022-2023 shows that remittance receiving households have increased from 55.8 percent to 76.8 percent.[10]

While migration has the potential to contribute to the socio-economic development both of countries of origin and destination, as well as migrant workers and their families in terms of remittances and skills transfer, concerns remain about the associated social and economic costs borne by the migrant workers. Migrant workers often suffer from human rights abuses, labour exploitation, and financial distress due to debt incurred during their migration and employment, which in turn, impacts well-being of migrant workers and their families. Several studies have shown that migrant workers are at risk of forced labour and human trafficking. Some of these cases include unpaid wages, confiscation of identity documents, excessively long work hours without rest days, restrictions on freedom of movement, deception, and intimidation as well as violence and harassment in the workplace. Women migrant workers are at a disproportionate risk of facing abuses in recruitment and employment, whether it be in the country of origin, transit, or destination. Increasing prospects of safe migration and contributing to reduce vulnerabilities and risks of trafficking and forced labour in the migration process requires concerted efforts on the part of both by sending and receiving countries.

Labour migration governance is often complex and multidimensional. The Government of Nepal, through national and sub-national policy and programmes, bilateral agreements/discussions and participation in regional and global policy dialogues has strived to work towards ensuring safe labour migration for Nepali migrant workers. However, gaps have remained in terms of revision and implementation of policies including federalization (decentralization) of services migration related such as access to justice, information, recruitment at provincial and local level, horizontal and vertical coordination amongst

9 https://dofe.gov.np/yearly.aspx

10 https://ekantipur.com/en/news/2024/06/18/768-percent-of-households-receiving-remittances-lumbini-is-the-first-37-22.html

stakeholders, gender-responsive policies and programmes, data on migration, ensuring fair recruitment and access to decent employment of migrant workers both in countries of origin and destination, access to justice, skills development and recognition, ensuring social protection for migrant workers to name a few.

The Migrant Rights and Decent Work (MiRiDeW) project Phase I, implemented by the ILO Nepal with support from the Swiss Agency for Development and Cooperation (SDC) and in collaboration with the Ministry of Labour, Employment and Social Security (MoLESS), the Ministry of Foreign Affairs (MoFA), employers' and workers' organizations, and civil society organizations, concluded successfully in June 2023.

Drawing upon the lessons learned from Phase I, the MiRiDEW Project Phase II is under implementation. The project's overarching goal is to enhance the economic and social well-being of migrant workers and their families, through improved access to decent employment opportunities and protection of their human and labour rights.

Project outcomes and outputs

Outcome 1: The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers.

Output 1.1: The Government of Nepal and concerned stakeholders have institutional and human capacity to strengthen the national policy and legislative framework on labour migration.

Output 1.2: The Government of Nepal reviews, designs and implements bilateral labour migration agreements and engages in regional and global policy dialogues.

Outcome 2: Nepali migrant workers in countries of destinations have increased access to information and quality migration services.

Output 2.1: Nepali diplomatic missions and consulates in countries of destination have the capacity to provide quality services to migrant workers.

Output 2.2: Migrants workers have information about the diversity of migration services in countries of destination.

Project alignment with the national developments plans, United Nations Sustainable Development Cooperation Framework (UNSDCF), ILO Programme and Budget, Decent Work Country Programme for Nepal and CPO

While the government continues to prioritize the creation of employment opportunities within the country, it also recognizes the need to protect the rights of migrant workers by ensuring safe, dignified, and regular migration. The project is aligned with the government's recent annual programmes and periodic plans, such as the 16th National Plan, and the inclusion of labour migration as a key pillar in the five-year strategy of the Ministry of Labour, Employment, and Social Protection. The government is demonstrating its commitment to engage in various regional and global processes targeted at promoting safe and regular migration through active participation in platforms, most notably the Global Compact on Safe, Orderly and Regular Migration (GCM).

The project is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027, contributing particularly to priority area one "Sustainable, Resilient, And Inclusive Economic Transformation" and its outcome". The project also is aligned with ILO's Programme and Budget (P&B) 2024-2025, on **Outcome 6** "Protection at work for all" and **Output 6.4** Increased capacity of Member States to develop fair and effective labour migration frameworks. This will be operationalized within ILO's Decent Work Country Programme (DWCP) 2023-2027, particularly under priority two "Promotion and application of International Labour Standards focusing on fundamental principles and rights at work" and contribute to **Outcome 2.4** "More effective labour migration governance frameworks, institutions, and services to protect Nepali migrant workers' rights", through Country Programme Outcome (CPO) NPL105.

Implementation arrangements

The ILO is the executing agency responsible for overseeing the technical and administrative aspects of project implementation, in close collaboration with project partners. A National Project Coordinator is responsible for the overall project management, which will include relationship building with the various stakeholders and facilitating their effective collaboration and buy-in. The project's implementation is further supported by a Project Assistant, who provides administration support to the project's activities.

3. Purpose, objectives, and scope of the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Therefore, the evaluation will be planned and implemented in accordance with the ILO Evaluation Policy[11] and the ILO Results Based Evaluation Strategy[12], using the ILO policy guidelines for evaluation[13]: Principles, rationale, planning and managing for evaluations. The evaluation will also comply with the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

The Purpose and Objectives of the Evaluation

The evaluation in the ILO is for accountability, learning, planning, implementation improvement, and building knowledge. Therefore, the mid-term evaluation will focus on understanding the progress made towards achieving the project's planned objectives, continued relevance of the interventions and any required adjustments on the project's objectives, targets and/or activities for the remainder of its implementation.

The evaluation will consider the project's relevance, efficiency, effectiveness, coherence, and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. The objectives of this mid-term evaluation are therefore to:

(i) Assess the relevance and coherence of the project's design regarding country needs and how the project is perceived and valued by project beneficiaries and partners;

(ii) Identify the contributions of the project to the SDGs, the country´s UNSDCF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programmes in the country;

(iii) Assess whether the two projects are making progress as per the workplans and whether any adjustment are needed for the remaining period. Assess the extent to which gender equality, non-discrimination, and disability inclusion have been considered and/or mainstreamed into the design and implementation of the projects, taking into account the detailed gender action plan for SESC;

(iv) Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);

(v) Review the institutional set-up, capacity for project implementation and coordination mechanisms;

(vi) Review the strategies for outcomes' sustainability and orientation to impact;

(vii) Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and

(viii) Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

[11] https://www.ilo.org/evaluation-office/evaluation-policy

[12] https://www.ilo.org/resource/conference-paper/gb/332/ilo-results-based-evaluation-strategy-2018-21

[13] https://www.ilo.org/publications/ilo-policy-guidelines-results-based-evaluation-principles-rationale

Scope of Evaluation

The scope of the evaluation will encompass all activities and components of the project for the period of December 2022 to December 2024 (for SESC) and July 2023-December 2024 (For MiRiDeW) and up to the actual time of the mission.

It will consider all the documents linked to the project. This includes the project document, periodic reports as well as documents produced as outputs of the project (e.g. knowledge products, briefs, guidelines/manuals, IEC materials, etc.). It will give specific attention to how the project is relevant to the ILO's programme framework, UNSDCF and national development frameworks. The evaluation will consider the activities implemented during the first half of the project's duration and with the learning from it the activities planned under this output may require adjustments to better suit the needs and priorities identified. Therefore, the mid-term evaluation of the project will suggest possible changes/adaptations aimed at reviewing the remainder of the project's implementation following the evidence and plans produced by the project.

For SESC, the evaluation will cover the project office in Kathmandu and at least two provinces and include7 model ESCs supported by the project and 7 non-model ESCs balancing all 7 provinces and between supported and non-supported ESCs. Whereas for MiRiDeW, the evaluation will cover the project office in Kathmandu and related stakeholders in Kathmandu.

The evaluation will integrate gender equality, inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue, as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on cross-cutting issues to ensure stakeholder participation in the evaluation process.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO and SDC)

The evaluation will apply the key criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential and apply international approaches for international development assistance established by OECD/DAC Evaluation Quality Standard and in line with the United Nations Evaluation Group (UNEG). In particular,

- The evaluation should address the evaluation criteria related to relevance, coherence, project progress/ achievements and effectiveness, efficiency in the use of resources, impact, and sustainability of the project interventions as defined in the 4th edition of the ILO Policy Guidelines for results-based evaluation (2020).
- The evaluation adheres to confidentiality and other ethical considerations throughout, following the United Nations Evaluation Group (UNEG) Ethical Guidelines and Norms and Standards in the UN System. The evaluation process will observe confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.
- The focus of the Mid-Term Review would be how projects are contributing to (i) the Federalization in Nepal, particularly for the SESC project, and to (ii) establishing a strong framework to coordinate between federal, provincial, and local levels for policy alignment in employment services, respective service delivery at local level and required capacity strengthening. The evaluation will also address how the project is contributing to promote intergovernmental collaboration, particularly for MiRiDeW.
- The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development and just transition on environment should be considered in this evaluation, throughout the methodology, deliverables, and final report of the evaluation. It should be noted that gender is the core dimension of the project. Therefore, the evaluation should also

include how the activities and budget were executed and contributed to promoting gender equality whether they were "Specific" or "Supportive" or "Neutral" or "Transformative". In relation to SESC, the Qualitative Gender Equality and Social Inclusion (GESI) Assessment Report and related Action Plan would be taken as the reference in the process.

- It is expected that the evaluation will address all of the questions detailed below. The evaluator may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the Evaluation Manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluators will indicate and/or modify (in consultation with the project team), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

- Project's fit with the context:
  - To what extent is the project relevant in the current context of federalization and how has the project contributed or contributing to the federalization in Public Employment Services (SESC)? To what extent is the project contributing to promoting intergovernmental collaboration (MiRiDeW)?
  - To what extent has the project contributed or is contributing on capacity strengthening and institutional frameworks , ensuring decentralized quality service delivery while maintaining national standards.
  - To what extent the project is relevant to strengthen federal policies, acts and plans related to foreign employment as well as international commitments i.e. Global Compact for Migration? (MiRiDeW)
  - To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals?
  - Is there a fit between the project design and the direct beneficiaries' needs and relevant to country needs?
  - Is the project approach and activities relevant to the needs of the constituents and the stated objectives? To what extent the government benefited from the activities and outputs? How does the Government of Nepal (GoN) see the component of the project contributing to their larger framework?
  - In accordance with the overall objective and outcomes, what specific measures have been taken by the project to address issues related to gender equality and non-discrimination? How the project addressed the recommendation of GESI Qualitative Assessment (SESC)?
  - To what extent are the project design (objectives, outcomes, outputs and activities) and its underlining theory of change logical and coherence? Does the design need to be modified in the second half of the project, and why?
- Appropriateness of the project design:
  - Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?

- Is intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
- To what extent is the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries? To what extent have government partners been involved in the implementation or influencing the implementation of the project?
- Does the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

- How well do the interventions of the project fit with other interventions of the ILO Office for Nepal? What synergies has been created with ILO's and SDC supported other projects? How well do the interventions of the project fit with other interventions of the relevant partners?
- How the initiatives of the projects are coherent with priorities of the government and with the initiatives of other UN agencies or development actors?
- What is the added value of the ILO work in terms of comparative advantage?

Effectiveness

- What progress has been made towards achieving the overall project objectives/outcomes? Have there been any obstacles, barriers? What are the results noted, particularly in terms of notable successes or innovations?
- Do the relevant government institutions fully support the initiatives taken by the project?
- Has the SESC project been able to establish effective linkages to the private sector to promote national employment services and their quality and relevance?
- Have unintended results (positive or negative) of the project been identified?
- How gender and social inclusion considerations are mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Is there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?

Efficiency

- How efficiently have been the resources of the project (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Are resources (funds, human resources, time, expertise etc.) allocated strategically to achieve the project objectives? Do the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?
- Given the complexity and challenges of the project, are the existing management structure and technical capacity sufficient and adequate?

- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
- To what extent does the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
- How effective is the communication and advocacy strategy in influencing the relevant target groups and audiences?
- Does the project receive adequate technical and administrative support/response from the ILO backstopping units?

Sustainability and impact potential

- How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project? How likely will the ILO project lead to results that will be sustained?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- How the members of the Project Team envisage the achievement of solutions for sustainable results?
- To what extent has the project contributed to strengthening the capacities of government structures? What is the level of ownership of the programme by partners and beneficiaries?
- To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized during and after the end of the project to inform policies and practitioners?

The list of questions can be adjusted by the evaluator in coordination with the ILO Evaluation Manager. Based on the analysis of the findings the evaluation will provide practical recommendations that could be incorporated into the design of remaining activities of the project.

5. Methodology

The evaluation will comply with UNEG evaluation norms, and standards and follow ethical safeguards, as specified in the ILO's evaluation guidelines and procedures. The evaluation will be conducted in a participatory manner by engaging the stakeholders at different levels and ensuring that they have a say about the implementation of the project, can share their views and contribute to the evaluation, and participate in dissemination processes.

The methodology will include examining the project's **Theory of Change** in the light of logical connect between the levels of results, their alignment with the ILO's strategic objectives and external factors/assumptions. Particular attention will be given to the logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as national strategic frameworks with the relevant SDGs and related targets, and other relevant external factors.

The evaluation process should be implemented in three phases (1) *an inception phase* based on a review of existing documents to produce inception report; (2) *a fieldwork phase* to collect and analyse primary data; and (3) *a data analysis and reporting phase* to produce the final evaluation report.

The evaluation would apply a mixed-method approach. Both qualitative and quantitative evaluation approaches should be considered for this evaluation. First of all, the evaluator(s) will make a **desk review** of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, project briefs, news/articles and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the Evaluator(s) will collect relevant data for the evaluation. **Individual or group interviews will be conducted with the main stakeholders defined in the TOR.**

Evaluator(s) would be given a list of recommended/potential persons/institutions to interview that will be prepared by the Project Team in consultation with the Evaluation Manager. Thirdly, the Evaluator may use **surveys and/or focus group discussions** to collect data for the evaluation from the target groups, if applicable.

Opinions revealed by the stakeholders will improve and clarify the quantitative data obtained from project documents. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders. Quantitative data will be drawn from project documents including the Progress Reports.

Sound and appropriate data analysis methods should be developed. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data shall be disaggregated by gender and other relevant categories, during the collection, presentation and analysis of data.

The evaluator will be expected to follow EVAL's Guidance material on appropriate methodologies to measure key cross-cutting issues, namely the ILO EVAL Guidance Note 3.1 on integrating gender equality and non-discrimination; and the ILO EVAL Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects.

More specifically, in accordance with ILO Guidance note 3.1: "**Considering gender in the monitoring and evaluation of projects", the gender dimension should be considered throughout the methodology, deliverables and final report of the evaluation**. The evaluator(s) should assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. Data shall be disaggregated by sex where possible and appropriate during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

All this information should be accurately reflected in the inception report and evaluation report.

The methodology and techniques to be used in the evaluation should be described in detail in the **inception report** and the evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, surveys, etc. The limitations of the chosen evaluation methods and the mitigation strategies followed should be also clearly stated.

Planning Consultations: The evaluator(s) will have a consultation meeting (online) with the Evaluation Manager and Project Team. The objective of the meeting is to reach a common understanding regarding the status of the project, the priority assessment questions, the available data sources and data collection instruments, and an outline of the final assessment report. The following topics will be covered: project background and materials, key evaluation questions and priorities, data sources and data collection methods, roles and responsibilities of the assessment team, outline of the final report.

Field Visits: The evaluator(s) is proposed to visit Kathmandu (SESC and MiRiDeW) and two provinces out of seven provinces in Nepal (SESC). Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

Post-Data Collection and Stakeholders' Workshop: Upon completion of the data collection and analysis, the evaluator(s) will conduct a stakeholders' workshop with the stakeholders including ILO to share the preliminary findings, conclusions, and recommendations. After incorporating inputs from the stakeholders' workshop, the evaluator(s) with share the draft report with the Evaluation Manager who, after a methodological review, will circulate it to the stakeholders for their comments and inputs and the evaluator(s) will be responsible for considering the feedback provided and reflecting relevant inputs to the final report and he comments log.

Debriefing/Presentation: Upon completing the report, the evaluator will provide a debriefing to the ILO Team on the evaluation findings, conclusions and recommendations. The final draft of the report will be shared by the evaluator with the Evaluation Manager, who will approve the report and then will share it with the focal point at the Evaluation Office of ILO Regional Office for Asia and the Pacific. Upon approval from the responsible officer in the evaluation office of the region, the office will share the report with EVAL for their comments, inputs and final approval. The evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

Key stakeholder to be interviewed, but not limited to:

SESC

- Swiss Agency for Development and Cooperation (SDC)
- The World Bank
- Prime Minister Employment Programme (PMEP)/Ministry of Labour, Employment and Social Security (MoLESS)
- Employment Management Division/MoLESS
- Provincial level labour and employment-related ministries
- Local Level: (i) Mayor, Deputy Mayor and Chief Administrative Officer as well as the unit head responsible to oversee labour and employment; and (ii) Employment Service Centre (ESC) (staff and beneficiaries)
- Employers Organizations
- Trade Unions
- Other stakeholders: other stakeholders include but not limited to other development partners working in the sector of Migration, Reintegration, Employment, TVET and Private Sector Development

MiRiDeW:

- Swiss Agency for Development and Cooperation (SDC)
- National Human Rights Commission
- Ministry of Foreign Affairs Relevant officials from 2-3 Nepali diplomatic missions in major countries of destination
- Employment Management Division/MoLESS
- National Network for Safe Migration
- Non-Resident Nepali Association (NRNA)
- Pravasi Nepali Coordination Committee (PNCC)
- Safer Migration Programme (SaMi), Reintegration of Returnee Migrants (ReMi)
- Other stakeholders: other stakeholders include but not limited to other development partners working in the sector of Migration, Reintegration, Employment, TVET and Private Sector Development
- Trade Unions

Tentative list of key documents to be consulted:

Project related:

- PRODOC signed with donor
- Concept Note signed and agreed with the Government/Letter of Approval

- Progress report (The World Bank)
- Final Report (The World Bank)
- 1st Progress report (SDC)
- 2nd Progress report (SDC)
- Work plan, monitoring table and reports;
- Qualitative Gender Equality and Social Inclusion (GESI) Assessment Report
- Project publications such as reports, guidelines and brochures/factsheet; and
- Other available relevant documents on the project.

Other External Documents:

Constitution of Nepal, 15th and 16th National Plan, Foreign Employment Policy/Act/Regulations, National Employment Policy, Provincial Labour and Employment Policies, Right to Employment Act, Prime Minister Employment Programme, Integrated Labour and Employment Service Procedure, Local government Operation Act, local employment strategies (if any), government statistics, surveys, and industry reports, etc.

6. Main deliverables

Inception Reports (One each for SESC and MiRiDeW): To be submitted to the ILO Kathmandu within **7 days** of the receiving of all programme documents and may be circulated among key stakeholders.

This report will propose the methods, sources and procedures to be used for data collection and analysis. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator will also share the initial draft inception report with the Project Team and Evaluation Manager to seek their comments and suggestions. The inception report should be in line with ILO EVAL Office Checklist.[14]

Workshops: To present the preliminary results to the stakeholders for their feedback

Draft Reports (One each for SESC and MiRiDeW): To be submitted to the Evaluation Manager within **10 working days** of completion of the data collection and after the stakeholders' workshop).

The draft report will be approx. 30 pages plus executive summary and appendices. The draft report will be disseminated to all key project stakeholders to seek their comments and suggestions.

Final Evaluation Reports (One each for SESC and MiRiDeW): To be submitted to the Evaluation Manager within **5 days** of receipt of the draft final report with comments. The Final Report should be submitted along with all relevant Annexes as indicated in ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned etc.).

Once the final reports are completed and reviewed by the Evaluation Manager, it will be shared with the Regional Evaluation Office (REO), and finally with EVAL for final approval and requests the management response to the ILO responsible officer. Then the reports will be available for wider dissemination to all stakeholders.
Evaluation summaries (SESC and MiRiDeW): using the ILO Summary template.[15]

Suggested Report Format: The final version of the reports shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports[16] and be no more than 30 pages in length, excluding the executive summary and annexes:

[14] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf

[15] Writing Evaluation Summary Checklist: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746811.pdf

[16] https://www.ilo.org/publications/checklist-6-rating-quality-evaluation-reports

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Project Background
6. Evaluation Background
7. Evaluation criteria and questions
8. Evaluation Methodology
9. Main Findings
10. Conclusions
11. Lessons learned and Emerging Good Practices
12. Recommendations
13. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

All deliverables must be written in English. All deliverables will be submitted in electronic format in Word.

The process of the finalization of the Evaluation reports:

- The Evaluation Manager will provide methodological comments to the draft final report, which will be also shared with all the stakeholders to receive their comments.
- After consideration of the comments of stakeholders on the reports, the draft final reports will be subject to approval by the evaluation manager and Regional evaluation office focal point for review and then for submission to the ILO Evaluation Office for final approval. The final reports shall be delivered no later than **5 days** after receiving the comments on the draft report.

7. Management arrangements and work plan (including timeframe)

The evaluation team will be comprised of consultant(s) working under the supervision of the ILO Evaluation Manager. The evaluation will be managed by a designated Senior Programme Officer based in Nepal.

- **Evaluation Manager**: The Evaluation Manager will supervise, coordinate, and guide the assignment. He will give the final decision and feedbacks on all the outcomes of the assignment.

- **Evaluator(s):** The evaluator/international consultant, together with an evaluation team and/or national consultant, will conduct this evaluation**.** An additional international consultant financed outside this ToR through SDC will be part of the team and engage during the entire MTR process, fostering learning and reflections across projects and thematic portfolios for SDC.

  The responsibilities of the international consultant/lead evaluator shall be as follows:

  - Responsible for supervising the team member/national consultant in Kathmandu.
  - Ensure quality control and adherence to ethical guidelines.
  - Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, drafting reports and drafting and presenting a final report
  - Ensuring the evaluation is conducted as per TORs and timeline, including following ILO and UNEG guidelines, methodology, and formatting requirements and adhering to evaluation report quality standards as referred to above
  - Liaising with the evaluation manager
  - Conduct meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop)

- Be flexible on the evaluation timeline if it takes longer time due to difficulties encountered from remote interviews, be responsible for completing consultations with all key stakeholders, and try their best to complete the interviews/data collection
- Contributing to the report dissemination and communication (if any) by participating in webinars and supporting or providing inputs to evaluation communication products

The responsibilities of the evaluation team member/national consultant are as follows:

- Provide context-specific and technical and methodological advice necessary to the lead evaluator.
- Support the lead evaluator throughout the evaluation process (inception, data collection, data analysis, and report writing)
- Represent the evaluation team in meetings/interviews/focus group discussions with stakeholders upon request of the lead evaluator
- Taking note and interpreting between English-local languages for the lead evaluator, when needed
- Contribute to the report drafting, dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products.

The main task of the SDC financed international consultant will be a critical review of both projects with focusing on (1) how the two projects fulfil its purpose in supporting the government at the federal, provincial and local levels to further develop the policy and institutional framework for effective service delivery, building and strengthening on existing horizontal and vertical coordination mechanisms and (2) how effective the engagement with the private sector under the SESC was managed. This consultant will contribute to the ILO evaluation reports – hence the team will produce one single evaluation report for each project.

ILO Project Team who will support the evaluation and their responsibilities in this context are stated below.

- **Project Team**: The project team will provide the project support to the process and will ensure that the planned activities are realized in a timely manner to deliver the expected results. The team will ensure that all relevant documentation is up to date and easily accessible in electronic form by the evaluator from the first day of the contract. It includes the necessary documentation, information, and lists of contacts/stakeholders/constituents/ beneficiaries and provides technical support to the consultant within the scope of the assignment when necessary.

Schedule of payment

The project will cover the cost of the evaluation as follows: -

i. Professional fee: Proposed professional fee's terms of payment.
   - 20% upon the approval of the both inception report.
   - 30% upon approval of the draft evaluation report.
   - 50% upon the approval of the final evaluation report of SESC and MiRiDeW by ILO Evaluation Office.

ii. Travel and DSA where relevant and applicable will be directly managed by ILO as per its policy.

Timeframe

The timeframe for the assessment will be 4 months starting on 15 March to 15 July 2025. The following is a proposed schedule of tasks and the anticipated duration of each task:

Tasks (SESC)	Team Leader/International Consultant - Number of working days	Evaluation Team member/National Consultant - Number of working days	Deliverables and Deadlines
i. Desk review of project related documents; Online briefing with Evaluation Manager and project team. ii. Prepare inception report including interview questions and questionnaires for project stakeholders iii. Review and approval of Inception Report by the Evaluation Manager	3	2	Submission of draft Inception Report (SESC: 25 March 2025) and final version of the report (5 April 2025)
i. Field work in Kathmandu (5 days) and 5 days in the provinces and municipalities: Conduct interviews, and surveys with relevant project staff, stakeholders, and beneficiaries ii. Presentation of preliminary results to the stakeholders in a workshop.	10	10	8-18 April 2025
i. Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; draft report ii. Methodological review by the Evaluation Manager iii. Circulation of draft report by the Evaluation Manager with the stakeholders	3	2	Submission of Draft Evaluation Report (5 May 2025)
Revise and finalize the report addressing stakeholders' comments	2	0	Submission of Final Evaluation Report (20 May 2025)
Approval of the report by EVAL	0	0	30 May 2025
Total for SESC	**18**	**14**	

Tasks (MiRiDeW)	Team Leader - Number of working days	Evaluation Team member - Number of working days	Deliverables and Deadlines
i. **Desk review of project related documents; Online briefing with Evaluation Manager and project team.** ii. **Prepare inception report including interview questions and questionnaires for project stakeholders** iii. **Review and approval of Inception Report by the Evaluation Manager**	3	2	Submission of draft Inception Report (30 March 2025) and final version of the report (10 April 2025)
i. **Field work in Kathmandu: Conduct interviews, and surveys with relevant project staff, and stakeholders** ii. **Presentation of preliminary results to the stakeholders in a workshop.**	5	8	19-24 April 2025 (part of this could overlap with SESC field work when relevant

			stakeholders are same)
i. **Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; draft report** ii. **Methodological review by the Evaluation Manager** iii. **Circulation of draft report by the Evaluation Manager with the stakeholders**	5	2	Submission of Draft Evaluation Report (15 June 2025)
Revise and finalize the report addressing stakeholders' comments	2	0	Submission of Final Evaluation Report (30 June 2025)
Approval of the report by EVAL	0	0	10 July 2025
Total for MiRiDeW	**16**	**12**	
Grand total for both projects	**34**	**26**	

8. Profile of the evaluation team

The evaluation will be conducted by a lead international evaluator, who will work with an evaluation team member, or a national consultant based in Nepal. Interested international evaluator may choose to form a team with a qualified national consultant and submit their expression of interest accordingly or vis-a-vis.

The lead evaluator/international consultant shall have the following profile:

- University degree or equivalent in social development, economics, or a related subject.
- Seven years of international experience in project/program evaluation, including a theory of change-based approaches, and desirable in Public Employment Services/ Labour Market and Employment/ International Labour Migration;
- Knowledge of the ILO's mandate and Decent Work agenda
- Substantial knowledge of gender issues and familiarity with the issues of women employment and foreign employment issues
- Good knowledge of the political situation, labour market and employment/foreign employment issues particularly in South Asia/Nepal is an asset.
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professional associations, UNEG, and ILO/EVAL
- Excellent analytical and report-writing skills in English
- Qualitative and quantitative research skills
- Demonstrated excellence in facilitating workshops/consultations/FGDs
- Certificate indicating completion of the ILO EVAL's online Self-induction programme[17] *(Desirable):*

The team member/a national consultant shall have the following profile:

- University degree in social science, development studies/public administration/Statistics or another related field
- Five years' experience in the evaluation/assessment of development projects.
- Knowledgeable of research methodologies and data analysis.
- Experience and exposure/engagement in labour market and employment/labour migration related projects and programme will be an asset.
- Experience working with government systems will be an asset.

[17] https://training.itcilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html

- Experience in facilitating workshops/consultations/FGDs for evaluation/assessments and participation in field level data collection
- Extensive knowledge of and experience in applying qualitative and quantitative research methodologies
- Hands-on experience in using participatory tools and methods for data collection and analysis.
- Proficiency in (spoken and written) Nepali and relevant local languages, and English
- Experience in the UN system or similar international development field will be an asset

9. Legal and ethical matters

The evaluation will be carried out in adherence with the ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards, and OECD/DAC criteria for evaluating development assistance.

Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the evaluator(s) will be sensitive to beliefs, manners, and customs, and act with integrity and honesty in the relationships with all stakeholders.

The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality while ensuring that sensitive information cannot be traced to its source.

The ILO owns the copyright and will decide on the possible dissemination of the findings and any other information produced under this assignment. For detailed information, please follow this page: https://www.ilo.org/publications/ilo-evaluation-guidance

All deliverables will be paid for on satisfactory completion and certification by the ILO evaluation manager and in line with the ILO Evaluation report checklist.

10. Application procedure

Candidates interested in this assignment are invited to submit the EOI with following documents/information:

- EOI/cover letter explaining why they are suitable candidate/s for this assignment.
- Updated curriculum vitae, with contact details of referees and links to previous related work.
- Two copies of similar assignment/task developed as a part of a previous contract.
- Technical proposal should include information on how they plan to deliver this assignment. Financial proposal should include the rate of consulting fee (daily rate of both international and national consultant if EOI will be submitted as a team) and other costs deemed necessary for carrying out this assignment.

Applicants are requested to send the documents to ktm_procurement@ilo.org no later than 17:30 hrs (Nepal time); on **Tuesday, 25 February 2025**. Please indicate "**Application: Consultant for the Mid-Term Review of SESC and MIRIDEW**" in the subject line. Applications received after this deadline will not be considered. Only selected consultant/s will be informed on further process.

11. Attestation for having adequate medical and accident insurance

The service provider must be aware that the ILO accepts no liability in the event of death, injury, or illness of the staff under the Service provider. The Service provider must attest that he/she is adequately covered by insurance for these risks. In no circumstances, shall the Service provider be covered by any ILO insurance. It is the Service provider's own responsibility to take out, at their own expense, any personal insurance policies that are considered necessary, including a civil liability insurance policy. External collaborators whose tasks entail travel must comply with all applicable ILO security procedures and rules, notably those governing security clearance and training.

Interested applicants, MUST attest to the following while applying in response to the Terms of Reference and accompanying Expression of Interest.

Insurance	Do you have Medical and Accident Insurance? YES NO If YES, provide the document - If NO, please be aware that the ILO accepts no liability in the event of death, injury, or illness of the External Collaborator. The External Collaborator attests that he/she is adequately covered by insurance for these risks. **In no circumstances shall the External Collaborator be covered by any ILO insurance**. It is the external collaborator's own responsibility to take out, at their own expense, any personal insurance policies that are considered necessary, including a civil liability insurance policy.
Security	Have you done the Security Trainings? - BSITF, YES, NO - ASITF, YES, NO - External collaborators whose tasks entail travel must comply with all applicable ILO security procedures and rules, notably those governing security clearance and training. External collaborators benefit from the security arrangements and protection provided by the United Nations Security Management Network (UNSMN) at duty stations which are either not under a security level or up to security level four (4). If travel entails, you are required to obtain security clearance through the UN TRIP System before your travel.

ANNEX 2 - LIST OF STAKEHOLDERS

available internal only

List of 51 interviewees and participants in the Stakeholders' Workshop (84% male and 16% female)

INTERVIEWEES AND WORKSHOP PARTICIPANTS

Stakeholders	Number	Female	Male
Donor	2	1 (50%)	1 (50%)
ILO Staff	7	2 (29%)	5 (71%)
SDC Projects	3	0	3 (100%)
Federal Government	16	4 (25%)	12 (75%)
Trade Union	4	1 (25%)	3 (75%)
National Human Rights Commission	4	1 (25%)	3 (75%)
Civil Society	15	2 (13%)	13 (87%)
Total:	51	11 (22%)	40 (78%)

▶ **Table 3 – List of interviewees and workshop participants by group of stakeholders**

▶ ANNEX 3 - BIBLIOGRAPHY

Project Documents

1. Project document
2. Annual Project Progress Reports
3. Financial Statements

Published Reports and Documents

4. International Labour Organization. (2023). *Gap analysis of Foreign Employment Policy 2012 – Final report.*
5. International Labour Organization. (2023). *Bilateral labour migration agreements.*
6. International Labour Organization. (2023). *Agreements with partner organizations:*
   - National Network for Safer Migration (NNSM).
   - Pravasi Nepali Coordination Committee (PNCC).
   - Nepal Association of Foreign Employment Agencies (NAFEA).
7. Migration Group Nepal. (2023). *Advocacy messages on gender and migration*.

Online Resources and Toolkits

8. International Labour Organization. (2024). *Promising practices for fair recruitment in Nepal: Digitisation of labour migration processes for increased harmonization and oversight*. Available at: https://www.ilo.org/publications/promising-practices-fair-recruitment-nepal-digitisation-labour-migration
9. International Labour Organization. (2024). *Joint ILO-IOM-UNDP press release: Protecting migrant workers and enhancing labour migration governance, focus of Nepal national policy dialogue*. Available at: https://www.ilo.org/resource/news/protecting-migrant-workers-and-enhancing-labour-migration-governance-focus
10. International Labour Organization. (2024). *Championing migrant workers' rights: Collaborative action for a just future with NHRC*. Available at: https://www.ilo.org/resource/news/championing-migrant-workers-rights-collaborative-action-just-future
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Communications Products

12. International Labour Organization. (2023–2024). *Country briefs and regional reports.*
13. International Labour Organization. (2024). *Social media posts of the project work:*
    - Facebook Post 1. Available at: https://www.ilo.org/resource/news/protecting-migrant-workers-and-enhancing-labour-migration-governance-focus
    - Facebook Post 2. Available at: https://www.ilo.org/resource/news/protecting-migrant-workers-and-enhancing-labour-migration-governance-focus
    - Facebook Post 3. Available at: https://www.ilo.org/resource/news/protecting-migrant-workers-and-enhancing-labour-migration-governance-focus
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15. Facebook Post (NNSM)**:** National Network for Safe Migration. (2024, April 30). *Labour migration*

policy dialogue workshop organized by NNSM with support from ILO and MoLESS. Available at: https://www.facebook.com/NNSMNationalNetworkforSafeMigration/posts/pfbid02TVHf3kQ1tnUppEDdTQ7ysLNGNfB78Dwam2bRfFV86aZqK7iB8A5ho9ByGbdfYnWhl

16. International Labour Organization. (2024, May 9). *Nepal strengthens capacities to better negotiate labour migration agreements*. https://www.ilo.org/resource/news/nepal-strengthens-capacities-better-negotiate-labour-migration-agreements

Additional References

17. International Labour Organization. (2023). *Gap assessment report of Foreign Employment Policy 2012*.
18. International Labour Organization. (2023). *Project Advisory Committee (PAC) meeting minutes and PAC member list*.
19. National Network for Safer Migration. (2023). *Gender position paper on labour migration governance*.
20. International Labour Organization. (2023). *Technical comments on the draft labour migration policy*.
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Other documents

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25. Checklist 4.8: Writing the Inception Report, ILO
26. Checklist 4.2: Preparing the Evaluation Report, ILO
27. Checklist 5: Preparation of Evaluation Report, ILO
28. Checklist 6: Evaluation Report Quality Assessment, ILO
29. Template for Lessons Learned and Emerging Good Practices, ILO
30. Guidance Note 7 Stakeholder Participation in the ILO Evaluation
31. Guidance Note 3.1: Integrating gender equality into project monitoring and evaluation, ILO
32. Template for evaluation title page, ILO.
33. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations.

ANNEX 4 - DATA COLLECTION INSTRUMENTS – Evaluation matrix, interview protocol & survey

EVALUATION CRITERIA AND QUESTIONS:

The evaluation addresses the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:

Relevance
The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. ("Is the intervention doing the right things?")

Project's fit with the context:

1. To what extent is the project contributing to promoting intergovernmental collaboration?
2. To what extent has the project contributed or is contributing on capacity strengthening and institutional frameworks , ensuring decentralized quality service delivery while maintaining national standards?
3. To what extent the project is relevant to strengthen federal policies, acts and plans related to foreign employment as well as international commitments (i.e. Global Compact for Migration, SDGs)?
4. To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals?
5. Is there a fit between the project design and the direct beneficiaries' needs and relevant to country needs?
6. Is the project approach and activities relevant to the needs of the constituents and the stated objectives? To what extent the government benefited from the activities and outputs? How does the Government of Nepal (GoN) see the component of the project contributing to their larger framework?
7. In accordance with the overall objective and outcomes, what specific measures have been taken by the project to address issues related to gender equality and non- discrimination?
8. To what extent are the project design (objectives, outcomes, outputs and activities) and its underlining theory of change logical and coherence? Does the design need to be modified in the second half of the project, and why?

Appropriateness of the project design:

9. Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
10. Is intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
11. To what extent is the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries? To what extent have government partners been involved in the implementation or influencing the implementation of the project?
12. Does the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

The compatibility of the intervention with other interventions in a country, sector or institution. ("How well does the intervention fit?")

1. How well do the interventions of the project fit with other interventions of the ILO Office for Nepal? What synergies has been created with ILO's and SDC supported other projects? How well do the interventions of the project fit with other interventions of the relevant partners?
2. How the initiatives of the projects are coherent with priorities of the government and with the initiatives of other UN agencies or development actors?
3. What is the added value of the ILO work in terms of comparative advantage?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. ("Is the intervention achieving its objectives?")

1. What progress has been made towards achieving the overall project objectives/outcomes? Have there been any obstacles, barriers? What are the results noted, particularly in terms of notable successes or innovations?
2. Do the relevant government institutions fully support the initiatives taken by the project?
3. Have unintended results (positive or negative) of the project been identified?
4. How gender and social inclusion considerations are mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
5. How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Is there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

1. How efficiently have been the resources of the project (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Are resources (funds, human resources, time, expertise etc.) allocated strategically to achieve the project objectives? Do the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?
2. Given the complexity and challenges of the project, are the existing management structure and technical capacity sufficient and adequate?
3. Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
4. To what extent does the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
5. How effective is the communication and advocacy strategy in influencing the relevant target groups and audiences?
6. Does the project receive adequate technical and administrative support/response from the ILO backstopping units?

Sustainability and impact potential

The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?") ; The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")

1. How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project? How likely will the ILO project lead to results that will be sustained?
2. To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
3. How the members of the Project Team envisage the achievement of solutions for sustainable results?
4. To what extent has the project contributed to strengthening the capacities of government structures? What is the level of ownership of the programme by partners and beneficiaries?
5. To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized during and after the end of the project to inform policies and practitioners?

SDC Consultant focus

In addition to contributing to data collection and analysis on the foregoing questions, the SDC consultant on the team will devote special attention to four specific questions:

1. How do the two projects fulfil their purposes on supporting the government at the federal, provincial and local levels to further develop the policy and institutional framework for effective service delivery and sustained impact beyond project duration, building and strengthening on existing horizontal and vertical coordination mechanisms.

Description of data collection instruments: The main data collection instruments used in this evaluation are following: project data, questionnaires, semi-structured key informant interviews, and focus group discussions. The evaluation matrix is presented below.

EVALUATION QUESTIONS MATRIX and PROTOCOL

Protocols : A. ILO Staff / Project team - B. Project partners and stakeholders - C. Other partner organizations / relevant stakeholders - D. Donor

code	Criteria	Evaluation questions	Data sources	Data collection method Interview (KII or FG) = I, Document review = DR	Stakeholers / Informants	A	B	C	D	Interview Protocol
	Relevance									
R1	*Project's fit with the context:*	To what extent is the project contributing to promoting intergovernmental collaboration?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent is the project contributing to promoting intergovernmental collaboration, and how satisfied are you with this aspect?
R2		To what extent has the project contributed or is contributing on capacity strengthening and institutional frameworks?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C	D	To what extent has the project contributed to or is it contributing to capacity strengthening and the development of institutional frameworks?
R3		To what extent the project is relevant to strengthen federal policies, acts and plans related to foreign employment as well as international commitments i.e. Global Compact for Migration?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent is the project relevant for strengthening federal policies, laws, and plans related to foreign employment, as well as international commitments like the Global Compact for Migration?
R4		To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals?	(i) National development frameworks; SDGs (ii) Project documents and progress reports; and (iii) Project stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals?
R5		Is there a fit between the project design and the direct beneficiaries' needs and relevant to country needs?	(i) National development frameworks; (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	DR / I	B. Project partners - C. Other partner organizations / relevant stakeholders.		B	C		Is there a fit between the project design and the direct beneficiaries' needs and relevant to country needs?
R6		Is the project approach and activities relevant to the needs of the constituents and the stated objectives? To what extent the government benefited from the activities and outputs? How does the Government of Nepal (GoN) see the component of the project contributing to their larger framework?	(i) National development frameworks; (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	DR / I	B. Project partners - C. Other partner organizations / relevant stakeholders.		B	C		Is the project approach and activities relevant to the needs of the constituents and the stated objectives? To what extent the government benefited from the activities and outputs? How does the Government of Nepal (GoN) see the component of the project contributing to their larger framework?

R7		In accordance with the overall objective and outcomes, what specific measures have been taken by the project to address issues related to gender equality and non-discrimination?	(i) Project documents and progress reports; and (ii) ILO staff	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		In accordance with the overall objective and outcomes, what specific measures have been taken by the project to address issues related to gender equality and non-discrimination?
R8		To what extent are the project design (objectives, outcomes, outputs and activities) and its underlining theory of change logical and coherence? Does the design need to be modified in the second half of the project, and why?	(i) Project documents (ii) ILO staff	DR / I	A. ILO Staff	A				To what extent are the project design (objectives, outcomes, outputs and activities) and its underlining theory of change logical and coherence? Does the design need to be modified in the second half of the project, and why?
R9	*Appropriateness of the project design*	Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?	(i) National development frameworks & ILO Programme and Budget Outcomes; (ii) Project documents and progress reports; and (iii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
R10		Is intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?	(i) Project documents and progress reports	DR / I	A. ILO Staff / Project team	A				Is intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
R11		To what extent is the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries? To what extent have government partners been involved in the implementation or influencing the implementation of the project?	(i) National development frameworks; (ii) Project documents and progress reports; and (iii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent is the project designed to address the needs of ILO constituents at both global and national levels, and how much consultation with target beneficiaries has been conducted? How involved have government partners been in the implementation or influence of the project?
R12		Does the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?	(i) Project documents and progress reports	DR / I	A. ILO Staff / Project team	A				Does the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?
	Coherence									
C1	How well do the interventions of the project fit?	How well do the interventions of the project fit with other interventions of the ILO Office for Nepal? What synergies has been created with ILO's and SDC supported other projects? How well do the interventions of the project fit with other interventions of the relevant partners?	(i) Project documents and progress reports; and (iii) ILO staff; Donor; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	How well do the interventions of the project fit with other interventions of the ILO Office for Nepal? What synergies has been created with ILO's and SDC supported other projects? How well do the interventions of the project fit with other interventions of the relevant partners?

C2		How the initiatives of the projects are coherent with priorities of the government and with the initiatives of other UN agencies or development actors?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		How the initiatives of the projects are coherent with priorities of the government and with the initiatives of other UN agencies or development actors?
C3		What is the added value of the ILO work in terms of comparative advantage?	(i) Project documents and progress reports; and (iii) ILO staff; Donor; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	What is the added value of the ILO work in terms of comparative advantage?
	Effectiveness									
E1	Progress towards objectives/outcomes	What progress has been made towards achieving the overall project objectives/outcomes? Have there been any obstacles, barriers? What are the results noted, particularly in terms of notable successes or innovations?	(i) Project documents and progress reports; and (iii) ILO staff; Donor; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	What progress has been made towards achieving the overall project objectives/outcomes? Have there been any obstacles, barriers? What are the results noted, particularly in terms of notable successes or innovations?
E2		Do the relevant government institutions fully support the initiatives taken by the project?	(i) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		Do the relevant government institutions fully support the initiatives taken by the project?
E3		Have unintended results (positive or negative) of the project been identified?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		Have unintended results (positive or negative) of the project been identified?
E4		How gender and social inclusion considerations are mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		How gender and social inclusion considerations are mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
E5		How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Is there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?	(i) Project documents and progress reports; and (ii) ILO staff; Donor; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Is there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?

	Efficiency									
Effic.1	*Resource use and management*	How efficiently have the resources of the project (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Are resources (funds, human resources, time, expertise etc.) allocated strategically to achieve the project objectives? Do the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?	(i) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		How efficiently have the project's resources (time, funds, expertise, etc.) been used to achieve results? Were they allocated effectively to meet the project objectives? Did the project receive additional support from global or local resources to help achieve its goals?
Effic.2		Given the complexity and challenges of the project, are the existing management structure and technical capacity sufficient and adequate?	(i) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		Given the complexity and challenges of the project, are the existing management structure and technical capacity sufficient and adequate? If not, why?
Effic.3		Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?	(i) ILO Project Team	DR / I	A. ILO Staff / Project team	A				Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
Effic.4		To what extent does the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?	(i) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent has the project leveraged financial, partnership, and expert resources to promote gender equality and non-discrimination? What specific actions were taken to achieve this?
Effic.5		How effective is the communication and advocacy strategy in influencing the relevant target groups and audiences?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		How effective is the communication and advocacy strategy in influencing the relevant target groups and audiences?
Effic.6		Does the project receive adequate technical and administrative support/response from the ILO backstopping units?	(i) ILO Project Team	DR / I	A. ILO Staff / Project team	A				Does the project receive adequate technical and administrative support/response from the ILO backstopping units?
	Sustainability and impact potential									
SI1	*Institutionalization and sustainability*	How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project? How likely will the ILO project lead to results that will be sustained?	(i) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project? How likely will the ILO project lead to results that will be sustained?

SI2		To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?	(i) National development frameworks; (ii) Project documents and progress reports; and (iii) ILO staff; Project partners	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
SI3		How the members of the Project Team envisage the achievement of solutions for sustainable results?	(i) ILO Project Team	DR / I	A. ILO Staff / Project team	A				How do the members of the project team envision achieving sustainable results? What strategies or approaches are in place to ensure the long-term impact of the project?
SI4		To what extent has the project contributed to strengthening the capacities of government structures? What is the level of ownership of the programme by partners and beneficiaries?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent has the project contributed to strengthening the capacities of government structures? What is the level of ownership of the programme by partners and beneficiaries?
SI5		To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized during and after the end of the project to inform policies and practitioners?	(i) Project documents and progress reports; and (ii) ILO staff; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders.	A	B	C		To what extent can the knowledge generated throughout the project be utilized during and after the project to inform future policies and practices?
	SWOT									
SWOT 1	*General / SO*	What went well and further will?	(i) Project documents and progress reports; and (ii) ILO staff; Donor; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	What went well and further will?
SWOT 1	*General / WT*	What went ill and can change / further will (if issue not tackled)?	(i) Project documents and progress reports; and (ii) ILO staff; Donor; Project partners and stakeholders	DR / I	A. ILO Staff / Project team - B. Project partners - C. Other partner organizations / relevant stakeholders - D. Donor	A	B	C	D	What went ill and can change / further will (if issue not tackled)?

▶ Table 4 – Evaluation matrix

INTERVIEW PROTOCOL

Key questions for : A. ILO Staff / Project team - B. Project partners and stakeholders - C. Other partner organizations / relevant stakeholders - D. Donor

code	Interview Protocol	Group Protocol			
R1	To what extent is the project contributing to promoting intergovernmental collaboration, and how satisfied are you with this aspect?	A	B	C	
R2	To what extent has the project contributed to or is it contributing to capacity strengthening and the development of institutional frameworks?	A	B	C	D
R3	To what extent is the project relevant for strengthening federal policies, laws, and plans related to foreign employment, as well as international commitments like the Global Compact for Migration?	A	B	C	
R4	To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals?	A	B	C	
R5	Is there a fit between the project design and the direct beneficiaries' needs and relevant to country needs?		B	C	
R6	Is the project approach and activities relevant to the needs of the constituents and the stated objectives? To what extent the government benefited from the activities and outputs? How does the Government of Nepal (GoN) see the component of the project contributing to their larger framework?		B	C	
R7	In accordance with the overall objective and outcomes, what specific measures have been taken by the project to address issues related to gender equality and non-discrimination?	A	B	C	
R8	To what extent are the project design (objectives, outcomes, outputs and activities) and its underlining theory of change logical and coherence? Does the design need to be modified in the second half of the project, and why?	A			
R9	Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?	A	B	C	
R10	Is intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?	A			
R11	To what extent is the project designed to address the needs of ILO constituents at both global and national levels, and how much consultation with target beneficiaries has been conducted? How involved have government partners been in the implementation or influence of the project?	A	B	C	
R12	Does the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?	A			
C1	How well do the interventions of the project fit with other interventions of the ILO Office for Nepal? What synergies has been created with ILO's and SDC supported other projects? How well do the interventions of the project fit with other interventions of the relevant partners?	A	B	C	D
C2	How the initiatives of the projects are coherent with priorities of the government and with the initiatives of other UN agencies or development actors?	A	B	C	
C3	What is the added value of the ILO work in terms of comparative advantage?	A	B	C	D
E1	What progress has been made towards achieving the overall project objectives/outcomes? Have there been any obstacles, barriers? What are the results noted, particularly in terms of notable successes or innovations?	A	B	C	D
E2	Do the relevant government institutions fully support the initiatives taken by the project?	A	B	C	
E3	Have unintended results (positive or negative) of the project been identified?	A	B	C	
E4	How gender and social inclusion considerations are mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?	A	B	C	
E5	How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Is there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?	A	B	C	D
Effic.1	How efficiently have the project's resources (time, funds, expertise, etc.) been used to achieve results? Were they allocated effectively to meet the project objectives? Did the project receive additional support from global or local resources to help achieve its goals?	A	B	C	
Effic.2	Given the complexity and challenges of the project, are the existing management structure and technical capacity sufficient and adequate? If not, why?	A	B	C	
Effic.3	Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?	A			
Effic.4	To what extent has the project leveraged financial, partnership, and expert resources to promote gender equality and non-discrimination? What specific actions were taken to achieve this?	A	B	C	
Effic.5	How effective is the communication and advocacy strategy in influencing the relevant target groups and audiences?	A	B	C	
Effic.6	Does the project receive adequate technical and administrative support/response from the ILO backstopping units?	A			
SI1	How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project? How likely will the ILO project lead to results that will be sustained?	A	B	C	
SI2	To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?	A	B	C	
SI3	How do the members of the project team envision achieving sustainable results? What strategies or approaches are in place to ensure the long-term impact of the project?	A			
SI4	To what extent has the project contributed to strengthening the capacities of government structures? What is the level of ownership of the programme by partners and beneficiaries?	A	B	C	
SI5	To what extent can the knowledge generated throughout the project be utilized during and after the project to inform future policies and practices?	A	B	C	
SWOT 1	What went well and further will?	A	B	C	D
SWOT 1	What went ill and can change / further will (if issue not tackled)?	A	B	C	D

▶ Table 5 – Interview / protocol questions

MTR QUESTIONNAIRE for DIPLOMATIC MISSIONS

The questionnaire has been translated in Nepali.

Mid-Term Review (MTR)
Migrant Right and Decent Work (MiRiDeW) Project – Phase II/ILO Nepal
Interview Questionnaire for Nepali Diplomatic Mission in CoDs

Name: .....
Designation: .....
Name of Diplomatic Mission: .....
Country: .....
Contact Details: Email: ..... Tel:.....

The Mid-Term Review (MTR) team kindly requests your insights on the following questions, ensuring that your responses and identity will remain strictly confidential:

1. To what extent are you satisfied with the MiRiDeW project?
   (Please indicate your answer with a cross.)

1 = Strongly dissatisfied	2 = Somewhat dissatisfied	3 = Somewhat satisfied	4 = Strongly satisfied	N/A

   Please explain to what extent this project has been helpful to you (e.g., any notable success, innovation or issue).

2. Please mention below your most important BLMA training needs and expectations with regards to the upcoming BLMA training to be provided by the project. (Please be specific in the comments.)

3. In your view, what kind of support would be most helpful for the effective management and resolution of cases of migrant labour grievances, injuries or deaths in countries of destination (CoDs) in cooperation with non-government and diaspora partners like PNCC and NRNA?

4. What are the primary obstacles encountered while providing relevant and necessary information to Nepali migrant workers, and in managing cases related to labour rights violations, deaths, rescue, detentions, etc.? (Please be specific. What types of support would enable you to effectively and efficiently manage these cases and raise awareness in CoDs?)

5. Has this project helped you in any of the following areas? (Please mark all that apply and provide examples in the comments.) What additional support or improvements would you suggest for the project to better assist Nepali diplomatic missions in promoting migrant rights and decent work? (Please be specific in your comments.)

    - Work better with local organisations, service providers, or government offices in the country you are in?
    - Promote awareness through effective programmes on migrant workers' rights and available services in countries of destination?
    - Address grievances cases related to migrant workers' rights?
    - Other. (Please specify in the comments)

6. How could migrant workers be best reached to be informed that they can seek help from your office? (Please mention in the comments what type of assistance migrant workers typically request.)

7. In what other ways can the project enhance its support for Nepali diplomatic missions to promote migrant rights and decent work? Additionally, could you provide any suggestions or recommendations to improve the project's performance during the remaining period and for potential future phases? (Please be specific.)

8. Given the many demands on your time, what other tasks compete with your work in promoting Nepalese migrants' rights and decent work? How do you set priorities in your workflow?

Thank you for your contribution to this MTR! We greatly appreciate your valuable inputs.

▶ ANNEX 5 - EVALUATION SCHEDULE

	Phase	Task	Deliverables and deadlines
I	Inception phase	1. Desk review of project-related documents; Briefing with Evaluation Manager and project team. 2. Prepare inception report including interview questions and questionnaires for project stakeholders.	Submission of Inception Report (19 April 2025)
II	Fieldwork phase	3. Field work in Kathmandu: Conduct interviews with relevant project staff, stakeholders, and beneficiaries. 4. Presentation of preliminary results to the stakeholders in a workshop in Kathmandu.	*Field mission:* 23 – 28 April 2025 *(Possible additional interviews:* 29 April – 30 May 2025)
III	Data analysis and reporting phase	1. Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; **Draft report** 2. Methodological review by the Evaluation Manager 3. Circulation of draft report by the Evaluation Manager with the stakeholders	Submission of **Draft Evaluation Report** (17 June 2025)
		Revise and finalize the report addressing stakeholders' comments	Submission of **Final Evaluation Report** (5 July 2025)
IV	Approval	Approval of the report by EVAL	15 July 2025

▶ **Table 6 – Evaluation schedule**

ANNEX 6 - FIELD VISIT ITINERARY

available internal only

Additional interviews were added to the field visit itinerary, and a Stakeholders' Workshop was organized on 28 April 2025. All interviews were conducted based on the responsiveness and availability of stakeholders, as well as the constraints of the evaluation timeframe. (See Annex 2 for the full list of interviewees and workshop participants.)

ANNEX 7 - SWOT ANALYSIS

STRENGHTS (S)	OPPORTUNITIES (O)
• Strong mix of governmental and civil society programming partners with **complementary capacities in migrant rights.** • **Gap Analysis of Foreign Employment Policy, 2012, Final Report, 2024** • **Good overseas reach** to cases in **Malaysia** (PNCC), **Gulf countries** (PNCC) • Effective **capacity building** interventions • Support for **high-level engagement and negotiation efforts to MoLESS** with destination countries • Progress achieved and partnerships formed in **Phase I** have been built upon and advanced. • **Growing awareness** within MOFA and overseas missions of the important role that diaspora and community-based organizations in destination countries can play in supporting migrant workers. • **More frequent cooperation** on migrant worker rights cases between **Nepali embassies and MiRiDeW partners** (e.g. PNCC, NRNA, others) • Thorough gap analysis of **the 2012 Foreign Employment Policy** and a strong set of recommended actions (including gender equality).	• With **more partner agreements and service provider contracts** in place, **accelerating programme spending in 2025 and 2026**, especially for Component 2. • Supporting an **increased number of BLMAs** in new countries, including in Europe • **Testing new approaches** with MOFA and CSOs to ensure the **enforcement of BLMAs** in destination countries • Linking more closely with serious efforts to create **decent work**, including via **private sector associations and enterprises in Nepal and Responsible Business Alliance** and other networks in CoDs. • **Changes in the global context of international cooperation and serious budget reductions** among western aid agencies may limit donor funds for bilateral and multilateral work on migrant worker rights. • **Frequent rotation** of ministers and senior government officials (secretaries, joint secretaries, and undersecretaries) as well as managers and officers • **Nepal's increasing public debt and reduced public funding** may incentivize the Government of Nepal to encourage even more labour migration. **Potential to leverage growing donor interest in climate and**

• *Separate section established in NHRC for protection of migration workers' rights* *Separate section established in MoFA to deal with migrant workers' issues*	**migration nexus** by integrating environmental sustainability and climate resilience into labour migration governance frameworks.
WEAKNESSES (W)	**THREATS (T)**
• Slow processes of concluding **MOUs and contracts** with programme partners • Slow pace of embassy to provide **feedback on guidelines** in a timely way • Slow adoption of **new tactics and tools to advance migrant worker rights** on the part of mainstream Nepali diplomats, though some progress is being made • **Slow spending on the project budget** as a whole; Almost inexistent spending on Component 2 • **No functional link to ESCs' extensive work** on social welfare of migrant workers at municipal level • **Small core team** to manage matrix of MiRiDeW activities constrains pace and performance • *Need to bring **manpower agencies** on board to promote decent employment.*	• Strengthening the **investigative and response capacity of Nepali embassies and MiRiDeW partners** is critical to ***prevent continued rights violations, rebuild public trust, and ensure better protection of migrant workers.*** • Enhancing the **regulation and oversight of recruitment agencies** is urgent to ***prevent malpractice, ensure accountability, and better safeguard migrant workers and their families.*** • Under Outcome 2, **are there sufficient incentives** (such as promotion, recognition, or career benefits) for mainstream (non-Labour Officer) diplomats - even with capacity strengthened - to fully invest the time and resources needed to investigate cases and negotiate settlements for migrant workers and their families in countries of destination?

▶ Table 8 – SWOT Analysis

ANNEX 8 - TABLE OF OUTPUTS

Outcome	Output	Activity	Major Programmes conducted	Status	Start Date	End Date	Barriers and Challenges
Outcome 1: The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant	01.01-The Government of Nepal and concerned stakeholders have enhanced capacity to strengthen national policy and legislative framework on labour migration	01.01.01 - Review key legislation/policies related to labour migration to mainstream federalization, ensure alignment with international labour standards and promote gender responsiveness and fair recruitment.	ILO was invitee member in new Labour Migration policy drafting committee. ILO engaged with the committee from Jan to August 2024 in series of prepatation meetings and consultation meetings. However still there is need for continuity as draft policy is in endorsement process. ILO provided technical comments in the draft policy document to the Policy Drafting Commitee with support from HQ experts.	Ongoing	Jan.24	ongoing	New draft Labour Migration Policy endorsement taking longer time than anticipated. Series of meetings were conducted by the policy drafting committee where ILO participated. Limited timeframe to draft the new labour migration policy. Continuing engangement with trade unions and civil society organizations in the policy process was challenging in government led processes.
			Joint National Policy Dialogue on Strengthening Labour Migration Governance: Integrating Business organized on 8 August 2024 and Human Rights Perspectives for Protection of Migrant Workers, jointly organized by ILO, IOM and UNDP	Completed	01.Jul.24	07.Aug.24	Coordinated efforts within UN Agencies are important however it takes ample time for joint planning and execution.
			Multistakeholder consultation on Gender, Labour Migration, Climate Change and Business and Human Rights organized on 20 June 2025	Completed	01.May.25	27.Jun.25	Coordinated efforts within UN Agencies are important however it takes ample time for joint planning and execution.
			Through Partner National Network for Safer migration various consultations were conducted and are being planned. **Key highlights of the partnership outcomes:** Updated Gender and labour migration position paper of NNSM, developed flyers on gender and labour migration, 8 consultation programmes carried out with different stakeholders on various labour migration related issues (i.e fair recruitment, social protection, women migrant rights especially domestic work, recommendations for Foreing Act Ammendment, etc.), capacity building of NNSM members on various labour migration issues. **Five more consultation programmes and advocacy programmes are in plan for remaining period of 2025 and 2026 on various themes)**	Ongoing	01.Jun.24	01.Feb.26	
		01.01.02 - Conduct participatory assessment for policy coherence as per ILO manual to improve the degree of coherence of national migration policies.	Gap Assessment study of Foreign Employment Policy 2012 conducted in 2024	Completed	08.Mar.24	26.Mar.24	Very limited time for the Gap Assessement as policy drafting work had already started.
		01.01.03 - Capacity development of Advisory Committee (including representation from Government) to guide labour migration governance and foreign employment in line with government s plans	Two project Advisory committee meetings conducted with chairpersonship of Secretary of MoLESS. Capacity Buidling support to NPC official on labour migration course with ITC ILO, Capacity Building support to officials from Ministry of Foreign Affairs, Ministry of Labour, Employment and Social Security, Ministry of Law Justice and Parliamentarian Affars and Trade Union on Bilateral Labour migration Agreement course by ITC ILO in 2024.	ongoing	Jan.24	ongoing	Frequent changes of government staff and government leadership hinders the work.

		01.01.04 - Support yearly publication of the Nepal Labour Migration Report to promote evidence-based policy and programme formulation and support provided to Govt. of Nepal in monitoring and reporting of SDG indicators related to labour migration.	Technical support to MoLESS for the preparation of Nepal Labour Migration Status Report 2024 and Technical Support to National Statistics Office for the Recruitment Cost Survey Report processes	ongoing	Jan.24	ongoing	Technical support for government line agencies for study took longer time than anticipated due to change in staff and longer endorsement processes. For Labour mgiration status report, coordination committee headed by Secretary, MoLESS and Working Committee headed by Joint Secretary formed. Series of meeting of working commitee (more than six) is being held. Delay in receiving data from different sources. Similarly, Technical support to National Statistics Office was also challenging. Due to the delay in the finalization of raw data, we had to amend the consultants' agreement four times.
	01.02-The Government of Nepal reviews, designs and implements bilateral labour migration agreements (BLMAs) and engages in regional and global policy dialogues.	01.02.01 - Provide technical assistance in the revision and drafting of BLMAs in line with international labour standards and the UN Guidance on Bilateral Labour Migration Agreements	Technical Support to MoLESS for the MoU on labour migration with Government of Romania and Joint Declaration of Intend on labour migration with Government of Germany. Technical Support ongoing to draft optional protocol on MOU with Government of Romania and Optional Protocol on Joint Declaration on Intend with Government of Germany. Technical inputs in the draft agreements, support in the consultation programme to take feedback in draft labour migration agreements.	ongoing	Aug.23	ongoing	Technical skill gaps in the government line agencies related to BLMA. The destination countries willingness also plays a crucial role during negotiating , implementing and monitoring processes of BLMA.
		01.02.02 - Strengthen capacity of representatives from relevant ministries and other key stakeholders on the development and negotiation of BLMAs through the provision of trainings.	30 officials from key government and non government agencies (Ministry of Foreign Affairs, Ministry of Law, Justice and Parliamentarian Affairs, Ministry of Labour, Employment and Social Security, Ministry of Women, Children and Senior Citizen, Foreign Employment Board, Department of Foreign Employment, Nepal Association of Foreign Employment Agencies, National Human Rights Commission, trade union, civil society and academic organizations) received this training, which included 50 hours of training course composed of online and face to face modalities. This enhanced particpants' BLMA/MoU negotiation skills, and knowledge of techniques and standards - including compliance with international labour standards. The participants learned best practices and practical experiences from effective BLMAs managed by the Philippines and other countries relevant to the context of Nepal.	Completed	Apr.25	Jun.25	Frequent changes of government staff and government leadership may hamper the furture work on BLMA
		01.02.03 - Support the implementation and review of existing BLMAs through facilitating meeting of joint-committees, monitoring visits and assessments.	Support in the Nepali government officials meeting with destination government counterparts (i.e., supported high level mission led by the Honourable Labour Minister to Spain to advance discusion on draft BLMA with Spain, Supported high level mission led by Secretary of MoLESS to Luxembourg and Belgium to continue discussion with government counterparts in the BLMA discussion enhancement.	ongoing	Oct.24	ongoing	The BLMA process is slow and time consuming which requires follow up from both the government sides. It needs continous engagement and continuity. Inter-governmental collaboration is must.
		01.02.04 - Support Nepal Government representatives and other stakeholders in the technical preparation of regional or global policy dialogues and facilitate their participation (where possible/required)	Supported trade union representative to participate in the Global Compact on Migration 2nd Regional Review Held in Bangkok	ongoing	Feb.25	ongoing	Representation of workers' organizations is often a challenge due to fund limitation.

Outcome 2: Nepali migrant workers in countries of destination have increased access to information and quality migration services.	02.01-Nepali diplomatic missions and consulates in countries of destination have the capacity to provide quality services to migrant workers.	02.01.01 - Strengthen the capacity of diplomatic missions to implement services outlined in the Operational Guidelines for Nepali Diplomatic Missions	Series of request letter exchanges with MoFA and MoLESS on this regard	onprocess	Jan.24	ongoing	Operational Guideline taking much more time than anticipated despite many follow-ups. Frequent changes in officials make it more difficult.
		02.01.02 - Support digitization of tools developed under the Operational Guidelines for Nepali Diplomatic Missions and integration with other government information management system	Conducted consultation programme organized on Use of Digital tools to enhance service delivery to migrants in 2024. Employment Board for the digitalization for migrant workers for information and awareness.	onprocess	Aug.25	May.25	To take into account the sustainability point of view, higher ownership is required for this digitalization support.
		02.01.03 - Support MoFA to publish yearly summary of services provided to migrant workers in countries of destinationSupport MoFA to publish yearly summary of services provided to migrant workers in countries of destination	Yet to start discussions the new migration report also covers data related to missions.	Yet to start discussions the new migration report also covers data related to missions.			Since the migration report also has some data from MoFA. Have plan to coordinate with new MoFA division on labour migration
	02.02-Migrants workers have information about the diversity of migration services in countries of destination	02.02.01 - Facilitate signing and implementation of MoU between National Human Rights Institute (NHRI)s in Nepal and countries of destination for enhanced protection of rights of migrant workers	Consultation programme in joint coordination with NHRC was organized. **NHRC is in discussion with few GCC countries for the expansion of MOU for the protection of migrant rights** and the project is collaborating with NHRC on this.	ongoing	Oct.24	ongoing	Interest of Destination countries National Human Rights Instituition also plays important role for MOU formalization and implementaton
		02.02.02 - Support workers and employers organizations in Nepal and CoDs to enhance protection of rights of Nepali migrant workers in countries of destination.	Partnership with **North South Initiative started from 20th of March 2025 till 19th of February 2026**. Major activities to be conducted in this partnerships are Three passport renewal camps in Malaysia, capacity building events with migrants community leaders, information sessions online + face to face with migrant workers, coordination with Nepali Diplomatic missions.	ongoing	Mar.25	Feb.26	Lack of civil society organizations in GCC countries and restrictions on fund transfer issue due to Nepal government rules
		02.02.03 - Support media to produce accurate report on situation of Nepali migrant workers in countries of destination across selected migration pathways	Training to media personnel planned	Planned	Sep.25	Mar.26	Lack of civil society organizations in GCC countries and restrictions on fund transfer issue due to Nepal government rules

		02.02.04 - Support workers organisations to disseminate information on services provided by selected missions/relevant stakeholders and help workers access those services	Partnership with Pravasi Nepali Coordination Committee started from 14 March 2025 to 16 March 2026. The major activities in progress are digital outreach sessions among migrant workers in GCC and different parts of the world, development of IEC materials and vidoes targeted for migrant workers. Discussion with Nepal Trade Union Congress is ongoing .	Ongoing	Mar.25	Mar.26	Lack of civil society organizations in GCC countries and restrictions on fund transfer issue due to Nepal government rules
		02.02.05 - Collaborate with digital organization to design products and disseminate information on heat waves and ICT application to reach migrant workers to access available migration services in CoDs	Some video materials targeted for migrants are planned with PNCC partnership. Few more videos to be developed as per need.	Planned	Aug.25	Apr.25	Poor digital literacy among migrant workers

▶ Table 9 – Table of Outputs

ANNEX 9 - SUMMARY OF OUTPUTS

OUTPUT DELIVERY[9]			
Output		Output status	Output summary
Outcome 1: The Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers			
1.1	The Government of Nepal and concerned stakeholders have institutional and human capacity to strengthen the national policy and legislative framework on labour migration.	On schedule	The Government of Nepal is in the process of revising the foreign employment policy. ILO has been a part of the **Labour Migration Policy Drafting Committee** providing technical inputs in the draft policy through the involvement of its Labour Migration Specialists and other relevant officials together with conducting a gap assessment of Foreign Employment Policy 2012. It supported National Network for Safer Migration to provide its consolidated feedback on the draft labour migration policy. ILO's continous enagement with the drafting committee in order to promote migrant rights including women migrant workers rights, vulnerable migrant groups and international labour standard agenda in the draft policy. The gap assessement of Foreing Employment Policy 2012 provided proper facts to the policy drafting committee to identify gaps and limitations of the previous policy and identify the dynamics that need to be taken into consideration in the new labour migration policy. Further, the project supported two days residential workshop for the drafting committee in order to finalize the draft policy incorporating the feedback received from wider stakeholders. The draft policy is currently going through a review from National Planning Commission. The project has provided technical support for National Statistics Office (NSO) to conduct **Recruitment Cost Survey of Nepali Migrant Workers**. The primary objective of the survey is to gather comprehensive data on recruitment fees, related costs incurred, and the earnings of migrant workers who left Nepal in the past five years and have returned back to Nepal. Nepal is among one of the countries for a trial on the measurement of Sustainable Development Goals indicator 10.7.1, collecting data through a dedicated survey. **A draft report of the survey is developed** and is awaiting final consent/inputs from MoLESS and Office of Prime Minister before its publication. In addition, the project is providing technical support to Ministry of Labour, Employment and Social Security for a development of **Nepal Labour Migration Status Report**. The report will provide

			a comprehensive overview of regular labour migration from Nepal with a focus on the fiscal years 2022/23 and 2023/24. It will be a national government report with comprehensive data on labour migration from Nepal. MoLESS formed a Coordination Committee headed by Secretary and Working committee headed by Joint Secretary to facilitate this report development processes. Currently, a team of expert coordinating with concerned ministry officials is drafting the report.
1.2	The Government of Nepal reviews, designs and implements bilateral labour migration agreements and engages in regional and global policy dialogues.	On schedule	**Technical inputs in the draft labour agreements :** It has been supporting the government of Nepal by providing technical inputs on the draft labour agreements with the Kingdom of **Saudi Arabia**, the **Kingdom of Spain** and **the draft pilot project agreement on recruitment of domestic workers with the UAE**. Further a **consultation program** with government, trade unions, recruitment agencies and civil society organizations was supported to take feedback on draft agreement with the Kingdom of Saudi Arabia and the draft pilot project agreement on recruitment of domestic workers with the UAE. The consultation reiterated that safeguarding migrant workers' rights through the BLMA/MOU is important. The consultation and technical inputs in the above-mentioned draft labour agreements are important for advancing decent work agendas for migrant workers and to include concerns addressing the needs and vulnerabilities of migrant workers including women migrant workers with regard to equality and non-discrimination, fair recruitment, access to social protection, reintegration and access to justice. If the pilot project agreement with UAE on the recruitment of domestic workers materialized, it will open formal channel in UAE for Nepali domestic workers mostly for women domestic workers via regular channels which is facing a kind of restriction from the government. One of the preconditions set by Nepal government to work as domestic worker in GCC, Malaysia and Lebanon were to have bilateral labour agreements with countries of destination. **Supported a high-level government delegation, led by the Minister of Labour, Employment and Social Security, in bilateral dialogues with the Government of Spain**. Honorable Labour Minister met the Hon. Minister of Labour and Social Economy of Kingdom of Spain and emphasized on the BLMAs between Nepal and Spain and received positive response to conclude the BLMAs between the countries by further exchanging the draft through the diplomatic channels. During the mission, Hon. Minister had a meeting with EU commissioner Mr. Nicolas Schmith, where he discussed about the importance of BLMAs to address the issues of global south.

			Hon. Minister Sharat Singh Bhandari also participated in 'Toward labour International' conference organized by the Ministry of Labour and Social Economy, Spain as a guest speaker in panel : "A united front for workers" where Hon. Minister highlighted contemporary issues of labour force in global south and how BLMA's can work as bridge between global north and global south to address labour issues. Hence it was a fruitful high level mission from Nepal to highlight • the interest of Nepal to have BLMA with Spain and other possible European countries. • To stress on that BLMAs has to be the concern and priority of both the labour receiving and sending countries, to safeguard the labour rights and promote healthy labour relations. After the Spain mission, the same team but led by Director General of Department of Foreingn Employment visited Malta. The team had meetings with Nepali workers and diaspora community and reached to the conclusion that Malta is a high potential destination country for Nepali workers which led to put the country in the list of initiating BLMA. **Capacity Building of the relevant government stakeholder and social partner on BLMA and labour migration issues:** The project supported **four officials** (each from Ministry of Foreign Affairs, Ministry of Labour Employment and Social Security, Ministry of Law, Justice and Parliamentary Affairs and Joint Trade Union Coordination Center) for a 60 hours training course on Developing, Negotiating And Implementing Bilateral Labour Migration Agreements carried out by International Training Center of ILO. This capacity building support was crucial as it was an intense international training course relevant to Nepal to enhance the BLMA drafting, negotiating, monitoring and evaluation skills and cross learning from other labour sending countries like Ghana, Ehtiopia, Kosovo, Srilanka etc. The enhanced knowledge of relevant government officials has supported in the ongoing BLMA work with countries of destinations. Further, an official from National Planning Commission was supported for an E-Learning Course on "Governing Labour Migration and Coherence with Employment Policies". **Other important developments on the BLMAs with project's support:** • Implementation protocol for the Joint Declaration of Intend with Germany on Labour migration is in drafting process. • Implementation protocol for MoU with Romania on Labour migration is in drafting process.

			• Standard Operating Procedure on BLMA with countries of destination is also on drafting process. Further, the project linked two officials (one from National Human Rights Commision and other from JTUCC) to the ITC ILO scholarship training on labour migration issue.
Outcome 2: Nepali migrant workers in countries of destinations have increased access to information and quality migration services.			
2.1	Nepali diplomatic missions and consulates in countries of destination have the capacity to provide quality services to migrant workers	Delay: behind schedule	Several rounds of meeting were carried out with Ministry of Foreign Affairs (MoFA) to finalize the Draft Operational Guideline for the Nepali diplomatic missions in countries of destination with intention to provide effective services to Nepali migrant workers. Further, a formal letter was sent to Ministry of Foreign Affairs with request to finalize Operational Guideline developed for the Embassy of Nepal in Malaysia. MoFA issued a letter to Nepal Embassy in Malaysia with request for additions in the draft guideline and this is not concluded yet. The project organized a "Consultation on Uses of Digital Technology and Online Tools to Enhance Service Delivery to Migrant Workers with focus on destination countries" in collaboration with MoLESS. The programme saw the presence of 21 officials representing MoLESS, Ministry of Foreign Affairs, Department of Consular Services, Department of Foreign Employment, Foreign Employment Board, Social Security Fund, National Human Rights Commission (NHRC), National Association of Foreign Employment Agencies (NAFEA), Joint Trade Union Coordination Centre (JTUCC) , National Network for Safe Migration, SaMi, Decent Work Team of ILO Delhi and virtual participation from Nepali Diplomatic Mission from Malaysia. The consultation stressed a need for a development of sufficient materials in different languages (audio, video,) targeting migrant workers regarding existing online services and stressed need for coordination and lobby for the one door system on digital services for migrant workers.
2.2	Migrants workers have information about the diversity of migration services in countries of destination.	Delay: behind schedule	Several rounds of meeting were carried out with National Human Rights Commission (NHRC) officials for further engagement on labour migration issue to strengthen the MoU between NHRC Nepal and National Human Rights Institutions in countries of destination. Further, a consultation meeting with government, trade unions and civil society organizations was conducted on the contemporary situation of migrant workers' rights and way forward was organized. The stakeholders highlighted the role of NHRC should be focused on strategic intervention, monitoring the government for stronger accountability. Taking the opportunity of the presence of Social Protection experts from ILO office in Beirut and Decent Work Team from

			India, a consultation program on Extending Social Protection to Migrant Workers was organized which highlighted the post-COVID development of Social Protection programs in the Gulf Cooperation Council Countries. This consultation provided platform to learn about the recent development in GCC on social protection of migrant workers. Partner selection process is ongoing to reach out to migrants in countries of destinations. Partnership is planned with North South Initiative (NSI) to reach out to Nepali migrant workers **in Malaysia** to enhance access to information on available migration services and its linkages through collaboration with relevant stakeholders in both countries of origin and destination. Similarly, partnership with an organization Pravasi Nepali Coordination Committee (PNCC) is planned to strengthen access to information on migration services available in destination countries (priority GCC) for Nepali migrant workers **via digital means**. Both PNCC and NSI will work closely with each other to achieve it.
OUTPUTS: Overall delivery assessment[c]			
☐	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	☒	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
☐	Unsatisfactory Some (40-60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40-60%) indicator milestones have been met.	☐	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

Ref. MiRiDeW Annual Project Progress Report_ILO-March 2025

▶ Table 10 –Summary of outputs

ANNEX 10 – PARTNERSHIP MANAGEMENT

MiRiDeW is diligent in managing its collaborations with its partners. With major programming partners, MiRiDeW negotiates and administers legally enforceable formal agreements between the partner and ILO, based on proposals or concept papers, with substantial budgets. Two examples are the executed agreements with the National Network for Safe Migration (NNSM) and the Pravasi Nepali Coordination Committee (PNCC), both with budgets of nearly NPR 5M to be implemented over 12 months.

Implementation Agreement with the National Network for Safe Migration

The agreement with NNSM runs from July 2024 through June 2025. Under the terms of the agreement, the Network works in Nepal to strengthen the protection of the rights of migrant workers, and in particular women migrant workers. The total budget for this project is USD 37,264 or NPR 4,980,000. There are three advance payments (30%, 40%, and 25%) made upon ILO's approval of technical and financial reports In standard ILO format and a final payment (5%) requiring and approved final report. The terms of reference for the project are set out in the concept paper and detailed budget from NNSM.

Implementation Agreement with the Pravasi Nepali Coordination Committee

The agreement with PNCC runs from mid-March 2025 to mid-March 2026. The purpose of the collaboration is for the Coordination Committee to enhance the availability of reliable information on migration services in countries of destination for Nepali migrant workers. PNCC will work digitally in the GCC countries and with a partner in Malaysia, and will explore the "possibility to reach out to migrants from other important migration corridors." The total budget for the project is USD 34,954 or NPR 4,875,963. Under the terms of the agreement, as with the NNSM collaboration, there will be three advance payments (30%, 50% and 15%) upon ILO's approval of the requisite technical and financial reports in standard ILO format, and a final payment (5%) on receipt of an approved final report. Terms of reference for the project are set out in the concept paper and detailed budget from PNCC.

Implementation Agreement with the North South Initiative

The project also works in partnership with the North-South Initiative (NSI), a Malaysian-based civil society organization committed to promoting social justice and sustainable development for vulnerable communities, including migrant workers. The agreement with NSI runs from March 2025 to February 2026. NSI collaborates closely with PNCC Nepal to enhance support systems for Nepali migrant workers in Malaysia. Major activities under this partnership include organizing three passport renewal camps in Malaysia, conducting capacity-building events with migrant community leaders, hosting both online and in-person information sessions for migrant workers, and strengthening coordination with Nepali diplomatic missions to ensure timely assistance and protection. The total budget for this project is USD 49,257 (approximately NPR 6,735,358). Under the terms of the agreement, as with the aforementioned collaborations, there will be three advance payments (30%, 30% and 30%) upon submission of deliverables (detailed work plan, and technical and financial progress reports) to the satisfaction of ILO. A final payment of 10% of the total value of the agreement will be paid upon submission and approval of final technical and financial reports.

Assessment
These similar agreements are professionally structured management tools and as such are strong indicators of MiRiDeW's diligence in managing its partnerships in a programmatically and financially responsible manner. During the consultations conducted by the MTR team, concerns were raised regarding the extended duration required to finalize and execute the partner agreement.

Additionally, the limited timeframe of 12 months to fulfil the agreement's terms was noted as a challenge for effective implementation. There is no question that the partners possess the capacity to achieve key results within this timeframe, but it is also true that a longer timespan would have enhanced the possibility of realizing more meaningful results.

Conclusion
In any case, these agreements with collaborating partners are systematic and thorough in their form and substance. They are strong partnership management tools. MiRiDeW has demonstrated responsible programme management in negotiating and executing the agreements.

ANNEX 11 - LESSON LEARNED

Evaluation Title: Mid-Term Review (MTR) of the project "Migrant Rights and Decent Work (MIRIDEW) Phase II"	**Project TC/SYMBOL:** NPL/23/02/CHE
Name of evaluators: Maria Zarraga, Edward Jackson, Mahesh Hada	**Date:** June 17, 2025
The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.	

LL Element	Text
Brief summary of lesson learned (link to project goal or specific deliverable)	**Conducting rapid operational feasibility studies as part of project management is instrumental in proactively identifying and addressing key challenges, such as cross-border fund transfer restrictions, logistical complexities, staff turnover, and staffing limitations.** For example, cross-border fund transfer restrictions significantly impacted the project's ability to fully implement Outcome 2: *Nepali migrant workers in countries of destination (CoDs) have increased access to information and quality migration services.* Such operational feasibility studies, conducted with technical expertise and in close coordination with donors and senior management, can inform realistic planning, budget allocation, and enable scenario-based decision-making. They also help anticipate constraints and identify viable partners and delivery mechanisms. Providing flexible implementation pathways, preferably at the design stages, is essential. In countries where fund transfers are not possible - such as the Gulf Cooperation Council (GCC) countries, where civil society organizations are absent and Nepal's regulations restrict project fund transfers to foreign countries - early feasibility studies can help identify alternative delivery options. These may include adapting activity modalities or reallocating budgets to feasible interventions to maintain project efficiency and impact.
Context and any related preconditions	The project encountered key operational constraints related to financial transfers, limited human resources, and logistical barriers, particularly in supporting activities in countries of destination. These challenges highlighted the importance of dedicating time and resources to feasibility assessments at the outset and during project implementation. Moving forward, it is recommended that the National Project Coordinator (NPC) be provided with the necessary time and support to conduct feasibility studies, with expert support, and to follow up on their recommendations to ensure adaptive implementation. Feasibility studies should incorporate ground-level insights from local partners and include a focus on cross-cutting issues, such as gender

	equality, and the needs of marginalized migrant workers. Maintaining a structured and continuous monitoring process, with regular engagement between the project team, donors, and implementing partners, will be essential to align expectations, rapidly address bottlenecks, and apply adaptive management practices throughout the project lifecycle.
Targeted users / Beneficiaries	The primary users of this lesson are ILO, the donor, and the project's implementing partners. Key stakeholders include government entities, diplomatic missions, and partner organizations.
Challenges / negative lessons – Causal factors	Operational feasibility studies identify risks like cross-border fund restrictions and logistical challenges early, allowing the project to adapt plans, explore alternatives, and address issues proactively to ensure smooth implementation and service delivery.
Success / positive issues – Causal factors	Engaging national civil society organizations and NGOs remains a valuable strategy in countries where it is legally and operationally feasible. In contrast, in GCC countries, this pathway is not viable due to regulatory and structural barriers. This underlines the importance of conducting operational feasibility assessments at the design or mid-term stages to determine where alternative partnerships are realistic and where the project may need to rely on other channels, such as collaborating with other interventions operating along other migration corridors to the country of destination.
ILO administrative issues (staff, resources, design, implementation)	Administrative issues - such as staff, resource, design, and implementation constraints - can be better anticipated and addressed through a thorough operational feasibility study, providing a valuable return on investment by improving project efficiency and impact.
Other relevant comments	

▶ Table 11 – Emerging Lesson Learned

ANNEX 12 – EMERGING GOOD PRACTICE

Evaluation Title:	**Project TC/SYMBOL:**
Mid-Term Review of the project "Migrant Rights and Decent Work (MIRIDEW) Phase II"	NPL/23/02/CHE
Name of evaluators: Maria Zarraga, Edward Jackson, Mahesh Hada	**Date:** June 17, 2025

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	**The project presents a good practice in multi-level, multi-stakeholder engagement for migrant worker protection. It strategically combined policy-level influence with direct support mechanisms for end beneficiaries.** The project notably contributed to the gap analysis of Nepal's 2012 Foreign Employment Policy, feeding concrete policy recommendations into national processes. The project also supported consultations with relevant stakeholders on draft Bilateral Labour Migration Agreements (BLMAs). The recommendations gathered during these consultations provided crucial inputs from government line agencies, trade unions, recruitment agencies, and other stakeholders for ongoing discussions between Nepal and destination countries. Additionally, the technical support provided to the Ministry of Labour, Employment and Social Security (MoLESS) for the development of the Labour Migration Status Report will result in a comprehensive document capturing data on migrant workers across multiple dimensions. Simultaneously, it supported the capacity building of key actors involved in Bilateral Labour Migration Agreements (BLMAs), including ministries, constitutional bodies, coordination entities, trade unions, national networks, and development partners. By actively involving provincial and local levels in project activities and, for example, ensuring the provision of services through the PNCC - a key local partner with diaspora linkages - the project maintained a dual focus on national policy engagement and localized service delivery for migrant workers, while higher-level policy impact is still emerging. Growing collaboration with diaspora organizations, including the NRNA and PNCC, alongside planned capacity strengthening for diplomatic missions, illustrates the project's intentional efforts to shift mindsets and institutional practices in a sustainable manner.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The good practice is particularly relevant in contexts where labour migration is a major socio-economic factor and where diplomatic presence and diaspora networks in destination countries can be activated to support migrant workers. However, replicability may be constrained in countries where financial transfers to CoDs face structural restrictions, as seen in this project. Alternative implementation methods, such as local CSO contracting or using diaspora networks as intermediaries could be instrumental.

Establish a clear cause-effect relationship	The project's systemic engagement approach created a clear cause-effect pathway: building government and embassy capacity fosters systematic, increased quality and timeliness of case management and migrant protection services. Direct support to migrants through PNCC and diaspora partners allows to improve access to services and case resolution. Policy engagement through gap analysis and gender mainstreaming helped reform national frameworks. The combination of policy and hands-on interventions to support migrants strengthened the likelihood of institutional sustainability – while tackling present issues.
Indicate measurable impact and targeted beneficiaries	The project is contributing to measurable progress, particularly under Outcome 1, which aims to strengthen Nepal's policy framework and institutional mechanisms to protect the rights of migrant workers, especially women. It focuses on building the institutional and human capacity needed to enhance national labour migration policies, while also supporting the review, development, and implementation of bilateral labour migration agreements and fostering Nepal's engagement in regional and global policy dialogues.
Potential for replication and by whom	This approach can be replicated in other migration-prone countries with strong diaspora networks and bilateral migration corridors. Replication would be particularly relevant for countries negotiating BLMAs or aiming to reform foreign employment policies. However, adapting to local regulatory contexts, especially regarding fund transfers and diplomatic engagement, is essential.
Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO's Strategic Programme Framework)	The project directly contributes to ILO P&B - Outcome 6 "Protection at work for all" and Output 6.4 Increased capacity of Member States to develop fair and effective labour migration frameworks - and ILO's Decent Work Country Programme (DWCP) 2023-2027, particularly under priority two "Promotion and application of International Labour Standards focusing on fundamental principles and rights at work" and contribute to Outcome 2.4 "More effective labour migration governance frameworks, institutions, and services to protect Nepali migrant workers' rights", through Country Programme Outcome (CPO) NPL105.

▶ Table 12 – Emerging Good Practice

Management response to

Mid-Term Review of the Project 'Migrant Rights and Decent Work (MiRiDeW) Phase II'

Management Response

The Management Response (MR) states the position of the SDC on the recommendations of the Mid Term Review (MTR) of the Migrant Rights and Decent Work (MiRiDeW) Phase II. The MR provides a solid basis for strategic decision-making.

Assessment of the evaluation

The evaluation was led by the international consultants Maria Zarraga and Dr. Edward Jackson together with the national consultant Mahesh Hada.

The purpose of this MTR was to review four key areas: i) project accountability; ii) promoting organizational learning; iii) planning and implementation improvement; iv) building knowledge. The MTR assessment covered project interventions between July 2023 and the first quarter of 2025. The MTR provides a comprehensive and credible assessment of the MiRiDeW project. While it recognises significant achievements in areas such as the adoption of the Bilateral Labour Migration Agreements (BLMAs), institutional capacity-building, and policy-level traction, it also candidly highlights critical gaps, notably the very slow progress under Outcome 2, underspending, limited local-level rollout, and the constraints posed by fund-transfer modalities and the small project team. The report is both balanced and actionable, offering concrete entry points for steering, such as accelerating disbursement mechanisms and considering an extension of the project duration to realise project ambitions. Nevertheless, SDC agrees only partially or disagrees with most recommendations.

Summary of Key Findings and Conclusions

Relevance: The review highlighted that the project is highly relevant, especially related to support for formulating Bilateral Labour Agreements (BLAs)/MoUs to new CoDs, which has a major impact on labour and migration governance and hence the individual migrant.

Coherence: The project demonstrates strong coherence with ILO Nepal and SDC's migration portfolio and builds strong synergies with other migration-related projects of both institutions. It also aligns with the Government of Nepal's national priorities. Additionally, the project is able to ensure system-wide coherence and long-term impact through a variety of collaborations, in Nepal and beyond.

Effectiveness: The MTR concludes that the project has delivered substantial results in strengthening Nepal's labour migration governance with facilitating the signing of the Memorandum of Understanding (MoU) on labour migration with Romania and the Joint Declaration of Intent with Germany, as well as advancing other dialogues with Spain, Belgium and Luxembourg. It also highlights the project's contributions to gender-responsive policy reforms, improving protection services and responsible recruitment. However, it underlines the need for the project to diversify implementation pathways and prioritizing high-impact actionable interventions and improving real-time financial tracking.

Efficiency: The report outlines the project has made meaningful progress, particularly under Outcome 1. However, it underscores that the efficiency of the project is dragged down by the operational challenges and persistent political and institutional barriers that have slowed spending and limited the scale of implementation under Outcome 2.

Impact: The report acknowledges the project's contributions to policy and institutional development, including the signing of key BLMAs and the strengthening of national social protection to undocumented workers by integrating migrant rights within national policies. However, it also highlights the project's limited resource base, reliance on a small core team, financial and operational challenges, and the absence of robust local-level linkages that has affected the project's impact.

Sustainability: Sustainability remains a concern. While acknowledging the government's increasing demand for technical assistance and the project's success in securing high-level engagement and positioning itself as a trusted partner, the report recommends prioritizing developing alternative delivery pathways, deepening partnerships with private sector actors, expanding its donor base, and embedding

more durable coordination mechanisms at both national and local levels.

Conclusion: The project is highly relevant to Nepal's political priorities and international commitments, demonstrating strong coherence with national and global initiatives. It has achieved notable progress in policy reforms, BLMAs and migrant protection, though challenges remain in local integration and social protection of migrants in the key destination countries, namely the GCC states. Efficiency can be improved through targeted, operationally feasible intervention. With committed leadership, effective budget utilization, and strategic partnerships, the project holds strong sustainability and impact potential.

1.	R 1: Conduct a short mid-term operational feasibility study and revise the Theory of Change (ToC).	
2.	R 2: Accelerate disbursement under Component 2 to unlock the potential of local interventions and deliver tangible results ahead of a potential Phase III.	
3.	R 3: Strengthen private sector engagement with companies and recruitment agencies, alongside enhanced promotional activities to build broader support for MiRiDeW II's objectives.	
4.	R 4: Explore digitalization of key project components to improve efficiency and reach.	
5.	R 5: A no-cost extension of Phase II and to conduct Phase III with the support of SDC, while diversifying funding.	
6.	R 6: Strengthen coordination mechanism across government tiers, trade unions, civil society, and private actors for more coherent action.	
Fully agree	Partially agree	Disagree

Overview of recommendations, management response and measures

Recommendation 1: Conduct a short mid-term operational feasibility study and revise the Theory of Change (ToC)			
R1. Revise the Theory of Change (including mindset shift stages) and carry out a short operational feasibility study with expert support to guide realistic planning and resource allocation, to reassess needs, adjust activities, dedicated time required from leadership, and inform future planning and donor dialogue. R2. Present alternative implementation pathways and a revised Theory of Change, allowing for flexibility in responding to operational, financial, or political constraints - while maintaining focus on systemic change objectives.			
Management response			
Fully agree	Partially agree	Disagree	
The project has already delivered tangible, high-level results (bilateral agreements, institutionalization, gender-responsive reforms) under the current ToC. A mid-term ToC rewrite and a separate feasibility study would divert time and the core team's capacity from engaging with the government counterparts – the core of this project. Many learnings and reflections have been gathered during implementation and by this MTR. Rather than a theoretical rework of the ToC, the priority is to convert operational lessons into prioritised, implementable actions in the remaining phase of the project.			
Measures		**Responsibility**	**Timing**
a) Prioritize a short, internal operational sprint to translate ongoing pilots and partnerships into a concrete, costed action plan that focuses only on high-impact, feasible interventions.		MiRiDeW	ongoing
b) Reflect learnings from other SDC and ILO national and regional projects into future collaboration to continue engagement with partners, enhancing donor dialogue and successful completion of planned activities.		MiRiDeW, SDC (STREAM project)	ongoing

Recommendation 2: Accelerate disbursement under Component 2 to unlock the potential of local interventions and deliver tangible results ahead of a potential Phase III.			
R3. After feasibility studies, prioritize implementation-ready interventions that can deliver early results while continuing systemic change efforts. Document consultations and the application of good practices that overcome challenges and promote mindset shifts. R4. Establish a fast-response tracking system to detect and resolve disbursement bottlenecks in real-time.			
Management response			
Fully agree	Partially agree	Disagree	
We agree in principle with the need to accelerate disbursement under Component 2 and deliver visible local-level results. However, commissioning feasibility studies at this stage would delay action and overstretch limited resources. Instead, the project should capitalize on existing evidence, partnerships and institutional capacities to prioritize interventions that are implementation-ready, while ensuring systemic alignment and sustainability. While the recommendation to pursue a no-cost extension of Phase II is noted, the focus should be on sustaining Phase II outcomes rather than preparing for Phase III.			
Measures		**Responsibility**	**Timing**
a) Use existing learnings, ESC experiences, and partner inputs (SDC/SESC, municipalities) to immediately identify and scale interventions that are already feasible. Document ongoing consultations, lessons, and good practices systematically, embedding them into donor dialogue and project implementation without delaying current delivery.		MiRiDeW, SESC, ReMi	June 2026

b) Accelerate the Operational Guidelines for Nepali Embassies and possibly pilot it in Malaysia. Necessary background advocacy and policy discussions with MoFA, MoLESS required.	MiRiDeW, SDC	ongoing
c) Establish a light, internal tracking mechanism to monitor disbursement progress in real time, focusing on bottleneck identification and rapid problem-solving by the core team.	MiRiDeW	Jan 2026
d) To accelerate spending under Outcome 2, reallocate budget savings strategically toward interventions with proven local demand and capacity, ensuring results are visible within the remaining timeframe.	MiRiDeW	Dec 2025

Recommendation 3: Strengthen private sector engagement with companies and recruitment agencies, alongside enhanced promotional activities to build broader support for MiRiDeW II's objectives.

R5. Explore partnerships with recruitment agencies and companies – involving FNCCI, and multinational corporations and their CSR programmes in countries of destination (CoDs) – to promote decent employment and migrant rights.

R6. Facilitate sector-specific engagement forums and networking events. Implement a targeted visibility strategy to showcase success stories and the advantages of private sector involvement. Leverage existing networks to facilitate introductions and build credibility.

Management response

Fully agree	Partially agree	Disagree

The Management partially agrees with this recommendation. Strengthening private sector engagement is directly aligned with MiRiDeW II's Theory of Change and logframe, which explicitly identify employers, recruitment agencies, and business networks as key stakeholders for achieving systemic change in labour migration governance. Leveraging partnerships with certain associations like the Nepal Association of Foreign Employment Agencies (NAFEA), multinational corporations for sectoral-specific engagement not only amplifies the project's capacity to promote fair recruitment and decent work, but also helps embed sustainable solutions in both Nepal and CoDs. Sector-specific forums and targeted visibility strategies will reinforce employer buy-in, raise awareness of good practices, and build credibility among key actors. This approach complements ILO's tripartite mandate, maximizes synergies with SDC-funded initiatives (SaMi, ReMi, SESC), and responds to the growing demand for private sector-driven solutions in migration governance. But, partnering with recruitment agencies and involving private associations through FNCCI would require additional advocacy, organisation, and participatory programmes that, given the project duration, is not be the best course of action.

Measures	**Responsibility**	**Timing**
a) Continue formal engagement with NAFEA to convene sectoral dialogues, linking recruitment agencies and companies with government and worker representatives under ILO's tripartite framework.	MiRiDeW	June 2026
b) Leverage ILO and SDC's regional and global networks to develop at least two employer/agency "success story" case briefs showcasing good practices in ethical recruitment and migrant protection, and disseminate them via ILO/SDC digital platforms and diaspora channels to build visibility and credibility.	MiRiDeW, ILO, SDC	March 2026
c) Leverage existing MoFA and MoLESS links in Germany, Romania, and GCC corridors to facilitate direct dialogues between Nepali private recruitment agencies with equivalent partners internationally using MiRiDeW to secure employer commitments.	MiRiDeW	June 2026

Recommendation 4: Explore digitalization of key project components to improve efficiency and reach		
R7. Conduct a rapid assessment of digital access, needs, required ownership and capacities of key users and develop user-friendly digital tools (e.g., mobile apps, online platforms) to test uptake and effectiveness.		
Management response		
Fully agree	Partially agree	Disagree
We disagree; while digitalization is crucial to improve service delivery and outreach, commissioning a separate rapid assessment and building new tools is not feasible within the current timeframe and may duplicate other ongoing SDC-funded efforts in this field. With limited time left in Phase II, the project should focus on scaling or adapting existing digital FEIMS tool, not designing new systems from scratch.		

Measures	Responsibility	Timing
a) Collaborate with SaMi programme in exploring "Baidesik Rojgar" app; collaborate with ReMi's digitalization efforts on case management of returnee worker reintegration, enabling joint referral tracking and complementarity and avoiding duplication of efforts.	MiRiDeW, ReMi	June 2026
b) Continue digital outreach campaigns through social media, WhatsApp groups, and diaspora platforms in existing and introduce these networks in new CoDs like Romania to inform Outcome 2.	MiRiDeW	June 2026

Recommendation 5: A no-cost extension of Phase II and to conduct Phase III with the support of SDC, while diversifying funding		
R8. Extend the project by 6-12 months, utilizing unspent budget. During the no-cost extension, map potential donors and foundations whose priorities align with the project. Potential donors may include: Open Society Foundations, Ford Foundation, The Global Fund for Women, Oak Foundation, MacArthur Foundation, The Freedom Fund, Laudes Foundation, and the International Migration Initiative (OSF-specific). R9. Develop targeted concept notes to gauge interest before committing to full proposal development clearly communicating the benefits (e.g. alignment with sustainability and social impact priorities), emphasizing the project's systemic, cross-border, and rights-based approach. R10. Engage in sustained donor dialogue to explore Phase III, formalizing an early, participatory exit strategy for Phase II. Align expectations, support operational flexibility, and leverage networks to expand partnerships and visibility within the funding community.		
Management response		
Fully agree	Partially agree	Disagree
The recommendation to pursue a no-cost extension of Phase II is valid. There has been underspending during Phase II, which is understandable given the complexity of project activities and operational challenges. Based on budget availability, we recommend a no-cost extension. The duration will depend on the remaining available budget. This approach will maximize the project's impact, consolidate achievements, and strengthen sustainability. It will also be important to develop a robust exit strategy to ensure Phase II outcomes are sustained and lessons learned are captured.		

Measures	Responsibility	Timing
a) Review remaining budget and realign funds to prioritize completion of pending Phase II activities. Ensure that all planned activities, especially high-impact interventions, are executed within the no-cost extension period. See Measure 2 c)	MiRiDeW, SDC	ongoing

b) Develop an exit plan that captures lessons learned, consolidates project achievements, and ensures continuity of services for beneficiaries. Engage key stakeholders (beneficiaries, ReMi, MoFA, NAFEA, diplomatic missions) to validate and support the exit plan.	MoFA, Diplomatic missions, MiRiDeW, ReMi	June 2026
c) For Monitoring and Reporting, strengthen tracking of activity completion, outcomes, and expenditure to ensure accountability and timely delivery. Prepare brief reports or knowledge products documenting Phase II results for stakeholders and potential future donors. See Measures 2 a), b)	MiRiDeW	ongoing

Recommendation 6: Strengthen coordination mechanism across government tiers, trade unions, civil society, and private actors for more coherent action		
R11. Facilitate multi-stakeholder platforms and thematic working groups – notably focused on gender equality, disability inclusion, private sector engagement, and environmental sustainability.		
Management response		
Fully agree	Partially agree	Disagree
We fully agree with the recommendation to strengthen coordination mechanisms across government tiers, trade unions, civil society, and private actors. Facilitating structured multi-stakeholder platforms and thematic working groups – to the extent possible based on existing structures – will enable diverse actors to collaborate strategically, share information, avoid duplication, and align interventions around key priorities such as gender equality, and disability inclusion. Strengthened coordination will also support evidence-based advocacy, improve policy coherence, and amplify the impact of MiRiDew's initiatives in protecting migrant rights. Required measures are covered under recommendations above.		
Measures	Responsibility	Timing
See Measures 3 a), b) Also see Measures 5 b) to include this measure as part of the strategic exit plan for Phase II.	MiRiDeW	Dec 2025

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