



ILO - EVALUATION

- **Evaluation Title:** Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)
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- **Evaluation Manager:** Thomas Kring
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has been quality controlled by the ILO Evaluation Unit

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LIST OF ABBREVIATIONS & ACRONYMS

ACE	ASEAN Confederation of Employers
ACMW	ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers
ACWC	ASEAN Commission on the Promotion and Protection of the Rights of Women and Children
AEC	ASEAN Economic Community
AFML	ASEAN Forum on Migrant Labour
AICHR	ASEAN Intergovernmental Commission on Human Rights
ALM	ASEAN Labor Ministers
AMS	ASEAN Member States
APINDO	Asosiasi Pengusaha Indonesia (Association of Indonesian Employers)
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
ATP	ASEAN TRIANGLE Project
ATUC	ASEAN Trade Union Council
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
COMMIT	Coordinated Ministerial Mekong Initiative against Human Trafficking
CSO	Civil Society Organization
CTA	Chief Technical Advisor
DFAT	Department of Foreign Affairs and Trade (Australia)
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DWCP	Decent Work Country Programme
DWT	Decent Work Team
ECOP	Employers' Confederation of the Philippines
ECOT	Employers' Confederation of Thailand
GMS	Greater Mekong Sub region
ILO	International Labor Organization
IOM	International Organization for Migration
ITUC	International Trade Union Confederation
LM	Logic Model
MEF	Malaysian Employers' Federation
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NPC	National Project Coordinator
PAC	Project Advisory Committee
PFM	Performance Measurement Framework
ROAP	(ILO) Regional Office for Asia and Pacific
SLOM	Senior Labour Officials Meeting
TFAMW	Task Force for ASEAN Migrant Workers
TUCP	Trade Union Congress of the Philippines

1 Executive Summary

Background & Context

Summary of project purpose, logic and structure

The project “Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the ASEAN Region (ASEAN TRIANGLE)” is being implemented by ILO since March 2012 with a budget of US\$ 5,420,000 provided by the Canadian Department of Foreign Affairs, Trade and Development (DFATD) (formerly Canadian International Development Agency, CIDA).

The project aims to reduce labour exploitation by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrants. The three immediate outcomes are:

- O1: strengthened regional legal and policy framework to more effectively govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner;
- O2: enhanced capacity of governments to oversee enforcement of labour and migration laws and regulations, in a gender responsive manner; and
- O3: enhanced capacity of social partners to influence migration policy and protect the rights of women and men migrant workers.

The project outputs are consistent with ASEAN priorities, targets and commitments, as reflected in the plans and programmes of several regional entities, including the ASEAN Labour Ministers (ALM), the ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW), the ASEAN Trade Union Council (ATUC), and the ASEAN Confederation of Employers (ACE).

The project was designed with a rights based approach in line with the UN and ILO Conventions, the ILO Multilateral Framework on Labour Migration, the United Nations Convention on the Protection of the Rights of All Migrant Workers and Their Families, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and other international instruments covering governance of labour migration, protection of migrant workers and promotion of migration development linkages.

The project also builds on the ASEAN’s strong political commitment to improve migration policies and processes for its workers, especially women. This commitment is well-expressed in the Cebu Declaration and in the high priority placed on migration by the ASEAN Secretariat and the ASEAN Labour Ministers (ALM), the ASEAN Committee on the Implementation of the Declaration (ACMW), the ASEAN Intergovernmental Commission on Human Rights (AICHR) and the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC).

In addition, regional groups of employers, workers and civil society organizations have been key actors in lobbying governments, carrying out activities for their members and providing services to migrant workers.

The project finally falls in line with the ASEAN-Canada Plan of Action (2010-2015), in particular with the thematic area of Human Rights, Good Governance, Democracy and Rule of Law under which particular attention is given to support the AICHR and ACWC in promoting and protecting of the rights of women and girls in the ASEAN region.

Purpose, scope and clients of the evaluation

The purpose of the Mid-Term Evaluation (MTE) is aimed to highlight the project's strengths, areas for improvement and recommendations for sustainability. It also aims to identify lessons learnt and good practices for knowledge sharing purposes and taking these lessons forward for the remainder of the project.

This evaluation therefore assesses the progress made towards the project outcomes, the extent to which the project partners and beneficiaries have benefited, and will continue to benefit from the project's strategy and implementation arrangements.

The scope of the evaluation is from project start (April 2012) until July 2014; key users and targets for this evaluation are the management team of the ASEAN TRIANGLE project, at the regional and country level, the technical unit (MIGRANT), the administrative unit (ROAP), and the donor (Canadian Government). Secondary users of the evaluation include tripartite constituents (ACE, ATUC) and other project partners (TFAMW), as well as agencies working on related areas at the national and regional level. Further audiences could include stakeholders in other regions facing similar issues relating to labour migration.

Methodology of the evaluation

The MTE has been conducted from 25 June to 26 July 2014, in accordance with ILO Evaluation Policy Guidelines under management of Mr. Thomas Kring, Chief Technical Adviser, ILO DWT for South Asia, New Delhi in cooperation with Ms. Pamornrat Pringsulaka, Monitoring & Evaluation Officer, ILO ROAP.

The tools employed during the evaluation were documentary analysis, identification of relevant sub-questions further detailing the general evaluation questions presented in the Terms of Reference, structured interviews to elicit the facts relevant to the evaluation sub-questions (visits, phone interviews and a survey) and synthesis of findings, conclusions and recommendations for the draft report.

In order to obtain feedback from participants in the events/meetings organized by the ATP and provide input to answer the evaluation questions, in particular those related to effectiveness, emerging impact and potential sustainability, a **survey** was launched reaching out to participants at key events organized by the project during the second half of 2013. The participants in these events cover the whole range of the different stakeholders; the survey was designed in such a way that useful information on the developments generated by the activities could possibly be collected. Recent events (2014) were therefore not included.

Field visits were organized to Indonesia, Malaysia, the Philippines and Thailand to meet with key beneficiaries, and selected **interviews** were arranged with informants in other countries.

The evaluation referred to the Logic Model and the Performance Measurement Framework as the main basis for the evaluation, despite the lack of quantified indicators and the lack of precision given on qualitative indicators. The evaluation therefore assessed whether or not developments are pointing out towards the achievement of tangible results or "trends" (e.g. in relation to the emerging impact of the activities and project outcomes).

Main Findings & Conclusions

Relevance and design

The project document provides a good background analysis and a good breakdown of the legal and policy frameworks in the ASEAN region. It reflects the knowledge and understanding by ILO of labour migration issues in the ASEAN context.

The three-tier approach (policy and institutional frameworks – operational efficiency and effectiveness of governments – capacity of social partners) is logical and coherent. The tripartite approach is highlighted in a coherent way, as is the gender responsive approach.

The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013, in particular to Outcome 7 on Labour Migration (*“more migrant workers are protected and more migrant workers have access to productive employment and decent work”*), Outcome 9 and 10 on Employers’ and Workers’ organizations (*“strong, independent and representative organizations”*), Outcome 13 on Decent Work in Economic Sectors (*“sector-specific approach to decent work”*) and Outcome 15 on Forced Labour (*“forced labour is eliminated”*).

The project also links to the regional outcome on labour migration (RAS151: Improved capacities of governments and social partners to manage labour migration, increased protection of women and men migrant workers and more effective governance of labour migration).

Overall, the project is also designed to build and complement existing ILO and social partner initiatives to promote decent work for domestic workers, in particular the Domestic Workers Convention (Convention 189). It is coherent with other ILO managed projects in the region and supports initiatives developed by the respective Country Offices in line with their respective Country Programmes. The project is also coherent with and supports the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers signed in 2007.

The Gender Responsive Approach of the ATP is well defined and refers to the ILO Action Plan for Gender Equality (2010-2015) and to ILO’s 1999 policy on gender equality.

The project contributes to the DFATD Outcome of *“improved human rights for the most vulnerable groups to poverty and human rights abuses: women, children, migrant workers and ethnic minorities”*.

Whilst the project concept is rational, the project document lacks a comprehensive (potential) impact analysis. It only describes the links to development strategies of ILO without explaining how activities will contribute to the objectives. The Performance Measurement Framework (PFM) is clear in presenting objectives and results in a logical sequence, but lacks precision in quantifying and/or qualifying indicators.

Effectiveness – Progress in implementation

The activities proposed in the project document and in the Logic Model are being delivered, though with some delay on Outcome 3 (Output 3.1 related to ATUC)

All activities contribute to the achievement of immediate outcomes (e.g. promoting the ratification of ILO conventions or the adoption of national policies in line with international standards contributes to enhanced policy frameworks), but considering the vaguely defined indicators, it is difficult to assess the degree of contribution of each activity to the three immediate outcomes.

In relation to the intermediate outcome (reduced labour exploitation and inequality of women and men migrants in ASEAN) and to the ultimate outcome (increased labour rights protection

and decent work opportunities for women and men migrant workers in Southeast Asia), the project has to be seen as a fraction of a long-term process; its aspiration to contribute to these intermediate and ultimate outcomes therefore should remain within achievable goals.

The delivery strategy proposed in the project document is largely being followed and the activities implemented so far are logical to contribute to the planned results. Governments, trade unions, employers' organizations and civil society organizations are now all engaged in the project and all parties recognize the value of the project's intervention.

At policy level (Outcome 1), government officials, employers, workers and civil society all corroborate that project activities lead to:

- The provision of valuable information for strategic planning and sharing with other stakeholders;
- Awareness raising on the importance of a legal framework;
- Better understanding of issues and challenges related to labour migration;
- Unambiguous recommendations from AFML national and regional meetings.

In terms of capacity building of governments and social partners (Outcomes 2 and 3) the reaction to activities implemented so far is positive.

Overall, the events organized by the project are unanimously perceived as a good contribution to policy making. ASEAN TRIANGLE meetings and activities have focused on government policy makers and trade union and employer organization top officials, through ATUC and ACE, and in the case of Civil Society ATP's interventions are carried through the efforts of the TFAMW. Unlike GMS TRIANGLE, which deals directly with constituents and beneficiaries, the ATP operates at the regional level through the regional organizations in ASEAN.

The ASEAN TRIANGLE project is an outstanding platform for the development of a regional framework for labour mobility in the ASEAN region reflecting the views and dialogue among the stakeholders in labour mobility management.

Efficiency

The level of disbursement of funds has been slow in the first year of implementation but reached 89% in 2013 and stands at 41% in 2014 (up to June). No major constraint has been reported by Project Management in the usage of allocated resources.

The project faced a number of implementation difficulties related to the time consuming process for consultations, the complexity to involve all actors concerned and ensuring adequate attendance at events, a shortage of staff in the project office and in country offices, travel and portfolio restrictions of the NPC in the Philippines, funding restriction for Malaysia, Singapore and Brunei as well as limited strategic guidance of the PAC and an "overdose" of meetings and events organized by other projects/donors on similar issues.

The ATP has delivered an impressive number of activities despite an obvious staff shortage both at headquarters level as in the field. The project was able to call on the NPCs of the GMS TRIANGLE project in the framework of an efficient coordination between the two projects. The ASEAN TRIANGLE and the GMS TRIANGLE projects have an inter-connected strategy that links priorities, approaches and key activities at national and regional levels. At the donors' level, regular contacts also exist between DFAT and DFATD regarding both projects but there is no formal joint monitoring framework or approach.

The role of ILO country offices where the NPCs are based (Indonesia and the Philippines) has been extremely important:

- In order to maintain a constant relationship with constituents which facilitates the identification of qualified participants at events organized by the ATP;

- In order to maximize the coordination of the project with national projects in line with country strategies, as well as with projects funded by other donors;
- In order to ensure adequate coaching of key beneficiaries and partners.

Emerging impact and Sustainability

The emerging impact of activities undertaken consists of a better understanding of issues and challenges related to labour migration by all parties involved, clear awareness raising about the need to better manage labour migration, knowledge sharing among the different parties involved, the creation of networking opportunities and a stronger involvement of civil society in policy discussions through their participation in the AFML meetings and other meetings organized by ATP.

With regard to capacity building of governments and social partners, training materials and tools prepared or being prepared as well as workshops delivered have not yet resulted in any tangible impact. This is mainly due to the fact that time is needed to absorb the information received and adapt the knowledge acquired to daily business. The interest and willingness of beneficiaries to make use of the knowledge acquired however is noticeable and practical effects can be expected in the near future.

The sustainability of the intervention at policy level mainly lies in the developments which will follow the different meetings and events, i.e. in the implementation of the recommendations adopted during the events. In this respect, the project has played an important role in encouraging the adoption of recommendations in the national and regional AFML meetings, in the Sub-Regional seminar on developing trade union cooperation among migrant sending and receiving countries, in the regional meeting on work in fishing, in the Regional Skills and Labour Mobility meeting, in the ASEAN Youth Forum and others. Examples of follow-up activities undertaken by the project are given in Appendix 4.

Government officials and other stakeholders involved in these meetings have confirmed their intention to consider recommendations and are eager to make progress in their implementation. Some of the recommendations are actually now being implemented (e.g. on the complaint mechanism, ACE and TFAMW have done post-AFML related meetings to define their action plans to implement this; research work was also conducted by ATP in line with recommendations of past meetings of the AFML; after the skills meeting, several follow up meetings have taken place).

The project will continue supporting the ASEAN and the national governments in their efforts to adopt and implement improved new legal frameworks during the second part of this project and beyond, and it is realistic to assume that further actions will be taken by the different governments after the end of the project.

The work undertaken by the project in preparing a labour migration database will be sustained as it is considered to be an important source of information to better manage migration flows and identify issues that need to be considered. It can be assumed that ILO and the ASEAN Secretariat will continue maintaining, using and possibly further developing the upgraded database after the project has ended.

A sustainability plan as such has not yet been defined, but different options are being considered in combination with a possible extension of the GMS TRIANGLE project ending in 2015. The merger of both projects in a single and larger TRIANGLE programme is being looked at as a possible option to maintain and further develop benefits of both projects.

Lessons Learned & Recommendations

The main **lessons learned** from the project are the following:

1. A well designed project with a coherent intervention logic meets approval of all parties involved and encourages a committed approach of implementing partners.
2. Sufficient staff resources need to be allocated in order to facilitate project implementation.
3. Sharing of collective knowledge and expertise enhances the capacity of all those involved through possibilities of cooperation and collaboration.
4. The commitment of all partners is central to achieve sizeable results for the benefit of migrant workers.
5. Mobilizing public authorities at all levels to engage in a project is a challenge.

Several **good practices**, of which the most noteworthy are the following, have emerged from the project:

1. The logical and coherent three-tier approach (policy and institutional frameworks – operational efficiency and effectiveness of governments – capacity of social partners).
2. The flexibility of the project to meet demands of partners.
3. The cooperation with GMS TRIANGLE and other national projects.
4. The involvement of all social partners and civil society in policy discussions.

Recommendations:

1. Undertake a potential Impact analysis in order to better assess what the project will have achieved upon closure.
2. Upgrade the Performance Measurement Framework with better defined indicators and improve reporting.
3. Revisit job description of Technical Officer to be appointed.
4. Enhance communication in promoting the ratification of conventions.
5. Build on the interest raised in the fishing sector.
6. Adjust and/or re-evaluate activities with limited potential impact and uncertain sustainability – support initiatives resulting from activities organized by beneficiaries.
7. Intensify initiatives and activities in favour of CLM countries.
8. Consider funding the participation of government officials of Malaysia, Singapore and Brunei at all major events.
9. Consider merging the project with GMS TRIANGLE in a multi-donor trust-fund project with one single brand name (TRIANGLE) and working both at regional and national levels.
10. Bring policy closer to the people with the help of trade unions and civil society.

2 Project Background

Historical Background¹

Labour migration flows in Southeast Asia have grown in volume and complexity. According to ILO & UNDP estimates on the stock of migrants, the ten member states of the Association of Southeast Asian Nations (ASEAN) sent an estimated 14 million migrants abroad in 2010, over six million of whom moved within the region.

As the number of women and men migrants within and from Southeast Asia grows, so do the opportunities for unscrupulous job brokers and employers to take advantage of them, mainly due to insufficient regulation of the recruitment process and inadequate enforcement of labour protection laws. Moreover, irregular migration thrives because of the various disincentives that make licensed recruitment channels unattractive to low-skilled women and men migrants. The procedures are lengthy, complicated and not transparent; and the high costs involved can lead migrants into debt or debt bondage. Legal channels are supposed to ensure the protection of the migrant worker, but even documented workers are not guaranteed decent working conditions.

Evidence has proven that in a sound policy and governance context, labour migration can deliver significant development dividends not only to the country of destination, but equally to the migrant and their origin country.

In recent years, national legal frameworks for addressing the exploitation of labour migrants have been strengthened, but gaps and inconsistencies remain. Labour mobility and labour migration have long been priorities for the ASEAN Labour Ministers. In January 2007, the ASEAN member states signed the Declaration on the Protection and Promotion of the Rights of Migrant Workers (Cebu Declaration) and a committee charged with its implementation was subsequently formed. The Cebu Declaration promotes the full potential and dignity of migrant workers in a climate of freedom, equity, and stability in accordance with the laws, regulations, and policies of respective ASEAN Member States. It defines the obligations of the sending and receiving states and the ASEAN community in protecting and promoting the rights of migrant workers. The ASEAN Labour Ministers' work plan 2010-2015 recognizes the ILO, employers' and workers' organizations as key dialogue partners. Protection and promotion of labour rights, including migrant workers' rights, is a thematic area under the work plan.

In addition, the Coordinated Mekong Ministerial Initiative against Human Trafficking (COMMIT), a sub-regional government process involving all six countries in the Greater Mekong Sub-region (GMS), has supported bilateral and multilateral policy and programme interventions.

Context

The project was designed with a rights based approach in line with the UN and ILO Conventions, the ILO Multilateral Framework on Labour Migration, the United Nations Convention on the Protection of the Rights of All Migrant Workers and Their Families, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and

¹ The text of this section has largely been extracted from the initial Project document and updated with more recent data

other international instruments covering governance of labour migration, protection of migrant workers and promotion of migration development linkages.

The project also builds on the ASEAN's strong political commitment to improve migration policies and processes for its workers, especially women. This commitment is well-expressed in the Cebu Declaration and in the high priority placed on migration by the ASEAN Secretariat and the ASEAN Labour Ministers (ALM), the ASEAN Committee on the Implementation of the Declaration (ACMW), the ASEAN Intergovernmental Commission on Human Rights (AICHR) and the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC).

In addition, regional groups of employers, workers and civil society organizations have been key actors in lobbying governments, carrying out activities for their members and providing services to migrant workers.

The project finally falls in line with the ASEAN-Canada Enhanced Partnership (2010-2015), in particular with the thematic area of Human Rights, Good Governance, Democracy and Rule of Law under which particular attention is given to support the AICHR and ACWC in promoting and protecting of the rights of women and girls in the ASEAN region.

Intervention logic

The project aims to reduce labour exploitation and improve labour mobility by strengthening regional policies and capacities related to the recruitment and labour protection of women and men workers in line with the strategic priorities of the ASEAN Labour Ministers' Work Programme (2010-2015) and linking to the ILO Global, Regional and DWCP Priorities and Outcomes as well as to the ASEAN-Canada Plan of Action 2010-2015.

The project contributes to ILO Regional Outcome on labour migration (RAS151: Improved capacities of governments and social partners to manage labour migration, increased protection of women and men migrant workers and more effective governance of labour migration). The project also contributes to P&B Outcome 7 (More migrant workers are protected and more migrant workers have access to productive employment and decent work) and to Area of Critical Importance 8 (Protection of workers from unacceptable forms of work). In addition, it also contributes to relevant DWCP Country Programme Outcomes (CPO) of ASEAN countries in particular in Indonesia (IDN 102: Enhanced policy and Institutional framework and programme implementation for empowerment and protection for Indonesian migrants and domestic workers) and in the Philippines (PHL130: Policy and Implementation Framework strengthened, capacity of government and social partners to protect migrant workers, and effectively govern labour migration enhanced).

The three immediate outcomes line up with the strategic priorities of the ASEAN Labour Ministers' Work Programme (2010-2015):

- O1: strengthened regional legal and policy framework to more effectively govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner;
- O2: enhanced capacity of governments to oversee enforcement of labour and migration laws and regulations, in a gender responsive manner; and
- O3: enhanced capacity of social partners to influence migration policy and protect the rights of women and men migrant workers.

Implementation

The ATP project is being implemented by ILO since April 2012 with a budget of US\$ 5,420,000 provided by the Canadian DFATD.

The overall management and implementation of the project is the responsibility of the Senior Program Officer/Project Coordinator (SPO/PC) based in the ILO Regional Office for Asia and the Pacific (ROAP), working under the supervision of the Deputy Regional Director for Policy and Programmes and the technical guidance from the ILO Regional Migration Specialist. The SPO/PC is assisted by two National Project Coordinators (NPCs) based in Indonesia and the Philippines and one Administrative Assistant based at the ILO ROAP.

ILO specialists from ROAP and the Decent Work Team for South East Asia and the Pacific provide additional technical support on workers' and employers' activities, gender, skills and employability, child labour, and communication. The ASEAN TRIANGLE project is provided on-going support from the ILO International Migration Programme (MIGRANT) in Geneva.

Successive Work Plans for implementation were developed and agreed (September 2012 – March 2013, April 2013 – March 2014), while a third work plan (April 2014 – March 2015) is geared up for approval.

3 Evaluation Background and Methodology

The purpose of the Mid-Term Evaluation (MTE) is aimed to highlight the project's strengths, areas for improvement and recommendations for sustainability. It also aims to identify lessons learnt and good practices for knowledge sharing purposes and taking these lessons forward for the remainder of the project.

This evaluation therefore assesses the progress made towards the project outcomes, the extent to which the project partners and beneficiaries have benefited, and will continue to benefit from the project's strategy and implementation arrangements specifically in terms of:

- relevance
- effectiveness
- efficiency
- sustainability
- gender equality
- monitoring and evaluation
- knowledge sharing and learning environment

The scope of the evaluation is from project start (April 2012) until July 2014; key users and targets for this evaluation are the management team of the ASEAN TRIANGLE project, at the regional and country level, the technical unit (MIGRANT), the administrative unit (ROAP), and the donor (Canadian Government). Secondary users of the evaluation include tripartite constituents (ACE, ATUC) and other project partners (TFAMW), as well as agencies working on related areas at the national and regional level. Further audiences could include stakeholders in other regions facing similar issues relating to labour migration.

The full Terms of Reference of the evaluation are set out in Appendix 1.

The evaluation is managed by Mr. Thomas Kring, Chief Technical Adviser, ILO DWT for South Asia, New Delhi in cooperation with Ms. Pamornrat Pringsulaka, Monitoring & Evaluation Officer, ROAP.

The MTE has been conducted by Mr. Pierre Mahy, External Evaluator, from 25 June to 26 July 2014, in accordance with ILO Evaluation Policy Guidelines.

The work of the evaluation took place over the following phases:

<u>Phase</u>	<u>Activities</u>	<u>Timing</u>
1. Desk phase	<ul style="list-style-type: none">▪ Collection and Desk review of documents▪ Definition of evaluation approach and methodology▪ Review of evaluation questions▪ Preparation of a questionnaire (survey) for data collection▪ Identification of needs for interviews▪ Planning of meetings with project partners and stakeholders and of field visits in the selected countries▪ Preparation and submission of the Inception Report	<ul style="list-style-type: none">▪ 26 June – 11 July 2014▪ 4 July 2014

2. Field Phase	▪ Meetings with ROAP	▪ 2-9 July 2014
	▪ Launch of survey	▪ 10 July 2014
	▪ Interviews and visits as agreed with ILO	▪ 14-25 July 2014
3. Synthesis & Reporting Phase	▪ Debriefing meeting (ROAP)	▪ 13 August 2014
	▪ Data Analysis & preparation of draft Evaluation Report	▪ 7-15 August 2014
	▪ Submission of the draft Evaluation Report	▪ 18 August 2014
	▪ ILO to submit comments on draft report	▪ 5 September ²
	▪ Incorporation of comments and preparation of Final Report and Evaluation Summary	▪ 8-9 September
	▪ Submission of Final Evaluation Report	▪ 10 September 2014

The tools employed during the evaluation were documentary analysis, identification of relevant sub-questions further detailing the general evaluation questions presented in the Terms of Reference, structured interviews to elicit the facts relevant to the evaluation sub-questions (visits, phone interviews and a survey) and synthesis of findings, conclusions and recommendations for the draft report.

Survey

In order to obtain feedback from participants in the events/meetings organized by the ATP and hence provide input to answer the evaluation questions, in particular those related to effectiveness, emerging impact and possible sustainability, a **survey** was launched reaching out to all participants at the following events organized by the project:

- 5th and 6th ASEAN Forum on Migrant Labour (October 2012 – November 2013)
- Regional Meeting on Work in Fishing (September 2013)
- Study visit of Myanmar Labour Minister & Delegation to the Philippines (April 2013)
- Regional Skills and Labour Mobility meeting (September 2013)
- ACE Regional preparatory meeting for the 6th AMFL (October 2013)
- Recruitment Agency meeting (October 2013)
- Sub-regional seminar on developing trade union cooperation among migrant sending and receiving countries (July 2013)

The participants in the above events cover the range of different stakeholders; the survey was designed in such a way that useful information on the developments generated by the activities could possibly be collected. Recent events (2014) were therefore not covered by the survey but discussed during field visits and interviews.

The survey was launched on July 10 with a formal introduction from ILO to 170 participants (57% men, 43% women) with a deadline set for July 25. As it could be expected that opinions expressed in the responses would not always be objective due to different agendas of informants, subjective opinions would be balanced in reaching out to stakeholders working in different environments (e.g. employers, trade unions, government officials, civil society organizations, etc.). The response rate to the survey disappointingly was very low (10%). The reasons for this low response rate could be linked to the timing of the survey (summer holidays, Ramadan) and/or to other priorities of informants.

² Delayed from original schedule at the request of Evaluation Unit

Field visits & interviews

The evaluation's Terms of Reference required field visits to take place in Indonesia, Malaysia, the Philippines and Thailand. The selection of these four countries is fully understandable and justified for a number of reasons:

- Indonesia: major sending country – largest proportion of female migrant workers in the region - location of Canadian Embassy overseeing the project on behalf of Canadian Department of Foreign Affairs and Trade (DFATD) – presence of NPC - location of ASEAN Secretariat
- Malaysia: important receiving country - location of Secretariat/Chair of the ASEAN Confederation of Employers ACE (Malaysian Employers' Federation)
- Philippines: major sending country - presence of NPC - location of Secretariat/Chair of the ASEAN Trade Union Council ATUC (Trade Union Congress of the Philippines) – “model” country for CLMV countries -
- Thailand: location of ROAP and main project office in Bangkok – home base of evaluator – important receiving country

In order to widen the coverage of the evaluation, the evaluator contacted a number of stakeholders by e-mail/Skype in the following countries:

- Singapore: Task Force for ASEAN Migrant Workers
- Myanmar (Chair of ASEAN) - CLMV focus : representatives of Government, in particular participants in study tour to Philippines
- Cambodia (Chair of SLOM and of PAC) – CLMV focus – Next Chair of ACE (taking over from MEF in 2015)

Limitations and potential bias

Considering the critical situation of CLM(V) countries often facing difficulties to meet the requirements of the ASEAN integration agenda, a visit to these countries would have allowed to enhance the understanding of the beneficiaries, better take into consideration the views of the constituents in these countries and hence provide an added value to the evaluation. The time allocation (and corresponding budget) of 26 working days for the evaluation did not allow for such visits (as a matter of comparison, the EU typically allocates 80 working days for the evaluation of an ASEAN-wide project).

The findings may therefore have some limitations, also considering the low response rate to the survey.

The evaluation referred to the Logic Model (Annex 1 of the project document) and the Performance Measurement Framework (Annex 2 of the project document) as the main basis for the evaluation, despite the lack of quantified indicators (e.g. “estimated” number of, without further measurement) and the lack of precision given on qualitative indicators (e.g. “quality of engagement”, “extent to which”). The evaluation therefore assessed whether or not developments are pointing out (or not) towards the achievement of tangible results, which allow “trends” to be identified (e.g. in relation to the potential sustainability and the emerging impact of the activities and project results).

The ILO evaluation norms, standards and ethics have been followed throughout implementation of the assignment. The draft report has been shared with key stakeholders for comments and inputs.

The Evaluator received good cooperation and assistance during the entire assignment and expresses his thanks to all who contributed to its findings.

4 Main Findings

4.1 Activities implemented and operational particulars

Numerous activities have been implemented by the project until the time of this MTE; these are adequately reported in the annual progress reports which suggest a Degree of Achievement for each planned output as an indicator for the progress in implementation.

As of March 2014, the TCPR suggests that the project is on track (50% achievement) for Outcomes 1 and 2, and partially delayed (20%) for Outcome 3.

In summary the activities can be grouped as follows:

4.1.1 Activities in relation to Outcome 1 (Legal and Policy Framework)

Strengthened regional legal and policy framework to more effectively govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner

- **Engaging in regional meetings focusing on policy issues**, of which the ASEAN Forum on Migrant Labour (AFML) is the leading regional forum for policy dialogue with senior officials; the project also supported the national tripartite preparatory meetings preceding the annual AFML;
- **Focusing on workers in vulnerable sectors** (fishing industry and domestic work) with specific initiatives: the Regional Meeting on Work in Fishing co-organized with the Indonesia Ministry of Manpower and Transmigration and continued follow-up with the sector to implement the agreed recommendations; the implementation of activities on migrant domestic workers including promoting the ratification of ILO Convention 189 on Domestic Workers;
- **Conducting studies aimed at feeding into policy discussions** (e.g. scoping study evaluating the readiness of AMS to develop the ASEAN skill standards and national qualification framework) and **developing tools aimed at facilitating migration management** (database on labour migration, indicators measuring policy impact, survey tools to measure migration costs in collaboration with KNOMAD and the World Bank, etc.);
- **Building regional capacity on labour migration management in ASEAN** (e.g. collaboration with ITC and COMPAS/University of Oxford, on regional seminars on labour migration and ASEAN integration).

4.1.2 Activities in relation to Outcome 2 (Governments' capacity)

Enhanced capacity of governments to oversee enforcement of labour and migration laws and regulations, in a gender responsive manner

- **Focusing on specific needs of the CLMV countries** to enhance their labour migration governance; these activities include the study visit of Myanmar officials to the Philippines, the development of country specific pre-departure training curricula, a feasibility study on the establishment of Migrant Welfare Fund Programmes in CLM countries;

- **Developing knowledge and skills of labour attaches and consular officials** aiming at enhancing their capabilities in negotiation, conflict management, ethical recruitment practices, etc., and **improving collaboration among labour attaches in receiving countries** (Thailand and Malaysia);
- **Developing regional tools and training modules/manuals intended for migration supporting structures**, including those managed by governments (e.g. MRC operations manual and MRC study visits to promote better service provision and operational management, pre-departure training curricula and manuals, financial education courses).

4.1.3 Activities in relation to Outcome 3 (Social Partners' Capacity)

Enhanced capacity of social partners to influence migration policy and protect the rights of women and men migrant workers

- **Supporting the ASEAN Confederation of Employers (ACE)** by means of a three-year work plan covering the organization of regional meetings and training, the preparation of regional policy papers and research work supporting the policy work and regional meetings;
- **Supporting the ASEAN Trade Union Congress (ATUC)** by means of a three-year work plan covering research, advocacy and support to the ratification of ILO Conventions 143 and 189 at ASEAN and national levels, strengthening trade union services for migrant workers (help desks, complaint mechanisms, inter-union agreements, MRCs, etc.), supporting ATUC's interface with ACE and with the ASEAN Secretariat on Labour Migration, and general capacity building to ATUC. The project also supported the organization of a sub-regional seminar on developing trade union cooperation.
- **Encouraging the engagement of Civil Society** through the Task Force for ASEAN Migrant Workers (TFAMW) in actively participating in AFML discussions and implementation of recommendations; and promoting the ratification of C189.
- **Engagement with recruitment agencies** to promote ethical recruitment; implementation of regional code of conducts; and dialogue among recruitment agencies from sending and receiving countries.

All activities implemented until the time of the evaluation were appropriate to contribute to the planned results. Most activities have been implemented in accordance with the work plans; delays relate to the planned work with ATUC (work plan approved in April 2014) for reasons beyond the project's control.

4.1.4 Operational facts

The grant agreement between the Government of Canada and the ILO was signed on 23 March 2012. The project Senior Project Officer/Project Coordinator (SPO/PC) was officially nominated and entered into function on 1 September 2012

The National Project Coordinators were appointed respectively in on 15 May 2012 (Indonesia) and on 21 January 2013 (Philippines).

Initial support to the SPO/PC in Bangkok was provided from the AYAD (Australian Youth Ambassadors for Development) Programme for a period of one year (May 2012 – May 2013)

and subsequently from the project's international consultancy budget to fulfil the task of a Technical Officer which was not planned in the original project design.

The first **Project Advisory Committee (PAC)** was held on 11 June 2013 following the 8th Sub-regional Advisory Committee Meeting (SURAC) which was convened with the GMS TRIANGLE Project on the 10-11 June 2013.

The PAC is composed of 5 members:

- A Representative of the Labour Ministry holding the position of the chair of the Senior Labour Officials Meeting (SLOM),
- ASEAN Trade Union Council (ATUC),
- ASEAN Confederation of Employers (ACE),
- Canadian Department of Foreign Affairs and Trade and
- International Labour Organization (ILO).
- ASEAN Secretariat and DFAT (observers).

4.1.5 Reporting during implementation

The reporting requirements defined in the agreement between Canadian Department of Foreign Affairs and Trade and ILO are specified as follows³:

- Annual reports covering April 1 to March 31 detailing activities undertaken and outlining the development progress and results achieved (due May 30 each year)
- Financial reports covering January 1 to December 31 (due March 1 each year)
- Final report detailing major inputs, activities, outputs and effects of the project and outlining the lessons learned and a financial statement (due within 6 months of expiry of agreement).

At the time of the present evaluation, all contractual reports have been delivered as per above schedule:

- 1st Technical Cooperation Progress Report (April 2012–March 2013) – 27 May 2013
- 2nd Technical Cooperation Progress Report (April 2013–March 2014)– 31 May 2014

The reporting format and content of the annual reports meet the requirements of the donor; the reports are activity-based and do not reflect how activities contribute to immediate and intermediate level results. An outlook on the possible developments emerging from the different activities is also missing. Qualitative indicators are yet to be determined.

The following sections 4.2 – 4.8 will cover the main standard evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact); the presentation is based on the evaluation questions provided in the Terms of Reference and edited in the Inception Report. Reference is made to the indicators provided in the Logic Model, in the Performance Measurement Framework and/or in the text of Project document whenever possible. "Lessons learned" relating to the different sections have all been grouped in section 5.2.

³ CIDA-ILO Grant agreement 7058478 – Amendment 1 – Article 5: "reports"

4.2 Validity of design

Problem identification and definition of objectives

(EQ: Have the issues covered by the project been clearly identified and assessed?)

The overall development objective of the project is “to reduce labour exploitation by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrant workers”.

The project document provides a good problem analysis (background and justification) covering migration trends, the prevalence of exploitative practices, the legal and policy framework and the challenges linked to implementation, the cost of licensed recruitment channels, the regulation of recruitment agencies, etc. It also presents a good analysis of the legal and policy frameworks in the ASEAN region. It reflects the knowledge and understanding by ILO of labour migration issues in the ASEAN context acquired through many years of involvement in labour migration through national and regional projects, of which the GMS TRIANGLE project has helped to design the ASEAN TRIANGLE.

The GMS TRIANGLE project established good relations with constituents in the participating countries and developed ideas for the larger regional intervention at the level of ASEAN countries. The ASEAN Secretariat, SLOM, ACMW, ACE and ATUC were consulted on the needs for a regional project and the objectives were clearly defined in terms of potential outcomes and indicative activities.

The project document however lacks a comprehensive (potential) impact analysis. It only describes the links to development strategies of ILO (ILO Global, Regional and DWCP Priorities and Outcomes) without explaining how activities will contribute to the objectives and without defining specific targets in the LM and/or in the PFM (e.g. most of the targets read “specific criteria/target to be set with partners/stakeholders”); this hampers the possibility to report against clearly defined targets.

Intervention logic

(EQ: To what extent have issues related to the design (defining the project’s focus and target group) been taken into consideration by the project?)

The indicative activities and outputs are stated in relation to each immediate outcome; this is clearly shown in the Logic Model (Annex 1 to the project document) which presents a good overview of the intervention logic. Possible project engagement with all Regional and National Stakeholders involved are defined in the project document and are rational (Annex 3 to the project document).

The three-tier approach (policy and institutional frameworks – operational efficiency and effectiveness of governments – capacity of social partners) is logical and coherent. The tripartite approach is highlighted in a coherent way, as is the gender responsive approach.

Time frame

(EQ: Is the foreseen timeframe realistic to achieve the expected outcomes?)

Whether or not the foreseen timeframe is long enough to achieve the expected outcomes depends on the anticipated degree of achievement. The immediate outcomes were only defined in terms of “strengthened legal and policy framework” and “enhanced capacity” of governments and social partners.

It is sensible to expect that four years of implementation will make a difference, but the project really has to be seen as part of a longer term process aiming at increased labour rights protection and decent work opportunities for women and men migrant workers in the ASEAN region. This process has been initiated prior to the launch of the ASEAN TRIANGLE project and will continue beyond the planned implementation time.

Having reached its mid-term and acquired some background experience through the activities implemented so far, the project should now be in a position to fine-tune the definition of the immediate outcomes by means of more precise targets.

Logical Framework – Indicators of achievement

(EQ: Have realistic and measurable indicators been defined to assess the progress in implementation?)

The Performance Measurement Framework (PFM) is clear in presenting objectives and results in a logical sequence, but lacks precision in quantifying and/or qualifying indicators. Several suggested indicators are non-measurable either because of the non-availability of reliable data (e.g. the “number of women and men labour migrants that are exploited”) or because the impracticality of defining a reference value (e.g. the “extent of cooperation” or the “quality of engagement”).

Targets were not specified (“to be set”). Well defined time frames and targets would provide a better view on impact expectations; it may have been challenging to define them in the original design but at mid-term of implementation, indicators could be upgraded on basis of already achieved outputs and realistic expectations for the second part of project implementation.

It was furthermore unrealistic to set the frequency of data collection for monitoring purposes at the mid-term and final evaluation; the process of monitoring progress in implementation needs to be a continuous process throughout the project.

Lessons learned

(EQ: What have been the lessons learnt in the design of the project?)

The project has not been conceived as a stand-alone intervention but as a continuation of ILO determination to improve national and regional policies aiming at better working and migration conditions. Earlier and on-going projects, of which the GMS TRIANGLE, have provided the necessary background information and experience to design a well-balanced project which addresses issues at a regional level. Unfortunately the definition of indicators has not benefited from previous projects and remained weak.

4.3 Relevance and strategic fit

Overall Strategic relevance

(EQ: Is the project relevant to ILO objectives and priorities (ILO Multilateral Framework on Labour Migration)? How does it align with ASEAN Work Plan and promote the ILO’s Regional and Global Outcomes on Labour Migration?)

The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013, in particular to:

- Outcome 7 on Labour Migration (*“more migrant workers are protected and more migrant workers have access to productive employment and decent work”*) – the project promotes the protection of migrant workers in supporting the development of better policies and improved migration management;
- Outcome 9 on Employers’ organizations (*“strong, independent and representative organizations”*) – by means of a dedicated work plan aiming at supporting the ASEAN Confederation of Employers (ACE);
- Outcome 10 on Workers’ organizations (*“strong, independent and representative organizations”*) - by means of a dedicated work plan aiming at supporting the ASEAN Trade Union Congress (ATUC);
- Outcome 13 on Decent Work in Economic Sectors (*“sector-specific approach to decent work”*) – in focusing on vulnerable sectors (fishing industry and domestic work);
- Outcome 15 on Forced Labour (*“forced labour is eliminated”*) – the project aims at implementing activities leading to improved application of conventions, principles and rights on the elimination of forced labour.

Based on the Multilateral Framework for Labour Migration, the ILO Regional Office for Asia and the Pacific (ILO ROAP) has the following regional outcome on migration: “improved capacities of governments and social partners to manage labour migration”. The regional migration strategy has interweaving twin policy goals: (a) the inclusion of migration policy concerns in national development planning; and (b) the protection of migrant workers’ rights and their social protection.

The strategy is accompanied by an internal ILO Asian Action Plan with four priority areas of action that link with the TRIANGLE project objectives: (a) Policy research with emphasis on labour market complementation; (b) increased tripartite engagement; (c) fair and ethical recruitment policy and practices; and (d) advocacy for better social protection of women and men migrants from abuse and exploitation, including human trafficking.

Overall, the project is also designed to build and complement existing ILO and social partner initiatives to promote decent work for domestic workers, in particular the Domestic Workers Convention (Convention 189) adopted in June 2011 and the ILO Strategy for Action towards making decent work a reality for domestic workers worldwide.

The project is coherent with other ILO managed projects in the region and builds on the experience and knowledge developed by ILO through national and regional projects. It supports initiatives developed by the respective Country Offices in line with their respective Country Programmes (e.g. Capacity building for the Indonesian Government, Advocacy and awareness-raising leading to the ratification of ILO and/or UN conventions, projects and initiatives focusing on domestic workers in the Philippines, etc.)

The project is also coherent with and supports the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers signed by the ASEAN Heads of States/Governments at the 12th ASEAN Summit on 13 January 2007. Its implementation is in line with the ASEAN-ILO cooperation agreement signed in March 2007.

ILO comparative advantages

(EQ: To which extent is the project approach strategic and based on the ILO comparative advantages?)

The overall strategy of the project is based on the tripartite approach. Governments, workers' and employers' organizations all have an essential role to play in the development of legal and safe recruitment channels and the improvement of labour protection mechanisms.

The ILO is the only tripartite organization of the UN and promotes "social dialogue and tripartism" as the appropriate methods for adapting the implementation of strategic objectives to the needs and circumstances of each country. The ATP promotes the involvement of all constituents and of civil society to make real changes.

The ILO is a normative organization which can provide the assurance to governments that changes in national laws, rules and/or regulations are in line with international standards recognized by international conventions. Compared to NGOs or other possible policy advising organizations, the ILO has the capacity to provide policy advice and support to revision of laws in an impartial way; this is largely acknowledged by all governments who consider ILO as a suitable partner to provide impartial and unbiased advice.

Additionally, ILO has the ability to develop and coordinate a regional approach in working both in sending and receiving countries, which offers the advantage to promote an efficient exchange of information as well as the cooperation between tripartite constituents on both sides.

ILO strategy on gender equality

(EQ: Does the project align with ILO's mainstreaming strategy on gender equality and make explicit reference to it?)

The Gender Responsive Approach of the ATP is well described in the project document and refers to the ILO Action Plan for Gender Equality (2010-2015) and to ILO's 1999 policy on gender equality. A two-pronged approach is proposed in the project document:

1. through explicitly and systematically addressing the specific and often different needs and concerns of both women and men in all policies, analysis, strategies, and every step of every initiative, including monitoring and evaluation, and
2. through targeted interventions when analysis shows that one sex – usually women – has been historically disadvantaged socially, politically and/or economically.

How the project has implemented the approach is discussed in section 4.6 on Gender equality and promotion.

Relevance DWCP

(EQ: Does the project support and to what extent does it contribute to relevant outcomes of the Decent Work Country Programme (DWCP), to relevant Regional Programme Outcomes (RAS) and complement with ILO projects and programmes in the region? Does the project provide any contribution to relevant Country Programme Outcomes?)

Through its outcomes 2 and 3 (Capacity strengthening of Governments and of Social Partners) the project contributes to ILO Regional Outcome on labour migration (RAS151: Improved capacities of governments and social partners to manage labour migration, increased protection of women and men migrant workers and more effective governance of labour migration). The project also contributes to Area of Critical Importance 8 (Protection of workers from unacceptable forms of work).

In addition, it also contributes to relevant DWCP Country Programme Outcomes (CPO) of ASEAN countries in particular in Indonesia (IDN 102: Enhanced policy and Institutional framework and programme implementation for empowerment and protection for Indonesian

migrants and domestic workers) and in the Philippines (PHL130: Policy and Implementation Framework strengthened, capacity of government and social partners to protect migrant workers, and effectively govern labour migration enhanced).

Canada

(EQ: To what extent does the project support and contribute to Government of Canada strategic areas, priorities and Partnerships with the ILO, including on gender equality?)

The objective of DFTAD program in Southeast Asia for the period 2009-2014 is to promote poverty reduction in the region by supporting ASEAN-led initiatives on trans-boundary and shared regional issues. The focus is to support the ASEAN agenda in economic growth by providing assistance in 2 areas of focus: disaster risk reduction and other (Governance) reforms, through strengthened human rights for women, children, migrant workers and ethnic minorities.

In systematically addressing the specific needs and concerns of both women and men in all policies, analysis, strategies and in targeting interventions on disadvantaged groups of migrant workers, the project contributes to one of the two key intermediate outcomes defined by the DFTAD i.e. “improved human rights status for the most vulnerable groups to poverty and human rights abuses: women, children, migrant workers and ethnic minorities”.

4.4 Project progress and effectiveness

Delivery of Terms of Reference

(EQ: To what extent is the project on track to achieve outcomes vis-a-vis the project logical framework (Logic Model) and annual work plans?)

Overall, it is realistic to say that the activities suggested in the project document and in the Logic Model are being delivered, though with some delay on Outcome 3 (Output 3.1 related to ATUC) as already mentioned in section 4.1.3. Work plans are largely being followed despite the unforeseen circumstances (e.g. the political situation in Thailand which made it difficult to confirm meeting venues in Bangkok and therefore slightly delayed planned activities and/or the protest actions related to the election in Cambodia which somewhat delayed a study visit).

The 2nd TCPR provides a good overview of the status of implementation up to March 2014 and relates activities to the respective outcomes and outputs. Activities planned for the 3rd year of implementation (2014-2015) are being implemented as planned, including the adoption of the ATUC work plan and arrangements made to kick-off its implementation.

All activities undeniably contribute to the achievement of immediate outcomes (e.g. promoting the ratification of ILO conventions or the adoption of national policies in line with international standards contributes to enhanced policy frameworks), but considering the vaguely defined indicators, it is difficult to assess the degree of contribution of each activity to the three immediate outcomes.

In relation to the intermediate outcome (reduced labour exploitation and inequality of women and men migrants in ASEAN) and to the ultimate outcome (increased labour rights protection and decent work opportunities for women and men migrant workers in Southeast Asia), the project has to be seen as a fraction of a long-term process; its aspiration to achieve these intermediate and ultimate outcomes therefore should remain within rational boundaries.

Focused project implementation

(EQ: Does the project execution focus on the achievement of outcomes?)

At this stage of implementation, the shortest way of summarizing the status of the project is to say “work in progress”.

Substantial steps forward have already been made in different areas, among which the development of the International Labour Migration Statistics Database for ASEAN, the development of tools and training materials, the promotion of tripartite consultations in policy forums as well as the engagement of civil society in policy discussions and the launch of specific work plans aiming at the capacity development of social partners.

The focus on achieving immediate outcomes is apparent in defining and implementing activities, but lacks the essential follow-up by the beneficiaries to ensure the appropriate use of project outputs. Interviews with beneficiaries indeed revealed that recommendations originating from conferences, meetings, workshops and from research papers not often convert into actions.

Some follow-up activities have however been achieved but with limited feedback to constituents and stakeholders.

The ATP has ensured a follow-up in response to selected meetings; examples of follow-up activities undertaken by ATP are shown in Annex 4.

Strategy to achieve expected results

(EQ: Have the activities implemented actually contributed to the achievement of expected outcomes?)

The delivery strategy proposed in the project document (section 2.1.) is largely being followed and the activities implemented so far are logical to contribute to the planned results; the governments, trade unions, employers’ organizations and civil society organizations are now all engaged in the project and all parties recognize the value of the project’s intervention. This has been confirmed by all parties during the present evaluation both during interviews as from the survey.

The quality of the events organized by the project has been rated at the highest level (extremely and/or very professional for 90% of participants) and the themes presented at these events totally covered professional concerns and key issues related to participants’ work (100% of respondents). The information provided in presentations and discussions was found to be very useful in most cases (90%).

At policy level (Outcome 1), government officials, employers, workers and civil society all corroborate that project activities lead to:

- The provision of valuable information for strategic planning and sharing with other stakeholders;
- Awareness raising on the importance of a legal framework;
- Better understanding of issues and challenges related to labour migration;
- Unambiguous recommendations from AFML national and regional meetings.

A suggestion made by government officials was to emphasize on the AFML recommendations as regional standards accepted by the national governments (receiving countries), and that national groups especially those concentrating on service provisions should be encouraged to refer to them in their own work.

In terms of capacity building of governments and social partners (Outcomes 2 and 3), the critical mass of activities has not been reached yet to really make a difference, but the reaction to activities implemented so far is positive (e.g. the capacity building workshop on the role of

Labour Attachés has been found very informative and useful for daily work, the meeting on Skills matching & mobility in the ASEAN region has addressed concerns of employers eager to engage in the ASEAN Skills Framework, etc.)

Monitoring of outcomes

(EQ: Has the project's monitoring plan ensured that the project is on track with regard to the expected results? To what extent?)

The project's first TCPR mentions that two self-assessments were made, the first being a review of the most effective way to hold the PAC meeting, the second being related to the project strategy on building the capacity of workers' organizations.

The second TCPR refers to a preliminary assessment of the Performance Measurement Framework with the intention to review indicators and targets set during the project design phase.

The Monitoring & Evaluation arrangements defined in the project document (page 47) have only implemented in part and not properly documented; the project does not have an Outcome Monitoring Plan as required by ILO established procedures for technical cooperation projects.

Project Advisory Committee

(EQ: Does the PAC fulfil its role in providing adequate strategic guidance and support to the project?)

The original implementation arrangements specified a Regional Project Steering Committee (PSC) to be set up to provide strategic direction to the project as well as planning, monitoring and evaluation tasks supporting project implementation. The PSC was meant to meet once a year following the ASEAN Forum on Migrant Labour.

The PSC was subsequently renamed Project Advisory Committee (PAC) and convened for the first time on 11 June 2013⁴ after securing the favorable endorsement of ATP from the ACMW and SLOM in May 2013. The minutes of the meeting reveal that the stakeholders had the opportunity to introduce themselves to each other, to present the regional priorities linked to the ASEAN Socio-Cultural Community (ASCC) Blueprint, to the ASEAN Labour Ministers' work programme for 2010 – 2015, to the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers and to also to present the work undertaken by ACE and ATUC.

The ATP was presented in describing objectives and planned activities and PAC members were given a copy of the PAC's Terms of Reference and of the work programme 2013-2014.

Besides expressing their support to the project, welcoming ILO's assistance and DFATD's support, sharing views on more general issues and seeking some minor clarifications, the PAC did not engage in key strategic discussions, essentially endorsing the work plan as presented.

It could have been expected that the PAC requires the project to discuss/set criteria and targets with partners/stakeholders during the preparation of annual work plans, but this does not emerge from the PAC minutes.

Delivery of expected results

(EQ: To what extent have beneficiaries benefited from the project?)

⁴ The next PAC meeting is scheduled to be held in Jakarta on 26 August 2014

The survey, despite the limited response rate, and the interviews have revealed that the exchange of information leads to better understanding of roles and responsibilities in the migration process, to the promotion of better labour migration management practices and to an enhanced cooperation of governments, trade unions, employers, civil society groups and other key stakeholders. Networking among different groups has developed among workers' and employers' groups on bilateral, multilateral and regional basis.

Employers however expect the project, and hence ILO, to provide more support in engaging them in the formulation of regional frameworks and national labour migration laws, policies, and procedures concerning the recruitment, admission, and protection of foreign workers. Similarly, **trade unions** expect ILO to focus more on their participation in advancing the rights of migrant workers.

The events provided a platform or space where **civil society** also can interact with key stakeholders such as other civil society organizations, workers organizations, employers groups and governmental representatives to share information and engage in a relatively open discussion about how to implement things on the ground that affect migrant workers. Specifically with reference to the AFML process, the recommendations agreed by all the participants form the basis for a coherent regional framework that governs most if not all aspects of labour migration. Although it is still up to the individual governments to implement these recommendations, it is considered useful enough as a standard that they have agreed to adopt and which national groups (civil society, trade unions and employers groups) can use or refer to when engaging with the respective governments.

Government officials expressed the need to give some consideration to key takeaways for national groups attending AFML preparatory meetings, especially for those who do not or are not able to participate in the AFML process.

The exposure to EU practices has also received excellent feed-back from government officials who now assert having a better understanding of democratic processes in Europe and the meaning of social dialogue in the context of Europe.

Overall, the events organized by the project are unanimously perceived as a good contribution to policy making. The ASEAN TRIANGLE project is an outstanding platform for the development of a regional framework for labour mobility in the ASEAN region reflecting the views and dialogue among the stakeholders in labour mobility management. It also needs to be mentioned that the professional approach and the skilled involvement of the Project Coordinator has been praised by all parties.

While the activities proposed and implemented so far meet the approval of all parties, the following suggestions were made to enhance the value of the intervention:

Employers: provide technical support and promote the role of employers in labour mobility management;

Governments: provide more capacity building on migration management and share good practices in data management; provide additional support for the CLM countries to ensure their migrant workers have skills recognition and therefore are able to seek social protection whenever available;

Workers: establish Help desks in all members of ATUC;

Civil society: develop awareness campaigns in both sending and receiving countries, support capacity building activities for the migrants themselves and for CSOs, support reintegration (psycho-socio and economic) programs;

4.5 Efficiency of resource use

Resources allocation

(EQ: Have any constraints influenced the usage of the allocated budget?)

The level of disbursement of funds has been slow in the first year of implementation (30% of budget), but reached 89% in 2013 and stands at 41% in 2014 (up to June)⁵.

No constraint has been reported by the Project Coordinator who expressed entire satisfaction with the DFTAD budget management.

(EQ: Have resources been spent as economically as possible in relation to outputs and benefits? Have project results been generated with the best possible allocation of resources (funds, expertise, time, etc.)?)

Without going into an in-depth analysis of resource allocation, a quick review of reports and documents released by the project shows that in some cases low budget allocations have allowed to produce very valuable outputs.

The successive work plans have been and are being followed within allocated resources. The project has provided financial reports to DFTAD which did not raise any concern.

Adequate expertise has been found to implement the different activities for which external consultancy days were allocated. In absence of a structured consultant's database, identifying suitable experts was not an obvious undertaking but the quality of the inputs provided is outstanding.

The most important deviation in the usage of consultancy funds relates to the recruitment of a consultant to team up with the Project Coordinator in absence of a Technical Officer, not planned in the original project design.

Implementation difficulties

(EQ: What were the main implementation difficulties and what was done to address them?)

The main implementation difficulties reported by the Project Coordinator are:

Difficulties	Measures taken to possibly address them
Involving all actors concerned and ensuring adequate attendance at events	Identification and Lobbying of stakeholders by NPCs and ILO Country offices
Time consuming process for consultations	(Beyond project's control)
Funding restriction for Malaysia, Singapore and Brunei participation in events	Organizing some events in these countries and support from GMS TRIANGLE for Malaysia
GMS support cut-off due to last year of implementation	Requesting support from ILO Country offices
Shortage of staff in project office and in country offices	Use of consultancy budget to fulfill tasks of Technical Officer in Bangkok – request support from ILO Country office staff
Travel restrictions of NPC in the Philippines	Project Coordinator and CO-Manila Director have diverging views on this issue ⁶ – matter

⁵ Financial data provided by the project team – not verified by the evaluator

	remains unsolved
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Other difficulties identified by the evaluator are:

Difficulties	Measures to possibly address them
Limited strategic guidance role of the PAC	Hold PAC meetings twice a year
Absence of a National Project Coordinator in Malaysia which is a key receiving country and currently the host of ACE	Multiply contacts and visits (PC and TO)
“Overdose” of meetings and events (stakeholders attend numerous meetings and events in addition to those organized by the ATP)	Ensure follow-up to all events and meetings (reminder follow-up) to maintain interest – the survey revealed that several participants did not remember which meeting(s) they attended

ILO Country offices

(EQ: What role are ILO country offices playing in the implementation of the project?)

The project document refers to ILO Country Offices as “Collaborating ILO Units/Offices” without further specifying what role they will play, with the exception of the Philippines and Indonesia to which National Project Coordinators are assigned. Job descriptions providing details of duties and responsibilities are provided in the project document (Annex 11).

During implementation, the project was able to call on the NPCs of the GMS TRIANGLE project in the framework of an efficient coordination between the two projects as described below. This however has recently been blocked as GMS TRIANGLE nears the end of implementation.

The role of ILO country offices is extremely important in different ways:

- In order to maintain a constant relationship with constituents in the different countries which facilitates the identification of qualified participants at events organized by the ATP;
- In order to maximize the coordination of the project with national projects in line with country strategies, as well as with projects funded by other donors;
- In order to ensure adequate coaching of key beneficiaries and partners, such as ACE, ATUC, TFAMW and governments during implementation of work plans;
- In order to ensure a regular follow-up on activities implemented by the project (monitoring and impact assessment).

Providing this support to the ATP goes beyond the capacity of “regular” staff in country offices and requires the assignment of specific NPCs, as it is the case in Indonesia and in the Philippines. Both NPCs have so far played an important role in all the above duties, particularly in Indonesia where the NPC ensures a systematic follow-up of activities (e.g. after the Regional Meeting on Work in Fishing organized in September 2013, the NPC held several meetings with the Ministry of Fishing and Marine to discuss how to take recommendations further; subsequently the Ministry of Manpower and the Ministry of Foreign Affairs got involved in the

⁶ The evaluator raised the issue with ILO – Human Resources to clarify applicable rules in the framework of UN HR Policy, but no feed-back was received.

discussions; he also met on several occasions with the trade union of the fishing sector and employers).

Regrettably, the important role of the NPCs as resource persons and facilitators is not sufficiently highlighted in the TCPRs which also miss the opportunity to reflect the follow-up given by the NPCs.

TRIANGLE coordination

(EQ: How have resources, knowledge, lessons learnt and best practices been shared between the ASEAN TRIANGLE and GMS TRIANGLE projects?)

As reported by the project in its 2nd annual report, the ASEAN TRIANGLE and the GMS TRIANGLE projects have an inter-connected strategy that links priorities, approaches and key activities at national and regional levels. The GMS TRIANGLE project's understanding of the national context, relationships with constituents, and presence on the ground in six of the ten ASEAN countries has facilitated the advancement of a number of the key activities of the ASEAN TRIANGLE project. At the same time, the regional and multilateral tools and platforms developed by the ASEAN TRIANGLE project have helped to advance the objectives of the GMS TRIANGLE project.

The main collaborative activities have included:

- The joint organization of preparatory meetings throughout the sub-region in view of the 6th AFML in Brunei;
- The technical support provided by the SPC of the ASEAN TRIANGLE project given his experience as a labour attaché for the Philippines Government during consultations with labour attaches and consular officials in Malaysia (funded and organized by the GMS TRIANGLE project);
- Technical support provided by the SPC of the ASEAN TRIANGLE Project in the review of various legislations (e.g. Prakas in Cambodia) and MoUs relating to labour migration in the GMS being supported by the GMS TRIANGLE Project.
- The organization (by the ATP) of MRC study tours for countries of origin (Cambodia) and countries of destination (Singapore);
- The support given by the ATP to GMS TRIANGLE to further advance activities potentially endangered by the budget reduction of the GMS project (e.g. the ATP supported the development of regional M&E guidelines for the MRCs, the development and printing of the Travel Smart Work Smart booklet for migrant workers from Cambodia, Laos PDR and Myanmar in Thailand and Malaysia);
- The support given by the GMS TRIANGLE staff to the drafting of an assessment of the effectiveness of the MoUs between Thailand and three neighbouring countries, a priority for both projects;
- The participation of GMS staff at regional meetings organized by the ATP, exposing them to good practices and enhancing their capacity;
- The support given by GMS staff to the ATP in organizing meetings and workshops (e.g. for the identification of participants and the promotion of regional events).

Effective cooperation between the two projects is maintained through the sharing of work plans and regular communication on activities and approaches at the regional level. Both projects are backstopped by the ILO Senior Regional Migration Specialist, which also contributes to harmonization. To manage expectations between the national officers of the GMS TRIANGLE project and the management of the ASEAN TRIANGLE project, sessions on work plans and approaches were arranged at the GMS TRIANGLE project retreat (January 2014) and the Migration Focal Points meeting (April 2014).

At the donors' level, there are regular contacts between DFAT and DFATD regarding both GMS and ASEAN TRIANGLE projects but there is no formal joint monitoring framework or approach. Senior regional staff of both DFAT and DFATD met and discussed coordination of TRIANGLE projects, but regular communication between DFAT and DFATD is done mainly at officer level. The communication is principally a sharing of information which usually focuses on key progresses, highlights, relevant activities and events, and work plans. DFAT Bangkok is of the view that the existing coordination between GMS and ASEAN TRIANGLE by ILO teams works well and is fit for purpose.

Also, there is a rolling DFAT – CIDA MoU Work Plan (2012 – 2015) covering a number of joint activities which include TRIANGLE projects. The Work Plan is managed by Canberra and DFAT Bangkok provides input on the TRIANGLE projects. In the beginning of 2014, the Australian Government announced a budget cut to their aid program, which resulted in a cut to GMS TRIANGLE's funding of around 10%. As a result, ILO has been mitigating the impact by seeking to co-fund GMS TRIANGLE activities from other relevant ILO projects, including ASEAN TRIANGLE.

4.6 Gender equality and promotion

Gender mainstreaming – Project approach

(EQ: Has there been any effort to mainstream gender throughout the project, and to what extent has this been achieved?)

(EQ: How effective has the project been in responding to gender-specific aspects of migration management, and the protection of migrant workers? How does the intervention affect men and women? If there are differences, why?)

The project is committed to a gender-responsive delivery of all outcomes, in line with the ILO Action Plan for Gender Equality for 2010-2015 and with the DFATD policy on gender equality. A **gender mainstreaming strategy** has been developed to implement this commitment.

The project has three gender sensitive objectives which are in line with the strategic priorities of the ASEAN Labour Ministers Work Programme (2010-2015), namely:

1. A stronger regional legal and policy framework to more effectively govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner.
2. Enhanced capacity of governments to oversee the enforcement of labour and migration laws and regulations, in a gender responsive manner.
3. Enhanced capacity of social partners to influence labour migration policy and protect the rights of women and men migrant workers.

In line with the proposed strategy, the project has implemented a number of specific activities, which include:

- Initiating meetings with the ILO Gender Specialist and the ASEAN Secretariat for exchange of information and collaborative talks with the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC);
- Organizing gender sessions in all the events and meetings organised by ILO with its constituents (e.g. in the framework of the ILO/ITC /COMPAS workshop held in March 2013 on “ASEAN Economic Integration and Labour Migration” two sessions directly addressed gender issues, namely: “Gender, Domestic work and role of Trade Unions” and “ILO’s fundamental, Migrant and Domestic Workers conventions and gender sensitive migrations laws, policies and practices”;

- Organizing the Regional Meeting on Work in Fishing: Increased Knowledge Base and Sharing Good Practices for the Protection of Migrant Workers which particularly relates to male migrant workers employed in this sector;
- Supporting the publication of a primer on C189 and the Philippine Kasambahay law in English and Tagalog; co-organizing the Indonesian Stakeholders Meeting: Towards the Ratification of ILO Convention 189 on Decent Work for Domestic Workers (during which the Minister of the MoMT used the occasion of the seminar to publicly announce Indonesia's intention to ratify ILO Convention No. 189);
- Developing gender responsive tools and guidelines integrating the gender dimension into migration policies and practices ("Engendering labour migration laws, regulation and management in ASEAN" Guide and Toolkit – *work in progress*);
- Organizing a Migration Theories Conference in cooperation with IOM and Scalabrini Migration Centre ("Revisiting Theories on International Migration: A dialogue with Asia") which touched on regional economic integration and migration; multiculturalism; gender and migration; circular migration; and return and reintegration;
- Calling on the ILO Gender Specialist to provide input in different events organized by the project.

To which extent these activities have resulted in changed policies, processes and/or attitudes needs to be analyzed in the framework of a comprehensive impact assessment.

Gender monitoring

(EQ: How has the monitoring and evaluation of the project considered gender?)

As already mentioned in section 4.4 (sub-section Monitoring of Outcomes) and further explained in section 4.7, monitoring and evaluation has not been given sufficient attention by the project team. Specific gender monitoring therefore is not visible, with the exception of sex-disaggregated data collection of meeting participants, which has been well done.

The absence of correct gender related indicators hinders the possibility to measure progress on gender equality results.

Data collection

(EQ: To what extent is sex-disaggregated data collected and used in the project?)

All data collected and published by the project is sex-disaggregated. The projects' database of participants in all events is sex-disaggregated. Gender data is systematically tracked and reported (see Annex 4 of the 2nd annual report: "Sex and stakeholder-disaggregated data of the ASEAN TRIANGLE Project).

According to the ILO Gender Specialist, the ASEAN TRIANGLE project paid particular attention to sex-disaggregated data collection and can be considered as a good example of best practice in this regard.

Improvements

(EQ: How does the project strategy need to be adapted to increase the gender-responsiveness of the intervention?)

Intersections between migration, equality and care economy are not (yet) on the radar of policy makers in ASEAN.

The project is implementing a helpful strategy to improve this situation and the development of the "Engendering labour migration laws, regulation and management in ASEAN" Guide and

Toolkit is a key tool in the framework of the ASEAN capacity building work undertaken by the project.

The current strategy on gender followed by the project which is clearly described in the project document is adequate and followed by the project. An adaptation of this strategy is not required.

4.7 Effectiveness of management arrangements (including risk management and monitoring and evaluation)

Management and external support

(EQ: Are management capacities and arrangements adequate and do they facilitate good results and efficient delivery? Does the project have the adequate capacity (human resources) to deliver the planned outcomes taking into account the senior project coordinator, 2 national project coordinators in the Philippines and Indonesia and the support staff?)

The ATP has delivered an impressive number of activities despite an obvious staff shortage both a headquarters level as in the field.

As earlier mentioned, initial support to the SPC in Bangkok was provided from the AYAD (Australian Youth Ambassadors for Development) Programme for a period of one year (May 2012 – May 2103) and subsequently from the project's international consultancy budget to fulfil the task of a Technical Officer which was not planned in the original project design.

In comparison with the GMS TRIANGLE project, the ASEAN TRIANGLE project is also understaffed in the field. It certainly was not necessary to assign a NPC to each of the ASEAN countries, but in addition to the NPC of Indonesia and the Philippines, the ATP would have benefited from a NPC based in Malaysia, important receiving country and host of ACE. The absence of an ILO country office in Malaysia further justifies the need to have a NPC in place to maintain a close relationship with constituents.

With a focus on CLM(V) countries, the ATP would also have benefited from a Sub-Regional Project Coordinator covering these countries. As the intention to have the NPC of the Philippines play a major role in relation to CLM(V) countries did not prove to be possible, and also considering budget limitations, the best option would be to have the Technical Officer play a major role for all activities falling under this strategy.

(EQ: Does the project receive adequate political, technical and administrative support from its regional partners? Do implementing partners provide for effective project implementation?)

The project receives entire political endorsement from all governments and other constituents which all consider ILO as a neutral and highly professional organization. This also applies for the ASEAN Secretariat which considers the project as a flexible project providing qualified expertise in all important areas and which has been able to streamline the agenda of the AFML and to bring on board civil society. The project is supported by ACMW and endorsed by the ASEAN SLOM.

The ASEAN Confederation of Employers is fully committed to the implementation of the work plan defined by ILO, but expressed disappointment about the fact that the planned "Project Coordinator" was replaced by a short-time consultancy input based in Bangkok. ACE being an empty shell (i.e. no permanent secretariat), support is provided by the secretariat of the Malaysian Employers Federation, currently chairing the ACE.

The ASEAN Trade Union Council (ATUC) is now equally committed to implement the agreed work plan which has been developed by ATUC affiliates and affirmed by ITUC-AP in Singapore. Despite the delayed finalization of the work plan, ATUC's commitment to the ATP has been evident through their active participation in many of ATP's regional, sub-regional and national level meetings in the past 2 years.

(EQ: Has cooperation with project partners been efficient?)

Delays have occurred in developing and agreeing the work plan with ATUC due to internal problems within the Trade Union Congress of the Philippines chairing ATUC. The matter now has been solved and the implementation of the work plan will be coordinated by a Singapore-based ATUC consultant hosted by the ITUC-AP.

The cooperation with all other partners has been positive; no particular problem or difficulty has been mentioned to the evaluator, besides some disappointment expressed by the ACE on the replacement of the project coordinator (foreseen in the work plan) by a short-term consultant based in the ROAP.

(EQ: How effective has internal management, including development of the annual work plans, staff arrangements, governance and oversight of the project been?)

Project management has been outstanding and highly praised by all parties involved, in particular by the ASEAN Secretariat and by DFATD.

The absence of permanent support staff, other than administrative support, has required an exceptional engagement of the Project Coordinator, whose role has been praised by all stakeholders.

(EQ: What is the role of ILO Offices (regional office and country offices -particularly in Indonesia and Philippines where NPCs are located, and the country offices where there is no presence of NPC – do they make any difference on the effectiveness of implementation?)

This has been discussed in section 4.5 (ref. ILO Country Offices).

Performance monitoring

(EQ: How effectively did the project management and ILO monitor project performance and results?)

The Monitoring & Evaluation arrangements defined in the project document have only implemented in part and are not appropriately documented; the project does not have an Outcome Monitoring Plan as required by ILO established procedures for technical cooperation projects.

The Performance Measurement Framework defined during the design phase has not been updated and is not used for reporting. It is the project's intention to engage a monitoring specialist to design and implement a revised version of the PMF later in 2014. The Performance Plan prepared by the GMS TRIANGLE project during the mid-term evaluation in 2013 provides a good example.

(EQ: Is a monitoring and evaluation system in place and how effective is it?)

There is no Outcome Monitoring System in place.

(EQ: How appropriate are the means of verification for tracking progress, performance and achievement of indicator values been defined?)

Indicators allowing tracking progress have not been defined.

(EQ: Is relevant information and data systematically being collected and collated? Is reporting satisfactory? Is data disaggregated by sex (and by other relevant characteristics, if relevant)?)

The project maintains a datasheet of participants at the different events and meetings, which classifies them according to their professional affiliation (government, employers, workers, civil society, and other organizations) as well as to their gender classification.

The datasheet also shows the sex disaggregation for each meeting when available (i.e. for approx. 75% of events) as well as contact details which however are incomplete and not always accurate.

(EQ: Is information being regularly analysed to feed into management decisions?)

Management decisions are made by the Project Coordinator on basis of information collected through regular contacts with the other members of the team and with various stakeholders. The National Project Coordinators regularly report to the PC by means of e-mails and phone/Skype conversations, but a structured reporting system is not in place.

4.8 Impact orientation and sustainability of the intervention

Emerging impact

(EQ: What are the emerging impacts of the project and the changes that can be causally linked to the project's intervention?)

The emerging impact of activities undertaken until the time of this mid-term evaluation relate to Outcome 1 and consists of:

- A better understanding of issues and challenges related to labour migration by all parties involved;
- Clear awareness raising about the need to better manage labour migration;
- Knowledge sharing among the different parties involved (all parties better understand the necessity to consult with each other);
- The creation of networking opportunities (stakeholders directly or indirectly concerned with migration issues started consulting more frequently with each other); and
- A stronger involvement of civil society in policy discussions through their participation in the AFML meetings.

With regard to capacity building of governments and social partners, training materials and tools prepared or being prepared, as well as workshops delivered, have not yet resulted in any tangible impact. This is mainly due to the fact that time is needed to absorb the information received and adapt the knowledge acquired to daily business. The interest and willingness of beneficiaries to make use of the knowledge acquired however is noticeable and practical effects can be expected in the near future.

Impact measurement

(EQ: What are the arrangements to measure the project's impact during and at the end of the project? Are these arrangements adequate and will they deliver reliable findings?)

At this point in time, there is no system in place to measure the impact of the project at the end.

It is necessary to define such a system in developing an adequate M&E arrangement in the first place, in drafting a potential impact analysis, and in defining more precise targets in a revised Performance Measurement Framework.

Sustainable results

(EQ: Did the project so far produce results that are likely to be sustained for an extended period after the end of the project?)

The sustainability of the intervention at **policy** level mainly lies in the developments which will follow the different meetings and events, i.e. in the implementation of the recommendations adopted during the events. In this respect, the project has played an important role in encouraging the adoption of recommendations in the national and regional AFML meetings, in the regional meeting on work in fishing and in the Regional Skills and Labour Mobility meeting, in the Sub-Regional seminar on developing trade union cooperation among migrant sending and receiving countries, in the Regional Skills and Labour Mobility meeting, in the ASEAN Youth Forum and others. Examples of follow-up activities undertaken by the project are given in Appendix 4.

Government officials and other stakeholders involved in these meetings have confirmed their intention to consider recommendations and are eager to make progress in their implementation. Some of the recommendations are actually now being implemented (e.g. on the complaint mechanism, ACE and TFAMW have done post-AFML related meetings to define their action plans to implement this; research work was also conducted by ATP in line with recommendations of past meetings of the AFML; after the skills meeting, several follow up meetings have taken place).

The project will continue supporting the ASEAN and the national governments in their efforts to adopt and implement improved new legal frameworks during the second part of this project and possibly beyond, and it is realistic to assume that further actions will be taken by the different governments after the end of the project. Developments linked to the implementation of better legal frameworks will in principle result in improving the institutional set up in the ASEAN countries and ultimately benefit the migrant workers.

The work undertaken by the project in preparing an international labour migration statistics **database** is also likely to be sustained as it is considered to be an important source of information to better manage migration flows and identify issues that need to be considered. It can be assumed that ILO and the ASEAN Secretariat will continue maintaining, using and possibly further developing the upgraded database after the project has ended.

A number of activities being implemented or planned by the project however are likely to raise some fear with regard to their sustainability; this particularly relates to:

- The capacity building activities for high ranking government officials due to changes of political nominations in the different governments (e.g. the study tour to the Philippines organized for officials of the Myanmar government was attended by the Union Minister of Myanmar who has now left his post; fortunately

the remaining officials at DG level are still in their post and regularly attend ATP meetings);

- The capacity building activities for ACE due to the non-existence of a permanent secretariat and the expected weakness of some national organizations leading ACE on rotating basis; and
- The appearance of internal conflicts in an organization which may put at risk capacity development efforts, as it has been the case with ATUC until now.

Potential long-term effects

(EQ: What are realistic long-term effects of the project?)

The project is to be seen as part of a process leading to improved legal frameworks, better migration management and protection of migrant workers in combination with many other initiatives promoted by donors, governments and ASEAN strategies.

Exit strategy

(EQ: What is an effective and realistic exit strategy?)

The project aims to reduce labour exploitation by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrants in ASEAN. These are longer-term objectives to which the project provides a four-year contribution through its regional approach.

The project is part of a continuous process and therefore does not need an exit strategy as such; it needs to define a sustainability strategy for its intervention to ensure that benefits resulting from the different activities implemented will be maintained and further developed.

When developing the missing potential impact assessment, the project team will need to assess the likelihood of a continuation in the stream of benefits produced by the project after its closure.

This implies that the project will need to consider the following issues in the sustainability strategy:

- The financial and economic viability (e.g. the availability of financial resources to actually implement recommendations made during events, the possible consequences of changing economic conditions which may affect the implementation of recommendations, etc.);
- The level of ownership of project activities by the beneficiaries (e.g. the likelihood that target groups / project beneficiaries will continue applying recommendations after the project ends);
- The level of political support provided to recommendations and the importance given to non-state actors as partners in labour migration policy making and implementation;
- The project's contribution to institutional and management capacities (availability of qualified human resources to continue the stream of benefits, relations between institutions).

Sustainability options

(EQ: Is a sustainability plan in place to ensure that the activities and benefits of ASEAN TRIANGLE will be sustained and carried forward after funding ends?)

A sustainability plan as such has not yet been defined, but different options are being considered in combination with a possible extension of the GMS TRIANGLE project ending in

2015. The merger of both projects in a single and larger TRIANGLE programme is being looked at as a possible option to maintain and further develop benefits of both projects.

While progress is being made on the development of the International Labour Migration Statistics **Database** for ASEAN, the question of sustainability, both in terms of continued data collection and exploitation as of database maintenance and management, raises some concern. Particular attention should be given to the developments of the statistical capabilities of the ASEAN Secretariat which ultimately should be the host, manager and user of the database. The ASEAN Secretariat has benefited from the ILMs outputs and expressed interest in using the data to complete the ASCC Scorecards, which currently has data gaps and lacks definition of indicators and sources.

In this regard, it is worth mentioning that the EU has been supporting ASEC from 2009 to 2013 with a 5.2 million Euro project (EU-ASEAN Statistical Capacity Building Programme) with the overall objective to support ASEAN integration through more accurate and relevant statistics which facilitate decision-making. More precisely, the programme aimed at strengthening the capacity of ASEAN Secretariat for improved comparability of official statistical data among AMS as well as strengthening statistical and analytical capacities of those ASEAN countries that need most support (CLMV). This project is now followed by a new 4 year project to further develop the ASEAN Community Statistical System (ACSS) in line with the ASEAN Community Statistical System Committee Action Plan (2011-2015) aiming at improved statistics in terms of availability, quality and comparability, in key areas related to ASEAN regional integration with specific focus on CLMV shortages, including migration as specified in the ACSS work plan. This new project offers interesting opportunities for cooperation with the ASEAN TRIANGLE project which are worth to be explored.

Stakeholders' contribution towards sustainability

(EQ: Is there willingness and do project partners have the capacity to carry activities forward beyond the end of the project?)

(EQ: Will ILO and the other partners carry forward the project's results after funding has ended?)

Project partners express total willingness to implement planned activities and to carry results forward after the end of the project. The capacity of ATUC and ASEC however will remain limited as long as permanent structures are not created.

The ASEAN Secretariat and ASEAN Member States continue working in the framework of their regional and respective national strategies linked to the ASEAN integration process and are expected to continue doing so in the framework of the post-2015 programme.

ILO is committed to carry forward the project results and ASEC is keen to have ILO further support the process of strengthening national labour laws in line with ASEAN agreements and declarations. In this regard, ILO's support in implementing the "ASEAN Instrument for the Protection and Promotion of the Rights of Migrant Workers" would be well received.

5 Conclusions

5.1 Conclusions

The overview of project progress (section 4.4) shows that the project is delivering on all outcomes in a fast and efficient way on most activities.

Resources are being used in an efficient way (section 4.5), implementation difficulties have so far been correctly addressed, gender issues have been taken into consideration (section 4.6) and implementing partners are all committed to achieve the expected results. The project has cooperated with the GMS TRIANGLE project in an efficient way and ILO Country Offices have provided adequate support to the ATP.

Close monitoring and follow-up of activities is done by project management and national project officers but not adequately reported; a (potential) impact assessment at all levels is missing. The project has already generated a positive appreciation on its capacity to raise awareness, provide important knowledge contributing to better understanding of issues and challenges related to labour migration and promoted networking among governments, social partners and civil society.

The most significant developments relate to the AFML national and regional meetings, to the fishing sector and to the database on which the project should capitalize in the second half of implementation.

The MTE confirms that the implementation strategy chosen is appropriate but it has also allowed identifying where adjustments can be made in order to ensure better sustainability of the intervention, as well as some areas providing the basis for lessons learned and good practices.

5.2 Lessons Learned

The main lessons learned from the project identified by the evaluator and confirmed through observations and statements made by stakeholders during the various meetings and field visits are the following:

	Lesson learned	Context
1	A well designed project with a coherent intervention logic meets approval of all parties involved and encourages a committed approach of implementing partners	In most countries, governments, trade unions, employers and civil society do not have a tradition of close cooperation, though in some member states civil society may have had a better relationship with the government than trade unions and employers. All parties are encouraged by the project to engage in policy discussions; the possible project engagement with all regional and national stakeholders involved is well defined in the project document, is rational and meets approval of the ASEAN Secretariat, of constituents and of civil society. The project has been endorsed by the Senior Labour Officials Meeting and the ACMW.

2	Sufficient staff resources need to be allocated in order to facilitate project implementation	The shortage of staff in the project office and in the field required the project to re-allocate planned consultancy man-days to fulfil the tasks of a Technical Officer and call on the support of National Project Officers of the GMS TRIANGLE project and the ILO Country Offices. This shows that the initial staff allocation was insufficient to timely implement all planned activities
3	Sharing of collective knowledge and expertise enhances the capacity of all those involved through possibilities of cooperation and collaboration	This has been recognized by all parties consulted and comes out as one of the major emerging impacts of the project
4	The commitment of all partners is central to achieve sizeable results for the benefit of migrant workers	<p>Progress with regard to the legal framework has been possible thanks to the commitment of ASEC and to the contribution and commitment of all parties involved (the declared intentions of government officials to follow-up on recommendations of AFML meetings substantiate this).</p> <p>Ownership of the project activities and commitment to achieve results are real. This is not only confirmed by statements made to the evaluator, but by concrete facts (e.g. follow-up meetings related to the fishing sector, interest of employers' and workers' organizations to implement the work plan on capacity development supported by the project)</p>
5	Mobilizing public authorities at all levels to engage in a project is a challenge	<p>Organizing meetings of government officials at the highest level sometimes proves to be difficult; the ideal attendance at key events is often complex to achieve.</p> <p>At lower levels of responsibility, i.e. where the ground work needs to be made, frequent staff movements also sometimes require Technical Assistance projects to re-start or delay activities in order to allow newly appointed management staff to get acquainted with new responsibilities.</p> <p>For Government, ATP invites two representatives to ensure continuity and follow-up on project activities, to mitigate the impact of structural changes in the bureaucracy.</p> <p>To promote wider participation among Social partners ATP has provided them with lists of participants in ATP meetings for their guidance in nominating representatives</p>

5.3 Good Practices

Good practices having emerged from the project so far are:

	Good practice	Context
1	The logical and coherent three-tier approach (policy and institutional frameworks – operational efficiency and effectiveness of governments – capacity of social partners)	Combining policy with an improvement of operational efficiency of governments and social partners is a well-founded approach to promote better protection of the migrant workers. In this respect, the design of the project was well conceived and implementation is following the proposed sequence in an efficient way, despite some the delays which have been reported with regard to the work plan of ATUC.
2	The flexibility of the project to meet demands of partners	The flexibility of the project has been particularly praised by the ASEAN Secretariat (e.g. in meeting their demands on social protection initiatives) and by the ASEAN Trade Union Council (confirming that the work plan supported by the project meets 4 of their main priorities and concerns). This flexibility enhances the ownership of activities by the beneficiaries.
3	The cooperation with GMS TRIANGLE and other national projects	As explained in section 4.5 on Efficiency, the project has made best use of the GMS TRIANGLE project, ILO Country Offices and other ILO initiatives and expertise (e.g. working closely with ILO specialists on workers' activities, employers' activities, skills, gender, statistics, etc.) to complement the resources of the project. Synergies with activities promoted under this project have been built which will eventually lead to further important developments (e.g. activities related to the fishing sector initiated by the GMS TRIANGLE project, the cooperation with the "Promoting Decent Work Across Borders" project, etc.)
4	The involvement of all social partners and civil society in policy discussions	The project has involved all social partners and civil society through bilateral consultations and tripartite meetings which have generated interesting discussions and ideas. They have also allowed social partners to engage in new communication lines which were very limited and/or sometimes non-existing before. The value of the exchanges is praised by all parties without exception and the project/ILO is considered as a neutral facilitator with strong technical capacity.

5.4 Recommendations

Based on the above analysis, the evaluator would like to present the following recommendations for the remaining time of implementation of the project:

	Recommendation	Justification
1	Undertake a potential Impact analysis in order to better assess what the project will have achieved upon closure	<p>The analysis of the project design (section 4.2) has identified a weakness in the absence of a potential impact analysis of the project, as well as in the absence of an Outcome Monitoring Plan.</p> <p>Project reports furthermore are activity based and do not report on the potential impact of activities and of the project as a whole.</p> <p>Having a clear view on what the project will actually have achieved upon completion and what the prospects are on a longer-term basis is important and will facilitate the identification of adequate strategies for possible further interventions of ILO.</p> <p>It is therefore recommended to start working on a potential impact analysis of the activities and of the project as a whole.</p> <p><i>Addressed to Project Management Team (PMT) – High priority – No financial resources required if done by the Technical Officer</i></p>
2	Upgrade the Performance Measurement Framework with better defined indicators and improve reporting	<p>Section 4.2 also provides an analysis of the Logic Model and of the PMF which shows weaknesses at the level of indicators (lacking precision in quantifying and/or qualifying indicators). A preliminary assessment of the PMF was undertaken by the project in March 2014.</p> <p>In line with the first recommendation and in order to facilitate the impact analysis, it is important to clarify in more precise terms the indicators of achievement which are likely to be reached upon closure of the project.</p> <p>Activities already completed and further activities planned or initiated provide sufficient background information to clarify the initial indicators in specifying targets and Objectively Verifiable Indicators (OVIs). OVIs should be realistic, measurable and directly relate to the activity and result they are defined for.</p> <p>In terms of reporting, more attention should be given to the follow-up initiatives on activities; significant initiatives have been undertaken by the NPCs and the SPC to follow-up on activities and events organized by the project. These follow-up activities do not sufficiently appear in the project reports (TCPR).</p> <p><i>Addressed to the PMT – High priority – No financial resources required if done by the Technical Officer</i></p>
3	Revisit job description of	Considering the staff shortage earlier described, the

	Technical Officer to be appointed	<p>process to recruit a Technical Officer at P3 level to join the project office has been initiated.</p> <p>The job description provided to the evaluator does not mention any specific requirement in terms of M&E in the required qualifications.</p> <p>Considering the above recommendations to revisit the PMF and to undertake a potential impact analysis, the evaluator recommends to require candidates to have 2 or 3 years specific M&E experience. Despite the fact that the recruitment of a consultant is planned to revise the PMF, a longer-term presence of M&E knowledge will benefit the project.</p> <p><i>Addressed to PMT– High priority – No financial resources required to modify the job description</i></p>
4	Enhance communication in promoting the ratification of conventions	<p>The ILO “push” to ratify conventions is generally well perceived by governments, as opposed to a more aggressive promotion by civil society.</p> <p>Several government officials however regret the absence of a better communication from ILO on the benefits for governments, employers and workers to ratify conventions.</p> <p>Several governments claim that a preparation phase has to precede ratification, during which all parties should understand the implications of ratifying a convention. Each convention should therefore be supported by a comprehensive explanation on the benefits of ratifying and implementing a convention.</p> <p><i>Addressed to PMT/ILO – High priority – No financial resources required</i></p>
5	Build on the interest raised in the fishing sector	<p>The regional meeting on work in fishing organized in Makassar in September 2013 has raised enormous interest among participants, eager to transform recommendations into real actions for the benefit of migrant workers in the fishing industry. Several follow-up meetings have already taken place in Indonesia involving different Ministries and social partners, all keen to proceed further with the support of ILO. The survey and interviews have revealed that improving the labour conditions in vessels, social security and health protection for fishers is of major interest in other countries as well. The GMS TRIANGLE project has supported initiatives in Thailand, including drafting of ministerial regulations on work in fishing, developing Good Labour Practices guidelines in the fishing sector; labour inspection and mobile inspection units for fishing vessels and supporting the National Fisheries Association to set up Labour Coordination</p>

		<p>Centres to register fishers in Thailand.</p> <p><i>Addressed to the PMT – High priority – Limited financial resources required</i></p>
6	<p>Adjust and/or re-evaluate activities with limited potential impact and uncertain sustainability – support initiatives resulting from activities organized by beneficiaries</p>	<p>As reported in section 4.8 certain activities being implemented or planned by the project raise some concern with regard to their sustainability.</p> <p>This relates for example to the sustainability of capacity development activities in favour of ACE and ATUC. While both organizations support the implementation of their respective work plans, the absence of permanent structures limits the scope of the intervention. Both would benefit from financial support in setting up stable structures. Exploring ways to secure funding would perfectly go along with the implementation of the work plans.</p> <p>Another example is the planned financial education campaign for ASEAN migrants in 2015 initiated by participants at the Singapore workshop on Financial Education for ASEAN Migrants in February 2014. While financial sustainability of this particular project seems to be secured given the expressed willingness of government, NGOS and the private sector to continue implementing the financial literacy course using the ATP manual in the long run, continued ILO support and presence is considered to be of major importance to maintain the impetus</p> <p><i>Addressed to the PMT/ ILO – Medium priority – Financial resources allocation required</i></p>
7	<p>Intensify initiatives and activities in favour of CLM countries</p>	<p>CLM countries have difficulties to comply with all requirements of the ASEAN integration process and issues related to labour migration are no exception. Many TA projects supporting ASEAN integration emphasize the need to focus on better supporting CLM countries, but very little is being done other than declaring good intentions.</p> <p>This particular project has the unique opportunity to make a difference as all 3 countries are sending countries facing similar problems in managing their labour migration and protecting their migrant workers.</p> <p>ATP desire for capacity building in CLM has been made from the start of the project by requesting the Philippine Government to participate actively and take the lead in the implementation of this initiative, in line with the Initiative for ASEAN Integration. Implementation has been affected by government</p>

		<p>bureaucratic procedures in CLM and the Philippines, requiring the revisit of strategies for this initiative. CLM and Philippines have been further consulted and have agreed to an ATP proposal to develop a 2-year capacity building program, which will be the subject of a sub-regional meeting in September 2014.</p> <p><i>Addressed to PMT – High priority – Financial resources required</i></p>
8	<p>Consider funding the participation of government officials of Malaysia, Singapore and Brunei at all major events</p>	<p>Government officials from Malaysia, Singapore and Brunei are typically excluded from ODA funding. This has so far applied to the project without too negative consequences as this limitation does not include employers, trade unions and civil society funded by the ATP.</p> <p>Involving government officials from these 3 receiving countries in the activities of the project is important and necessary. In some instances Government officials attended ATP activities on a self-funded basis, but not funding their participation sends a wrong message. Rather than providing a financial support which is most likely not needed, it is essential to show the commitment of a project to have all parties on board.</p> <p>The EU has recently reconsidered this issue in waiving the non-funding rule for a large Human Rights programme in the ASEAN region. This has been extremely well perceived by the 3 countries.</p> <p><i>Addressed to DFATD – High priority — Limited financial resources</i></p>
9	<p>Consider merging the project with GMS TRIANGLE in a multi-donor trust-fund project with one single brand name (TRIANGLE) and working both at regional and national levels</p>	<p>The approaching closure of the GMS TRIANGLE project and the search for ways to further develop the intervention of ILO in the GMS countries provides a good opportunity to consider merging a post-GMS project with the current ASEAN TRIANGLE project.</p> <p>Many stakeholders interviewed during the evaluation actually mix-up both projects and do not clearly understand why for example in-country interventions cannot take place under the ATP whereas this can be done under the GMS project.</p> <p>Both projects already have developed a close cooperation and it would be very useful and rational to have a single branded TRIANGLE project co-funded by the current providers, to which other sources of funds could be added. This requires ILO to initiate the process of proposing to set up a multi-donor trust fund and to encourage donors to adhere to the idea. This is nothing new and multiple examples of multi-door trust funds exist in the region.</p>

		<i>Addressed to the ILO/ DFATD /DFAT/other donors – High priority – Financial resources required</i>
10	Bring policy closer to the people with the help of trade unions and civil society	<p>By design, the project deals with governments, social partners and civil society organizations at regional level without reaching out directly to the migrant workers, as it is the case for the GMS TRIANGLE project.</p> <p>Civil society is a key player in reaching out to potential migrant workers in the field. Civil society furthermore is well positioned to reach out to counterpart organizations in receiving countries, where trade union interventions are not always welcome. As an additional activity, the project could partner with TFAMW and ATUC in conducting some marketing/familiarization of the AFML process at the national level, particularly in receiving countries. The scope of outreach could be widened to include other issues addressed by the ATP, beyond the AFML. ATP has urged TFAMW and ATUC to consider implementing activities that will support the implementation of the AEAN Instrument under their work plans with the ATP. ACE has been urged to do the same.</p> <p>There is weight behind the ILO branding that lends credibility to such initiatives. It would not need to be conducted in a costly consultation style but more like take the form of information sharing/briefing sessions with migrant workers and migrant workers' associations.</p> <p><i>Addressed to the PMT/ILO – Medium priority – Limited financial resources required</i></p>

No particular recommendation is made with regard to gender equality and promotion, which the evaluator considers to be correctly addressed by the project.

Appendices

Appendix 1: Terms of Reference for the Evaluation

Terms of Reference

Independent Mid-Term Evaluation

RAS/12/01/CAN

Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the ASEAN Region (ASEAN TRIANGLE) project

Project Budget	USD 5,420,000
Project Donor	Canadian Government
Project Duration	2011 - 2015 revised to April 2012-April 2016
Project Locations	ASEAN region
Mid-Term Evaluation scheduled for June 2014	

1. Introduction and rationale

As per ILO policy governing technical cooperation project management, an independent mid-term evaluation is a mandatory exercise for projects of a certain size. The evaluation will be managed by the ILO, but the scope and modalities of the evaluation as presented in these Terms of Reference have been defined in consultation with the donor (Canadian Government) and key stakeholders. The findings of the evaluation will be discussed in conjunction with various stakeholders in dedicated feedback and debrief sessions with project staff and the donor, and at appropriate regional forums with key stakeholders.

No prior independent evaluations have been undertaken of the ASEAN TRIANGLE project, though two detailed Annual Reports will have been submitted to the donor by the time of the evaluation (May 2013 and May 2014 (forthcoming)). The mid-term evaluation aims to assess the efficacy, sustainability, relevance, impact and effectiveness of the ASEAN TRIANGLE project, and to inform approaches or strategy shifts for the second half of the project. It will examine whether the project is on track to deliver expected outcomes with respect to time and budget. It is expected that this evaluation will provide useful recommendations and lessons learned to take forward for the remaining project duration.

The evaluation will be carried out in June 2014, with a final report available by August 2014. The evaluation will comply with evaluation norms and standards, all as specified in ILO's evaluation policy. It will be managed by an Evaluation Manager who is an ILO official with no prior involvement in the project and overseen by the regional Evaluation Officer. The project will bear the cost of the evaluation, including the cost of the Evaluation Consultant, travel, meetings, translation of documents, etc.

The evaluation report will be in English and a maximum of 30 pages (excluding any annexes). Within this report, a four page Executive Summary is required and will become a public document. This Summary will include an overall assessment of the project performance, summarised from the full report, main recommendations (numbered and concisely phrased) and follow up actions, lessons learned and good practices. Further structural aspects of the evaluation report will be negotiated with the Evaluation Manager.

2. Purpose, scope and clients of the evaluation

2.1 Purpose

The mid-term evaluation is aimed to highlight the project's strengths, areas for improvement and recommendations for sustainability. It also aims to identify lessons learnt and good practices for knowledge sharing purposes and taking these lessons forward for the remainder of the project.

This evaluation will therefore seek to assess the progress made towards the project outcomes, the extent to which the project partners and beneficiaries have benefited, and will continue to benefit from the project's strategy and implementation arrangements specifically in terms of:

- relevance
- effectiveness

- efficiency
- sustainability
- gender equality
- monitoring and evaluation
- knowledge sharing and learning environment

To achieve the abovementioned objectives this independent mid-term evaluation will assess the following:

- To what extent the project has consistently implemented activities according to the project framework and annual work plans
- The achievements made in relation to the planned results and the immediate objectives, including any intended/unintended impact of the project thus far
- The project management, coordination mechanisms among various stakeholders and tripartite constituents, at the regional level, as well as among ILO relevant projects, and the effectiveness and efficiency of project implementation in general
- Institutional arrangements with the partners, the role of tripartite constituents, especially government agencies and bodies involved with the key work of the project during and beyond the timeframe of the project
- Project experiences that can be learned with regard to promoting gender equality, tripartite dialogue and regional tools and guidelines.
- The project monitoring framework, including indicators, risks and assumptions in the log frame to be altered

2.2 Scope

The scope of the evaluation is from the project start (April 2012) until the time of the mid-term evaluation.

2.3 Clients

Key users and targets for this evaluation are the management team of the ASEAN TRIANGLE project, at the regional and country level, the technical unit (MIGRANT), the administrative unit (ROAP), and the donor (Canadian Government). Secondary users of the evaluation will include tripartite constituents (ACE, ATUC) and other project partners (TFAMW), as well as agencies working on related areas at the national and regional level. Further audiences could include stakeholders in other regions facing similar issues relating to labour migration.

3. Background of the ASEAN TRIANGLE project

In recent years, labour migration flows in Southeast Asia have grown in volume and complexity. The continued growth of labour migration within and from Southeast Asia can be attributed to a number of factors, including demographic evolution, income disparities, and human security concerns, established migrant networks and improved transportation links. As the number of women and men migrants within and from Southeast Asia grows, so do the opportunities for unscrupulous job brokers and employers to take advantage of them. Moreover, irregular migration thrives because of the various disincentives that make licensed recruitment channels unattractive to low-skilled women and men migrants. The procedures are lengthy, complicated and not transparent; and the high costs involved can lead migrants into debt or debt bondage.

Legal channels are supposed to ensure the protection of the migrant worker, but even documented workers are not guaranteed decent working conditions.

There is mounting evidence that in a sound policy and governance context, labour migration can deliver significant development dividends not only to the country of destination, but equally to the migrant and their origin country. In recent years, national legal frameworks for addressing the exploitation of labour migrants have been strengthened, but gaps and inconsistencies remain.

3.1 Project purpose and outcomes

The ASEAN TRIANGLE project aims to reduce labour exploitation by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrants. The immediate outcomes line up with the strategic priorities of the ALM Work Programme (2010-2015).

The project outputs are consistent with ASEAN priorities, targets and commitments, as reflected in the plans and programmes of several regional entities, including the ASEAN Labour Ministers (ALM), the ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW), the ASEAN Trade Union Council (ATUC), and the ASEAN Confederation of Employers (ACE).

The project's major components are:

Immediate Outcome 1: Strengthened regional legal and policy framework to more effectively govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner.

The ASEAN TRIANGLE aims to promote rights-based and gender-sensitive measures in regional policy frameworks on labour migration, primarily in the ASEAN Instrument on the Protection and Promotion of the Rights of Migrant Workers and through the ASEAN Forum on Migrant Labour.

Immediate Outcome 2: Enhanced capacity of governments to oversee enforcement of labour and migration laws and regulations, in a gender responsive manner.

Although current capacities vary from country to country, government bodies throughout the region face similar challenges in applying the laws related to sending workers abroad and protecting the rights of migrant workers. To support more effective implementation, the ASEAN TRIANGLE project aims to enhance the capacity of government officials from countries of origin and destination. Tools, training, and bilateral and multilateral models of cooperation are being developed and promoted. In line with the Initiative for ASEAN Integration (IAI), the project facilitates technical cooperation between the more mature migration regimes and the newer migrant-sending countries.

Immediate Outcome 3: Enhanced capacity of social partners to influence migration policy and protect the rights of women and men migrant workers.

The role of social partners (employers' and workers' organizations) in effective governance of labour migration is widely acknowledged within ASEAN. However, the capacity of some national and regional bodies is limited. The ASEAN TRIANGLE project has enhanced cooperation between and among workers' and employers' organizations, and develop tools and provide guidance for them to be more active in policy dialogue and in the protection of the rights of migrant workers.

3.2 Project target groups

The direct beneficiaries of the activities under the ASEAN TRIANGLE project are the governments, workers' organizations and employers' organizations that constitute the regional institutions, including the civil society organizations: ACMW, ACE, ATUC, TFAMW

3.3 Management arrangements

The overall management and implementation of the project is the responsibility of the Senior Program Officer/Project Coordinator (SPO /PC) based in the ILO Regional Office for Asia and the Pacific (ROAP). The SPO /PC works under the supervision of the Deputy Regional Director for Policy and Programmes and the technical guidance from the ILO Regional Migration Specialist. National project coordinators in Indonesia and the Philippines work under the technical guidance of the SPO/PC and oversee implementation at the national level and on regional thematic areas, in close cooperation with the tripartite constituents and other partners.

ILO specialists from ROAP and the Decent Work Team for South East Asia and the Pacific provide additional technical support on workers' and employers' activities, gender, skills and employability, child labour, and communication. The ASEAN TRIANGLE project is provided on-going support from the ILO International Migration Programme (MIGRANT) in Geneva.

3.4 Implementation arrangements

Project regional work plans are developed in consultation with national and regional partners and tripartite constituents. Work plans are presented to the Project Advisory Committees in June each year. These are developed in line with the objectives as outlined in the project documents and priorities set by the project with ROAP. Project activities are then either directly carried out by ILO or implemented in partnership with government agencies responsible for migration management and protection of migrant workers, as well as with trade unions, employers' organizations, non-government and civil society organisations, and research or academic institutions.

The project team provides technical assistance in, and monitors, the implementation of sub-contracted activities to make sure they are implemented based on a terms of reference and remain within the overall project context.

3.5 Progress to date

Major milestones and achievements during the first half of the project include:

- Presentation and approval of the ASEAN TRIANGLE Project before the Senior Labour Officials Meeting (SLOM) in 2013.
- Holding of the first PAC in May 2013 with participation of the PAC regular members from ILO, ACE, ATUC, the chair of the SLOM for 2013 (Government of Cambodia), and representatives of ASEAN Secretariat, ASEAN Member States, CIDA, and DFAT as observers.
- Technical and financial support to the ASEAN Forum on Migrant Labour (AFML) and National Tripartite Preparatory Meetings in 2012-13
- ILO-ITC-COMPAS (Oxford University) Training Course on ASEAN Integration: Challenges and Opportunities

- Regional Workshop on Work in Fishing to strengthen the protection of migrant fishers, and associated follow-up activities
- Promotion of the ratification and implementation of ILO Convention No.189, with a focus on Indonesia and the Philippines
- Advancing efforts for mutual recognition of skills in the ASEAN region through a stock-taking exercise and regional workshop with governments and employers' organizations.
- Twostudy tours to share good practices on the effective delivery of services through Migrant Worker Resource Centres in sending and receiving countries
- Implementation of the CLMV capacity building program, incorporating study tours, research, and development of guidelines and tools
- Review, development and uploading of the ASEAN Labour Migration Database
- Development of a Manual on the Indicators to measure labour migration policy impact
- Implementation of the regional training program for labour attaches and consular officials
- Financial literacy training program for migrants in countries of destination (Singapore, Thailand and Malaysia)
- Development of three year work plans with the ASEAN Confederation of Employers, defining five priority areas for employers' interventions
- Development of a three year work plan with the ASEAN Trade Union Council, incorporating research, development of bilateral MOUs and increased trade union cooperation

4. Suggested methodology and framework

ILO's Policy Guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluation⁷ provides the basic framework for this evaluation. The evaluation will be carried out in accordance with ILO standard policies and procedures. The ILO adheres to the United Nations system's evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the Evaluator in consultation with the Evaluation Manager. Several methods will be used to collect information including:

- Review of documents related to the project, including the initial project document, annual reports, minutes from the Project Advisory Committee meetings, agreements with project implementing partners and their progress and final reports;etc.
- Review of other relevant documents such as the Decent Work Country Programmes, ILO regional migration strategy, etc.
- Field visits, interviews and group discussions with key stakeholders and beneficiaries at a regional level
 - Malaysia: ASEAN Confederation of Employers (ACE) (The Malaysia Employers' Federation is the current secretary for ACE)
 - Indonesia: ASEAN Secretariat, Canadian Government
 - Philippines: ASEAN Trade Union Council (the ATUC secretariat is currently with the Trade Union Congress of the Philippines)
 - Thailand: Task Force for ASEAN Migrant Workers (could coincide with a scheduled activity, rather than organizing a separate stakeholder workshop)

⁷http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

- Survey of recipients who attended number of regional meetings in the past - this should be sex-disaggregated data wherever possible
- At the completion of the field missions and information gathering a debriefing session with the project management and donor will be conducted.

A draft evaluation report will be submitted to the evaluation manager who will share it with all key stakeholders for their comments and inputs.

Proposed analytical framework

The suggested analytical framework for the final evaluation is set out below:

1.1.1. Relevance and strategic fit

- The extent to which the project approach is strategic and it is based on the ILO comparative advantages
- Does (and how) the project align with ASEAN Work plan and promote the ILO's Regional and Global Outcomes on Labour Migration and the ILO Multilateral Framework on labour migration
- Does the project align with ILO's mainstreaming strategy on gender equality and make explicit reference to it?
- Does the project support and to what extent does it contribute to relevant outcomes of Decent Work Country Programme(DWCP) and complement with relevant ILO projects and programmes in the region?
- To what extent does the project support and contribute to Government of Canada strategic areas, priorities and Partnership with the ILO, including on gender equality?

1.1.2. Validity of design (to what extent the design is logical and coherent)

- To what extent have issues related to the design (defining the project's focus and target group) been taken into consideration by the project?
- What have been the lessons learnt in the design of the project?

1.1.3. Project progress and effectiveness

- To what extent is the project on track to achieve outcomes *vis-a-vis* the project logical framework and annual work plans?
- Has the project's monitoring plan ensured that the project has been on track with regard to the expected results? To what extent? To what extent have beneficiaries benefited from the project?
- What are the lessons learnt and good practices?

1.1.4. Gender equality and promotion

- Has there been any effort to mainstream gender throughout the project, and to what extent has this been achieved?
- How effective has the project been in responding to gender-specific aspects of migration management, and the protection of migrant workers? How does the intervention affect men and women? If there are differences, why?
- How has the monitoring and evaluation of the project considered gender?
- To what extent is sex-disaggregated data collected and used in the project?
- How does the project strategy need to be adapted to increase the gender-responsiveness of the intervention?

1.1.5. Efficiency of resource use

- How economical has the project been in terms of funds, staff, expertise, time, etc., in relation to results?
- What are the lessons learnt and/or possible good practices noteworthy of documentation for knowledge sharing purposes?
- How have resources, knowledge, lessons learnt and best practices been shared between the ASEAN TRIANGLE and GMS TRIANGLE projects?

1.1.6. Effectiveness of management arrangements (including risk management and monitoring and evaluation)

- Are management capacities and arrangements adequate and do they facilitate good results and efficient delivery?
 - Does the project receive adequate political, technical and administrative support from its regional partners? Do implementing partners provide for effective project implementation?
 - Has cooperation with project partners been efficient?
 - How effective has internal management, including development of the annual work plans, staff arrangements, governance and oversight of the project been?
- How effectively did the project management and ILO monitor project performance and results?
 - Is a monitoring and evaluation system in place and how effective is it?
 - How appropriate are the means of verification for tracking progress, performance and achievement of indicator values been defined?
 - Is relevant information and data systematically being collected and collated? Is reporting satisfactory? Is data disaggregated by sex (and by other relevant characteristics, if relevant)?
 - Is information being regularly analysed to feed into management decisions?

1.1.7. Impact orientation, and sustainability of the intervention

- What are the emerging impacts of the project and the changes that can be causally linked to the project's interventions?
- What are the arrangements to measure the project's impact during and at the end of the project? Are these arrangements adequate and will they deliver reliable findings?
- What is an effective and realistic exit strategy?
- Is a sustainability plan in place to ensure that the activities and benefits of ASEAN TRIANGLE will be sustained and carried forward after funding ends?
- Is there willingness and do project partners have the capacity to carry activities forward beyond the end of the project?

5. Main deliverables

- Deliverable 1: Inception report
- Deliverable 2: Presentation of preliminary findings after mission completed
- Deliverable 3: Draft evaluation report
- Deliverable 4: Final evaluation report (following ILO guidance on evaluation report) with executive summary (using ILO standard format)

The Evaluator will draft a short inception report upon the review of the available documents and an initial discussion with the project management. This inception report should set out the clear evaluation

instrument (which includes the key questions and data gathering tools which include survey questionnaires with direct recipients of the project, and analysis methods; the choice of site visits based on discussion with project management) and any changes proposed to the methodology or any other issues of importance in the further conduct of the evaluation. The inception report will be approved by the Evaluation Manager.

At the end of the evaluation mission, the Evaluator will present the preliminary findings to the ASEAN TRIANGLE management team for comments and/or clarification. The presentation should highlight the strengths, areas for improvement and recommendations for sustainability. The final results of the evaluation and in particular recommendations will also be tabled for discussion at appropriate regional meetings with key stakeholders.

The Evaluator will attend selected meetings and workshops that are scheduled as part of the work plan, and at which participants will include government representatives and constituent partners, project staff and relevant ILO officials, other partners, etc. Side meetings can be held on these occasions for the Evaluator to present preliminary findings for verification purposes and project's stakeholders will have a chance to jointly assess the adequacy of the findings and emerging recommendations as well as recommend areas for further considerations by the Evaluator for the preparation of the Evaluation Report.

The main output of the mid-term evaluation will be a final report, the first draft of which has been commented on by the ILO and other stakeholders (ACE, ATUC, TFAMW, ASEC, and Canadian Government). The report should not be longer than 30 pages, excluding annexes. It will contain an executive summary (of no more than four pages and appropriate for publication on the ILO website, including prioritised recommendations with timeline suggestions, and a summary of lessons learned and good practices)⁸, a section with project achievements to date, findings and recommendations for short- and medium-term action. The report will be assessed against the EVAL 'Quality Checklists for Evaluation Reports' which are attached in the annex of this TOR. The final report is subject to final approval by the ILO Evaluation Unit.

ILO management will prepare a management response to the evaluation recommendations and actions responding to the recommendations will be undertaken and reported to the ILO Evaluation Unit.

6. Evaluation management arrangements

6.1 Role of evaluation manager

The Evaluation Manager is Mr. Thomas Kring, ILO official based in ILO New Delhi Office. He will be responsible for finalizing the Terms of Reference and the selection of the Evaluator in consultation with the Regional Evaluation Officer. Final approval of the TOR and the Evaluator are with ILO evaluation Unit in Geneva. The project office in Bangkok will handle all contractual arrangements with the Evaluator and translators, and provide any logistical and other assistance as may be required.

6.2 Role of evaluator

⁸The evaluation summary will be based on an ILO template and will be drafted by the Evaluator after the evaluation report has been finalised. The Evaluation Manager will finalise the evaluation summary.

The Evaluator will undertake the evaluation and will be responsible for delivering the above evaluation outputs using a combination of methods mentioned above. Translators will be recruited in the project countries to provide support to the Evaluator during the evaluation mission. The evaluator will report to the evaluation manager and will submit all deliverables to the evaluation manager.

6.3 Selection/qualifications of evaluator

The Evaluator will be an independent international evaluation specialist with a proven track record in the evaluation of similar complex and regional projects, and experience in the field of labour migration and gender evaluation. Experience in the ASEAN region will be an advantage. The international evaluation specialist will be assisted by translators in field visit countries. The Evaluator will have had no prior involvement in the project.

6.4 Role of stakeholders

All stakeholders will be involved in the project evaluation, through discussions with the Evaluator and in the provision of inputs to the evaluation Terms of Reference and draft evaluation report. This includes the project teams, ILO regional office staff and country office staff and management, ILO MIGRANT at HQ, Canadian Government, tripartite constituents (ACE and ATUC) and project partners (e.g. TFAMW, ASEC), etc.

The Canadian Government has been provided with an opportunity to comment on the Terms of Reference before it was finalised by the Evaluation Manager. The resume of the Evaluator will also be shared with the Canadian Government. Representatives of the Canadian Government will be invited to participate in field visits along with the Evaluation mission.

6.5 Role of the project

The ASEAN TRIANGLE project team will provide logistical support to the Evaluator and through the evaluation, and will prepare a more detailed evaluation mission agenda. The project team also needs to ensure that all relevant documentation is up to date and easily accessible by the Evaluator.

7. Evaluation work plan and time frame

Task	Responsible person	Time frame
Preparation of the first draft of the TOR	Evaluation Manager/ Project Coordinator	March 2014
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager / Project Coordinator	April 2014
Finalization of the TOR	Evaluation Manager	May 2014
Approval of the TOR; sharing of TOR with ACE, ATUC, ASEAN Secretariat	Eval	May 2014
Selection of Evaluator	Evaluation Manager	June 2014
Discuss proposed evaluation timetable and mission itinerary, list of key stakeholders with the Evaluator	Project Coordinator	June 2014
Contracting of Evaluator	Evaluation Manager / Project Admin Assistant	June 2014
Brief Evaluator on ILO evaluation policy	Evaluation Manager	June 2014
Review of key documents, develop the final methodology and evaluation questions	Evaluator	July 2014
Meeting with ASEAN TRIANGLE team in ROAP	Evaluator	1 July 2014
Inception report submitted to Evaluation Manager	Evaluator / Project Coordinator	Mid-July
Mission schedule TBC	Evaluator / Project Coordinator	July 2014
Meeting with ASEAN TRIANGLE project team in ROAP	Evaluator / Project Coordinator	25 July 2014
Draft report submitted to the Evaluation Manager	Evaluator	1 August 2014
Sharing the draft report to all concerned for comments	Evaluation Manager	4-8 August 2014
Consolidated comments on the draft report sent to the evaluator	Evaluation Manager	11 August
Finalisation of the report and submission to Evaluation Manager	Evaluator	15 August
Review of the final report	Evaluation Manager/ROAP	18 – 22 August
Submission of the final report to EVAL	Evaluation Manager/ROAP	31 August
Approval of the final evaluation report	Eval	5 September

Task	Responsible person	Time frame
Follow up on recommendations	EVAL ILO Director/ ILO Country Directors	Sept 2014 onwards

8. Workdays and schedule

The Evaluator will be recruited for a total of 26 workdays as indicated below:

Desk review and preparation (5 work days)	
July 2014	Desk review of documents. Preparation time off-site, project will provide extensive background materials. Development of the final methodology and evaluation questions – and inception report
Meetings at the regional level (3work days)	
July 2014	Discussion with project team at ILO Regional Office for Asia and the Pacific including interview relevant ILO Specialists
July 2014	Meetings with donor and regional partners
Meetings and site visits in Indonesia (ASEC and Canadian Government), Malaysia (ACE) and Philippines (ATUC) (8work days)	
	<ul style="list-style-type: none"> - 3 days Manila - 2 days Kuala Lumpur - 3 days Indonesia
July 2014	Discussion with NPCs and ILO country office staff (Indonesia and the Philippines)
July 2014	Meetings with stakeholders, observation of project activities and field visits (ASEC, ACE, ATUC, Canadian Government, TFAMW)
July 31,	Presentation of the preliminary findings to ASEAN TRIANGLE management team
Post-mission activities (Report preparation and submission) (10 work days)	
August 2014	Produce a draft ,report for submission to the Evaluation Manager and team who will review the report and disseminate it to relevant partners for comments.
August 2014	Draft report is shared with key stakeholders and constituents for comments.
August2014	Finalize the draft report in light of the comments received and prepare the Evaluation Summaries for submission to the Evaluation Manager.
August 2014	Final report sent to EVAL for final approval.
August 2014	Management response to the recommendations prepared.

9. List of key stakeholders

International Labour Organization:

- ASEAN Triangle management team
- Regional Migration Specialist
- Deputy Regional Director
- ILO DWT Specialists (Gender, HIV, Statistics, Social Security, Youth, Skills, Employers, Workers, Partnerships)
- GMS TRIANGLE management team and National Project Coordinators
- MIGRANT, GAP-MDW and ITC
- ILO Country Directors – Bangkok, Jakarta, Manila, Hanoi, Myanmar

Donor:

- Canadian Government – Thailand and Jakarta offices

Key Project partners:

- ASEAN Confederation of Employers (ACE – Kuala Lumpur)
- ASEAN Trade Union Congress (ATUC – Manila)
- ASEAN Secretariat (Jakarta)
- TFAMW (Singapore)

ASEAN Member States (Ministries of Labour) – names to follow

- Philippines
- Indonesia
- Cambodia
- Myanmar
- Brunei
- Thailand
- Vietnam
- Singapore
- Malaysia
- Lao PDR

Implementing Partners:

- Chulalongkorn University – Asian Research Centre for Migration (ARCM)
- Athika (Philippines)
- Philippine Social Science Center (Manila, Philippines)
- Centre on Migration, Policy and Society (COMPAS), Oxford University
- Scalabrini Migration Centre (Manila)
- Singapore National Trade Union Council (SNTUC)

International Experts:

- Manolo Abella – manolo.abella@gmail.com
- Phil Martin martin@primal.ucdavis.edu
- David Lythe david.lythe@gmail.com
- Marianito Roque secroque@gmail.com
- Robert Larga rlarga@gmail.com

Other partners:

- IOM
- Migrant Forum Asia
- Forum Asia
- World Vision
- UNWomen
- Malaysian Bar Association
- DFAT – Australian Aid Program

10. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The TOR is accompanied by the code of conduct (can be downloaded from the link in the annex of this TOR) to be signed by the evaluator. UNEG ethical guidelines will be followed throughout the evaluation.

11. Annex: All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3: Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist No. 5: Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist No. 6: Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
6. Guidance note 7: Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4: Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for the evaluation summary <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Appendix 2: List of persons and organizations consulted

Name	Position / Department	Organization
		ILO
Ms. Pamornrat Pringsulaka Mr. Thomas Kring	Monitoring & Evaluation Officer Evaluation Manager	ILO ROAP ILO - DWT (New Delhi)
Mr. Manuel G. Imson Ms. Heike Lautenschlager Ms. Nachagahan Sathiensotorn Mr. Albert Bonasahat Ms. Catherine Laws	Senior Programme Officer / Project Coordinator Consultant Administrative Officer National Project Coordinator, Jakarta National Project Coordinator, Manila	ASEAN TRIANGLE Project
Ms. Thetis Mangahas Mr. Nilim Baruah Ms. Carmela Torres Ms. Jae-Hee Chang Mr. Tite Habiyakare Ms. Nelien Haspels Mr. Pong Sul Ahn	Deputy Regional Director Senior Regional Migration Specialist Senior Specialist on Skills and Social Analysis Unit Specialist on Employers' Activities Senior Statistician Senior Specialist on Gender and Women Workers Issues Specialist on Workers' Activities	Regional Office for Asia & Pacific (ROAP)
Mr. Max Tunon Ms. Anni Santhiago	Senior Project Coordinator National Project Coordinator, Malaysia	GMS TRIANGLE Project
Mr. Jeff Lawrence Johnson Ms. Diane Lynn C. Respall Ms. Ana Liza U. Valencia Ms. Catherine Vaillancourt- Laflamme	Director Programme Officer National Project Coordinator, Decent Work for Domestic Workers Project Chief Technical Adviser, Promoting Decent Work Across Borders	Country Office – Manila
Mr. Peter van Rooij Ms. Reti Sudarto	Director Programme Officer	Country Office – Jakarta
		TRIANGLE contributors
Ms. Pattama Vongratanavichit	Programme Officer (Development)	Embassy of Canada, Bangkok
Ms. Nuch Supavanich	Project Officer (GMS TRIANGLE)	Australian Department of Foreign Affairs and Trade (DFAT). Bangkok
		Constituents & partners
Ms. Mega Irena Ms. Ruri Narita Artiesa	Social Welfare, Women, Labour and Migrant Workers Division	ASEAN Secretariat, Jakarta
Mr. Sinapan Samydarai	Convenor	Task Force for ASEAN Migrant Workers, Singapore
Ms. Pimpaporn Thitayanun Mr. Ukrish Kanchanaketu	Senior Labour Officer Acting Executive Director	Ministry of Labour, Thailand Employers' Confederation of Thailand (ECOT)
Ms. Supang Chantavanich Ms. Ratchada Jayagupta	Director Senior Researcher	Asian Research Centre for Migration, Thailand
Ms. Sujira Thiensathaporn	Coordinator	MRC Samut Prakhan, Thailand

Name	Position / Department	Organization
Mr. P. Agung Pambudhi Ms. Diana M. Savitri Ms. Silva Liem Mr. Greg Chen Mr. Ishak A. Muin	Executive Director Deputy Executive Director Board member Board member Board member	Employers' Association of Indonesia (APINDO)
Mr. Maruli A. Hasoloan Ms. Roostiawati Ms. Eva Trisiana Mr. Guntur Witjaksono	Secretary for Directorate General of Manpower Placement Development Head of International Cooperation Head of Multilateral Cooperation Director of Overseas Manpower Placement	Ministry of Manpower & Transmigration, Indonesia
Ms. Sulistri Ms. Yatini Sulistyowati Ms. Emma Liliefon	Deputy President Gender Equality Commission (Chair) Gender Equality Commission	KSBSI – Indonesia (Trade Unions)
Mr. Shamsuddin Bardan	Executive Director	Malaysian Employers Federation (MEF)
Mr. Saul De Vries Ms. Alice Q. Visperas Mr. Jesus Gabriel C. Domingo	OIC – Director OIC – Chief LEO OIC – Deputy Administrator	Department of Labour (DOLE) – International Labour Affairs Bureau (ILAB) Philippine Overseas Employment Administration (POEA)
Mr. Ruben Torres Mr. Cedric Bagtas Mr. Rafael Mapalo	Vice- President Deputy General Secretary TUCP Director of Education TUCP	ASEAN Trade Union Council (ATUC)
Ms. Estrella Mai Dizon-Anonuevo	Executive Director	Athika Overseas Workers and Communities Initiative, Inc.
Ms. Carmelita G. Nuqui	President	Philippine Migrants Rights Watch (PMRW)
Mr. Manuel de Vera	Professor	Asian Institute of Management (AIM)
Mr. Manolo Abella	Consultant	
Mr. Marianito D. Roque	Consultant	
		Others
Ms. SM Gusrini	Programme Officer	EU Delegation - Jakarta
Mr. Stefan Hell	Team Leader	Regional EU-ASEAN Dialogue Initiative (READI) - Jakarta
Ms. Yuko Hamada	Senior Regional Labour Migration Specialist	IOM, Regional Office Bangkok

Appendix 3: List of key documents reviewed

- Terms of Reference for the Mid-Term Project Evaluation

- Project document
- Technical Cooperation Progress Report (TCPR) April 2012 – March 2013
- Technical Cooperation Progress Report (TCPR) April 2013 – March 2014
- Work Plan Year 1
- Work Plan Year 2
- Work Plan Year 3 (draft)
- 1st Project Advisory Committee Meeting (June 2013) Final Report
- Employers' programme documents
- Workers' programme documents
- ATP Calendar of activities 2012-2014
- ATP Participants tracking sheets
- Records of all meetings organized by ATP
- Concept Notes for upcoming meetings
- ATP Newsletters and feature documents
- International Labour Migration Statistics Database and related documents
- ATP publications and draft publications
- Tools (e.g. pre-departure training curriculum)
- Mission reports
- ASEAN Committee on the implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW) Work Plan 2010-2015
- ASEAN Labour Ministers' Work Programme 2010-2015
- ASEAN Socio-Cultural Community Blueprint (2009-2015)
- Mid-Term Review of the ASEAN Socio-Cultural Community Blueprint (2009-2015)
- ATUC Work Plan (2014-2016)

- Information available on ILO web site:
http://www.ilo.org/asia/whatwedo/projects/WCMS_193023/lang--en/index.htm

ILO Templates & Guidelines

- Checklist for writing the Inception Report
- Checklist for preparing the Evaluation Report
- Checklist for rating the quality of Evaluation Reports
- Policy Guidelines for results-based evaluations
- Template for lessons learnt and Emerging Good Practices
- Stakeholders participation in the ILO evaluation
- Integrating gender equality in M&E of projects

Canada Strategic documents

- Plan of Action to implement the Joint Declaration on ASEAN-Canada Enhanced Partnership (2010-2015)
- Southeast Asia Regional Development Program Framework – Gender Equality Strategy
- CIDA's Policy on Gender Equality

Appendix 4: Examples of ATP follow-up activities to recommendations

Examples ATP Follow-up to recommendations made at regional meetings

Country	Partner	Event	Recommendations document	Follow-up actions taken by ATP
Semarang, Indonesia	ILO-ROAP and ASEAN Secretariat	ASEAN Forum on Youth Employment and Migration	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\11_2013 ASEAN YOUTH FORUM_Semarang_13_May\Concept Note_ASEAN Youth Forum 2013.docx	1. ATP influenced the agenda and conclusion document by including the issue of youth and labour migration. 2. ATUC 2-year work plan has included activities on protection of young migrants
Bangkok, Thailand	Task Force on ASEAN Migrant Workers (TFAMW)	Sub-Regional Consultation Workshop on the Recommendations of the AFML	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\14_LOA_2013-TFAMW_27-28_May\Final documents\TFAMW Consultation May 2013 - AGENDA.doc	1. CSOs have developed a regional action plan on implementation of AFML recommendations with particular focus on Complaints mechanisms 2. CSOS have documented good practices in recording complaints through the GMS sub-region consultation on complaints mechanisms in August 2014
Hanoi, Vietnam	Vietnam General Confederation of Labour (Host)	Sub-Regional seminar on developing trade union cooperation among migrant sending and receiving countries	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\19_2013_Subregional seminar TU_16-18 July - VGCL_Viet Nam\Final Documents\Sub-Regional Seminar on Improving Trade Union Cooperation - Outcome document.docx	1. Publication: Good practices on the role of trade unions in protecting and promoting the rights of migrant workers in Asia 2. 2-year work plan with ATUC, including development of a multi-lateral agreement among unions in the ASEAN
Makassar, South Sulawesi, Indonesia	Ministry of Manpower and Transmigration, Indonesia	Regional Meeting on Work in Fishing	H:\ASEAN TRIANGLE-CIDA\M&E\Meeting follow-up\Regional meeting on work in fishing - RECOMMENDATIONS.mht	Bona to include follow up actions with MoMT 1. Workshop report published 2. Publication: Protection of migrant fishers in the ASEAN Region 3. Assisting C188 gap analysis in Indonesia and Philippines, in collaboration with SECTOR 4. Issues of occupation health and safety and labour inspection in the fishing sector incorporated into ASEAN meeting on labour inspection 5. GMS TRIANGLE: Development and consultation on Good Labour Practices in the fishing sector for Thailand.
Bangkok, Thailand	ASEAN Member States	Regional skills and labour mobility meeting	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\22_Regional Meeting on the findings of the AEC Assessment report (mutual recognition of skills)\Skills WORKSHOP REPORT FINAL.docx	1. National Action Plans (NAPs) on Mutual Recognition of Skills drafted by AMS 2. NAP validated with ACE/national employers' organizations in ASEAN 3. Follow-up regional tripartite meeting to finalise NAPs held in Sept 2014 4. Printing and shared report drafted "Scoping/Assessment Exercise Conducted on the ASEAN Economic Community (AEC) Roadmap on the Free Flow of Skilled Labour: Towards a Mutual Recognition of Skills in ASEAN" 5. SPC interviewed by media on several instances on the outcomes of the skills meeting and ILO study on skills
Da Nang, Vietnam	Department of Overseas Labour, MOLISA Vietnam, and UNWomen	Protection of Women Migrant Workers and the Code of Conduct for Recruitment Agencies" on in	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\2013_Ethical Code of Recruitment Agencies_UNWomen\Da Nang - Regional Wkshop on Women & PRA(Outcome Document).docx	1. Initiative with IOM and DWAB on Ethical Conduct of Recruitment Agencies 2. Link outcome document with ACE's meeting on recruitment in November 2014
Phnom Penh, Cambodia	Ministry of Labour and Vocational Training, ILO-GMS TRIANGLE Project	Study Tour on Migrant Worker Resource Centres	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\2013_Visit_MRC_Cambodia_OCTOBER\Final\MRC Study Tour Cambodia Summary Report - Draft.docx	1. MRC Operations Manual designed, printed and translated into four languages printed manual 2. Recording of good practices in MRC management presented during the workshop 3. Follow-up actions noted for implementation by MRCs supported by GMS TRIANGLE
Bangkok, Thailand	ASEAN Secretariat, ASEAN Member States	Technical Meeting to review development of Regional Labour Migration Database	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\2013_Database Technical Meeting_4 November\Final documents\ASEAN_ILMS Database Technical Meeting Recommendations_FINAL.docx	1. ILMS Phase 1 complete 2. ILMS proposal presented before ACMW 3. Input to ADBI-ILO study on ASEAN Community 2015 using data from ILMS 4. Presented outcomes of the ILMS in various meetings, including with IOM On Labour Migration Information System 5. Policy brief developed and disseminated at all ATP Meetings 6. Phase II currently being implemented, with lessons learnt and experiences reviewed in a second Technical Meeting 7. Experience of ILMS feeding into proposal development of similar proposals in other regions 8. National meetings to improve coordination and capacity building (Philippines complete, Laos and Indonesia have requested) 9. Publication of data will be launched early 2015 10. ILMS being considered for presentation at the Global Migration Group Meeting in New York as a good practice
Bali, Indonesia	ASEAN Confederation of Employers (ACE)	Skills: matching and mobility"	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2013\2013_ACE\FO'Reg Skills Matching and Mobility_Bali_6 November\Final documents\ACE Policy Position Paper Skills Matching and Mobility in the AEC 2015.docx	1. Position Paper on skills matching and labour mobility in ASEAN 2. Participation of ACE and National Employers' Organization at the Regional tripartite skills meeting in Jakarta, September 2014
Bandar Seri Begawan, Brunei Darussalam	ASEAN Secretariat, TFAMW, UN Women, IOM, Government of Brunei	6 th ASEAN Forum on Migrant Labour	H:\ASEAN TRIANGLE-CIDA\AFML\6th AFML\4.Recommendations\6th AFML Recommendation_FINAL_FINAL.pdf	1. Development of ILMS for ASEAN Supported and now in Phase 2 (rec 2) 2. ATP supported meeting of national focal persons on data collection in the Philippines and support similar activities in Indonesia and Lao PDR (Rec. 1) 2. CSO Complaints mechanism meetings 3. Training with labour attaches (national and regional) 4. Compendium 5. 7th background paper 6. review of recommendations at national level tripartite preparatory meetings for the 7th 7. Publication on the AFML (background information booklet) 8. GMS TRIANGLE standard complaints forms in Cambodia 9. ATUC 2-year workplan incorporates development of standard complaints form for TUS
Jakarta, Indonesia	ILO, Ministry of Manpower and Transmigration	Meeting on Ratification of C189 (Indonesia)	H:\ASEAN TRIANGLE-CIDA\Sub-Reg\Meeting_Seminar\2014_C189_Jakarta_12_February\Final documents\Indonesian Stakeholders Meeting - Ratification	1. Check with Bona what follow-up with MoMT 2. Government delegate supported to attend C189 training in Turin 3. Primer on C189 developed and disseminated in Indonesia

Appendix 5: Lessons learned and Emerging Good Practices

ILO Lesson Learned	
<p>Project Title: <i>Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)</i> Project TC/SYMBOL: RAS/12/01/CAN</p> <p>Name of Evaluator: <i>Pierre Mahy</i> Date: <i>10 September 2014</i></p> <p>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</p>	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	A well designed project with a coherent intervention logic meets approval of all parties involved and encourages a committed approach of implementing partners. The ASEAN Secretariat, SLOM, ACMW, ACE and ATUC were consulted on the needs for a regional project and the objectives were clearly defined in terms of potential outcomes and indicative activities.
Context and any related preconditions	In most countries, governments, trade unions, employers and civil society do not have a tradition of close cooperation, though in some member states civil society may have had a better relationship with the government than trade unions and employers. All parties are encouraged by the project to engage in policy discussions; the possible project engagement with all regional and national stakeholders involved is well defined in the project document, is rational and meets approval of the ASEAN Secretariat, of constituents and of civil society. The project has been endorsed by the Senior Labour Officials Meeting and the ACMW.
Targeted users / Beneficiaries	ILO (for preparation of further project documents) and migrant workers (as beneficiaries of well designed project interventions)
Challenges /negative lessons - Causal factors	The challenge in designing a project mainly lies in the balance to be found between beneficiaries' needs and priorities of potential donors.
Success / Positive Issues - Causal factors	All stakeholders involved have been consulted during the design of the project which therefore has been unanimously endorsed by all parties. This has resulted in the full commitment of all implementing partners.
ILO Administrative Issues (staff, resources, design, implementation)	Earlier and on-going projects, of which the GMS TRIANGLE, have provided the necessary background information and experience to design a well-balanced project which addresses issues at a regional level. The GMS TRIANGLE project established good relations with constituents in the participating countries and developed ideas for the larger regional intervention at the level of ASEAN countries.

ILO Lesson Learned

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)* **Project TC/SYMBOL:** *RAS/12/01/CAN*

Name of Evaluator: *Pierre Mahy* **Date:** *10 September 2014*

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Sufficient staff resources need to be allocated in order to facilitate project implementation.
Context and any related preconditions	The shortage of staff in the project office and in the field required the project to re-allocate planned international consultancy man-days to fulfill the tasks of a Technical Officer and call on the support of National Project Officers of the GMS TRIANGLE project and the ILO Country Offices. This shows that the initial staff allocation was insufficient to timely implement all planned activities
Targeted users / Beneficiaries	ILO and potential donors
Challenges /negative lessons - Causal factors	The challenge is to find a balance between implementation needs and availability of financial resources. There is a need to better match the scope of activities with resources provided. While the concept of the project was well defined, the ambitious objectives were not matched with sufficient human resources.
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	The project team initially coped with the heavy workload in calling on external resources before adjusting the budget to allow the recruitment of a Technical Officer.

ILO Lesson Learned

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Name of Evaluator: *Pierre Mahy* **Date:** *10 September 2014*

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Sharing of collective knowledge and expertise enhances the capacity of all those involved through possibilities of cooperation and collaboration
Context and any related preconditions	<p>This has been recognized by all parties consulted and comes out as one of the major emerging impacts of the project. The emerging impact of activities undertaken until the time of this mid-term evaluation consists of:</p> <ul style="list-style-type: none"> ▪ A better understanding of issues and challenges related to labour migration by all parties involved; ▪ Clear awareness raising about the need to better manage labour migration; ▪ Knowledge sharing among the different parties involved (all parties better understand the necessity to consult with each other); ▪ The creation of networking opportunities (stakeholders directly or indirectly concerned with migration issues started consulting more frequently with each other); and ▪ A stronger involvement of civil society in policy discussions through their participation in the AFML meetings.
Targeted users / Beneficiaries	ILO constituents and civil society
Challenges /negative lessons - Causal factors	None
Success / Positive Issues - Causal factors	Knowledge sharing and cooperation has been made possible due to the commitment to the project of all parties involved
ILO Administrative Issues (staff, resources, design, implementation)	None

ILO Lesson Learned

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)* **Project TC/SYMBOL:** *RAS/12/01/CAN*

Name of Evaluator: *Pierre Mahy* **Date:** *10 September 2014*

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The commitment of all partners is central to achieve sizeable results for the benefit of migrant workers
Context and any related preconditions	<p>Progress with regard to the legal framework has been possible thanks to the commitment of ASEC and to the contribution and commitment of all parties involved (the declared intentions of government officials to follow-up on recommendations of AFML meetings substantiate this).</p> <p>Ownership of the project activities and commitment to achieve results are real. This was not only confirmed by statements made to the evaluator, but by concrete facts (e.g. follow-up meetings related to the fishing sector, interest of employers' and workers' organizations to implement the work plan on capacity development supported by the project)</p>
Targeted users / Beneficiaries	Beneficiaries, in particular government officials
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	The focus on key sectors (fishing, domestic work) already targeted by the GMS TRIANGLE project has generated further attention of government officials (and other constituents), also under pressure to fall in line with the requirements of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers
ILO Administrative Issues (staff, resources, design, implementation)	ILO Country offices and NPCs have played a major role in ensuring the follow-up of activities organized by the project in further "coaching" government officials to take further action on the recommendations generated from the events. This particularly applies to Indonesia.

ILO Lesson Learned

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)* **Project TC/SYMBOL:** *RAS/12/01/CAN*

Name of Evaluator: *Pierre Mahy* **Date:** *10 September 2014*

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Mobilizing public authorities at all levels to engage in a project is a challenge
Context and any related preconditions	<p>Organizing meetings of government officials at the highest level sometimes proves to be difficult; the ideal attendance at key events is often complex to achieve.</p> <p>At lower levels of responsibility, i.e. where the ground work needs to be made, frequent staff movements also sometimes require Technical Assistance projects to re-start or delay activities in order to allow newly appointed management staff to get acquainted with new responsibilities.</p> <p>For Government, ATP invited two representatives to ensure continuity and follow-up on project activities, to mitigate the impact of structural changes in the bureaucracy.</p> <p>To promote wider participation among Social partners ATP has provided them with lists of participants in ATP meetings for their guidance in nominating representatives.</p>
Targeted users / Beneficiaries	ILO Constituents, in particular government officials
Challenges /negative lessons - Causal factors	ODA funding limitations imposed by DFATD have prevented the project from funding government participants from Singapore, Brunei and Malaysia to attend events. This added to the difficulty to mobilize public authorities to engage in project activities
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	Funding from other sources (GMS TRIANGLE, ILO budget) has allowed to partly overcome the financial limitations

ILO Emerging Good Practice

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)*

Project TC/SYMBOL: RAS/12/01/CAN

Name of Evaluator: *Pierre Mahy*

Date: 10 September 2014

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.)	<p>The logical and coherent three-tier approach of the project (policy and institutional frameworks – operational efficiency and effectiveness of governments – capacity of social partners). Combining policy with an improvement of operational efficiency of governments and social partners is a well-founded approach to promote better protection of the migrant workers. In this respect, the design of the project was well conceived and implementation is following the proposed sequence in an efficient way.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The overall strategy of the project is based on the tripartite approach. Governments, workers' and employers' organizations all have an essential role to play in the development of legal and safe recruitment channels and the improvement of labour protection mechanisms. The ILO is the only tripartite organization of the UN and promotes "social dialogue and tripartism" as the appropriate methods for adapting the implementation of strategic objectives to the needs and circumstances of each country. The ATP promotes the involvement of all constituents and of civil society to make real changes. The ILO furthermore is a normative organization which can provide the assurance to governments that changes in national laws, rules and/or regulations are in line with international standards recognized by international conventions.</p>
Establish a clear cause-effect relationship	<p>The cooperation of all constituents and civil society allows progress to be made in improving policies and processes</p>
Indicate measurable impact and targeted beneficiaries	<p>The beneficiaries will be the men and women migrant workers who will benefit from better working conditions and protection</p>
Potential for replication and by whom	<p>The three-tier approach of the project is easily replicable in future interventions</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013, in particular Outcomes 7, 9, 10, 13 and 15.</p>
Other documents or relevant comments	

ILO Emerging Good Practice

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Project TC/SYMBOL: *RAS/12/01/CAN*

Name of Evaluator: *Pierre Mahy*

Date: *10 September 2014*

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.)	<p>The flexibility of the project to meet demands of partners.</p> <p>The project is coherent with and supports the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers signed by the ASEAN Heads of States/Governments at the 12th ASEAN Summit on 13 January 2007. Its implementation is in line with the ASEAN-ILO cooperation agreement signed in March 2007.</p> <p>The definition of activities has been done in a flexible way in cooperation with the ASEAN Secretariat, key stakeholder of the project and main driving force for the implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The flexibility of the project has been particularly praised by the ASEAN Secretariat (e.g. in meeting their demands on social protection initiatives) and by the ASEAN Trade Union Council (confirming that the work plan supported by the project meets 4 of their main priorities and concerns). This flexibility enhances the ownership of activities by the beneficiaries</p>
Establish a clear cause-effect relationship	<p>The events organized by the project are unanimously perceived as a good contribution to policy making</p>
Indicate measurable impact and targeted beneficiaries	<p>The impact will materialize in the definition of better policies and legal frameworks to the benefit of migrant workers</p>
Potential for replication and by whom	<p>ILO in future projects</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>It supports initiatives developed by the respective Country Offices in line with their respective Country Programmes (e.g. Capacity building for the Indonesian Government, Advocacy and awareness-raising leading to the ratification of ILO and/or UN conventions, projects and initiatives focusing on domestic workers in the Philippines, etc.)</p>
Other documents or relevant comments	

ILO Emerging Good Practice

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)*

Project TC/SYMBOL: RAS/12/01/CAN

Name of Evaluator: *Pierre Mahy*

Date: 10 September 2014

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 cooperation with GMS TRIANGLE and other national projects. The ASEAN TRIANGLE and the GMS TRIANGLE projects have an interconnected strategy that links priorities, approaches and key activities at national and regional levels. The GMS TRIANGLE project's understanding of the national context, relationships with constituents, and presence on the ground in six of the ten ASEAN countries has facilitated the advancement of a number of the key activities of the ASEAN TRIANGLE project. At the same time, the regional and multilateral tools and platforms developed by the ASEAN TRIANGLE project have helped to advance the objectives of the GMS TRIANGLE project.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project has made best use of the GMS TRIANGLE project, ILO Country Offices and other ILO initiatives and expertise (e.g. working closely with ILO specialists on workers' activities, employers' activities, skills, gender, statistics, etc.) to complement the resources of the project. Synergies with activities promoted under this project have been built which will eventually lead to further important developments (e.g. activities related to the fishing sector initiated by the GMS TRIANGLE project, the cooperation with the "Promoting Decent Work Across Borders" project, etc.)
Establish a clear cause-effect relationship	The cooperation has resulted in a more efficient usage of available resources in the two projects
Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries are the migrant workers benefiting from a more global approach at local, national and regional levels
Potential for replication and by whom	Rather than replicating a cooperation, a complete merger of the two projects into a single TRIANGLE project could be considered
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO has the ability to develop and coordinate national and regional approaches which offers the advantage to promote an efficient exchange of information as well as the cooperation between tripartite constituents in all countries
Other documents or relevant comments	

ILO Emerging Good Practice

Project Title: *Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers (ASEAN TRIANGLE project)*

Project TC/SYMBOL: RAS/12/01/CAN

Name of Evaluator: *Pierre Mahy*

Date: *10 September 2014*

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.)	<p>The involvement of all social partners and civil society in policy discussions.</p> <p>The project has involved all social partners and civil society through bilateral consultations and tripartite meetings which have generated interesting discussions and ideas. They have also allowed social partners to engage in new communication lines which were very limited and/or sometimes non-existing before.</p> <p>The value of the exchanges is praised by all parties without exception and the project/ILO is considered as a neutral facilitator with strong technical capacity.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The exchange of information leads to better understanding of roles and responsibilities in the migration process, to the promotion of better labour migration management practices and to an enhanced cooperation of governments, trade unions, employers, civil society groups and other key stakeholders. Networking among different groups has developed among workers' and employers' groups on bilateral, multilateral and regional basis.</p>
Establish a clear cause-effect relationship	Better cooperation between constituents in all countries
Indicate measurable impact and targeted beneficiaries	Signature of Cooperation agreements (e.g. MoUs between trade unions in different countries).
Potential for replication and by whom	All future ILO projects
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The tripartite approach is a regular policy of the ILO
Other documents or relevant comments	