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List of Abbreviations

AACT	ASEAN-Australia Counter-Trafficking
AAPTIP	Australia-Asia Program to Combat Trafficking in Persons
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
ACTEMP	(ILO) Bureau on Employers' Activities
ACTRAV	(ILO) Bureau on Workers' Activities
ACW	ASEAN Commission on Women
ACWC	ASEAN Committee 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
AIM	Asian Institute of Management
ALM	ASEAN Labour Ministers
ALM-WP	ASEAN Labour Ministers Work Programme
AMS	ASEAN Member States
AP-Migration	Asia-Pacific Migration Network
ASEAN	Association of South East Asian Nations
ASEAN-OSHNET	ASEAN Occupational Safety and Health Network
ASEC	ASEAN Secretariat
ASETUC	ASEAN Services Trade Unions Council
ATP	ASEAN TRIANGLE Project (2012-2016)
ATUC	ASEAN Trade Union Council
CAMFEBA	Cambodian Federation of Employers and Business Associations
CAVS	Communications for Advocacy and Visibility Strategy
CLM(V)	Cambodia, Lao PDR, Myanmar and Viet Nam
CoC	Code of Conduct
COMPAS	ESRC Centre on Migration, Policy and Society, University of Oxford
COP	Community of Practice
CSO	Civil Society Organization
DFAT	Department of Foreign Affairs and Trade, Australian Government
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DOLE	Department of Labour and Employment, Philippines
DWCP	Decent Work Country Programme
DWT	ILO Decent Work Team for Southeast Asia
EA	Evaluability Assessment
ECOP	Employers Confederation of the Philippines
EO	Employers' Organisation
ERC	Enterprise Resource Centre
EU	European Union
FGD	Focus Group Discussion
GAC	Global Affairs Canada
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group

GMS	Greater Mekong Sub-region
GP	Good Practice
IAI	Initiative for ASEAN Integration
ILMS	International Labour Migration Statistics
ILO	International Labour Organization
ILOSTATS	ILO database of labour statistics
ILS	International Labour Standard
IO	Immediate Outcome
IOM	International Organization for Migration
IR	Inception Report
ITC/ILO	(ILO) International Training Centre in Turin
ITUC AP	International Trade Union Confederation Regional Organisation for Asia and Pacific
KNOMAD	Global Knowledge Partnership on Migration and Development
LF	Logic(al) Framework
LL	Lesson Learned
LNCCI	Laos National Chamber of Commerce and Industry
M&E	Monitoring and Evaluation
MEF	Malaysian Employers Federation
MIGRANT	(ILO) International Migration Programme
MOEAF	Myanmar Overseas Employment Agency Federation
MOI	Migration Outcomes Index
MOU	Memorandum of Understanding
MRA	Mutual Recognition Agreement
MRC	Migrant Worker Resource Centre
MRS	Mutual Recognition of Skills
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organization
NOA/NOB	National Officer (Grade A / Grade B)
NPC	ILO National Project Coordinator
OSH	Occupational Safety and Health
PAC	Programme Advisory Committee
PARDEV	Partnerships and Field Support
PDD	Project Design Document
PF	Performance Framework
PMF	Performance Measurement Framework
PROMISE	Poverty Reduction through Skills Development for Safe and Regular Migration (IOM)
PSES	Private Sector Engagement Strategy
QBN	Quarterly Briefing Note
RMCS	Regional Model Competency Standards
ROAP	(ILO) Regional Office for Asia and the Pacific (in Bangkok)
RPAC	Regional Programme Advisory Committee
SARTUC	South Asia Regional Trade Union Council
SHIFT	Shaping Financial Inclusion Transformations (UNCDF)
SLOM	ASEAN Senior Labour Officials Meeting
SLOM-WG	Senior Labour Officials Meeting Working Group on Progressive Labour Practices to Enhance the Competitiveness of ASEAN

SOMTC	Senior Officials Meeting on Transnational Crime
SPO	Senior Project Officer
SURAC	Sub-regional Advisory Committee on Migration and Anti-Trafficking
TC	Technical Cooperation
TF-AMW	Task Force on ASEAN Migrant Workers
ToC	Theory of Change
TOT	Training of Trainers
TUC	Trade Union Council
TUCP	Trade Union Congress of the Philippines
TVET	Technical and Vocational Education and Training
UN	United Nations
UN-ACT	United Nations Action for Cooperation Against Trafficking in Persons
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNPAF	United Nations Partnership Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAMAS	Viet Nam Association of Manpower Supply
WEGES	Women's Empowerment and Gender Equality Strategy

Executive Summary

Background and programme description

The present Evaluation Report is mandated by the Terms of Reference (ToR) for the *Independent Mid-Term Evaluation (MTE)* of the programme “*TRIANGLE in ASEAN: Safe and Fair Labour Migration*” called TRIANGLE (see Annex 1). It is a partnership between the Australian Department of Foreign Affairs and Trade (DFAT), the Global Affairs Canada (GAC), and the International Labour Organization (ILO), with the overall goal of maximizing the contribution of labour migration to equitable, inclusive and stable growth in ASEAN. The Programme is active in six ASEAN countries (Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam) and engages at the regional level with all ASEAN Member States (AMS), working in close cooperation with governments and social partners. DFAT provides AUD 20 million for a ten-year period (November 2015 – November 2025), and GAC provides CAD 5.5 million for a 3.5 year period (December 2016 - June 2020).

Based on the successes of two predecessor projects funded separately by DFAT and GAC both entered into two new Grant Arrangements with the ILO, but since the objectives and priorities are complementary it was agreed in late 2016 to merge the two projects under one comprehensive programme TRIANGLE in ASEAN. The details of the merger are outlined in TRIANGLE’s Inception Report (approved in February 2018). An Evaluability Assessment (EA) was also done around the same time (November 2017). For a detailed timeline see Annex 4. A joint Theory of Change was developed (Annex 5) which identifies three Intermediate Outcomes:

- 1) **Protection:** Women and men migrant workers are better protected by labour migration governance frameworks.
- 2) **Development:** Policies and programmes enable women and men migrant workers to contribute to and benefit from economic and social development.
- 3) **Mobility:** Labour mobility systems are gender-responsive and increase the efficiency of labour markets.

The complete Performance Framework (PF) for the first five project years is included in the M&E Plan of November 2017. In addition, three cross-cutting strategies were defined: Women’s Empowerment and Gender Equality Strategy (WEGES), Private Sector Engagement Strategy (PSES), and Communications for Advocacy and Visibility Strategy (CAVS).

TRIANGLE in ASEAN is implemented by a team of 21 staff, in part based in Bangkok at the ILO Regional Office for Asia and the Pacific, ROAP (five international and three admin staff) and at the ILO Country Office in Jakarta (1 international staff). In addition, implementation is supported by in-country teams (a National Programme Manager and an administrative staff) in the six targeted ASEAN countries. Administrative supervision is done by the ILO Deputy Regional Director and technical backstopping by the ILO Senior Migration Specialist in Bangkok. The ILO DWT team in Bangkok and ILO Geneva provide technical support where required. A two-tiered programme governance framework has been established to meet yearly to provide strategic and technical advice: the Regional Programme Advisory Committee (RPAC), and the National Programme Advisory Committees in each of the six countries (PACs).

Objective, Scope and Methodology of the Evaluation

The independent MTE provides an impartial assessment of the performance of TRIANGLE in ASEAN during its initial three years of implementation, and *its objectives* are: (1) To determine the progress to date in achieving the programme outcomes; (2) To provide recommendations for adjustments to the programme strategy that will improve results moving forward; and (3) To identify lessons learned and good practices that will support organizational learning and

knowledge sharing for the ILO and other key stakeholders. The *evaluation period* covers the period from the beginning of the TRIANGLE in ASEAN in November 2015 to the present. Geographically, the evaluation covers both interventions at the regional level within ASEAN and country-level work, but the explicit focus will be on the regional level.

The *primary end users* of the evaluation's findings are the management team of TRIANGLE, the ILO units ROAP and MIGRANT as well as the donors GAC and DFAT. *Secondary parties* making use of the results include the regional organisations which have partnered with the project, such as the ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW), ASEAN Confederation of Employers (ACE), ASEAN Trade Union Council (ATUC), ASEAN Secretariat (ASEC), and Task Force on ASEAN Migrant Workers (TFAMW). At national level clients include the national tripartite constituents and civil society organizations who have partnered with the project. Considering the size of the programme with a regional component and six countries involved, the involvement of two donors, and a very large number of stakeholders involved and documents to be reviewed, the amount of work a one-person evaluation team can do is *limited*. Therefore, it was decided to focus in particular on the regional component.

Seven Evaluation Criteria have been identified in the ToR which form the backbone of the Findings section below. The *Data Collection Worksheet* in Annex 7 identifies 22 Evaluation Questions which have been discussed in Chapter 3 and summarized below. The *Methodology* for the MTE consist of a mix of qualitative and quantitative data collected, including interviews with key stakeholders and Focus Group Discussions at regional level and in Cambodia and Thailand representing the countries of origin and of destination respectively, as well as observations, critical reflection and triangulation of information acquired.

Findings

The findings are presented in this section according to the seven Evaluation Criteria distinguished throughout this report, followed by the overarching conclusion. The **Relevance and Strategic Fit** was found by the MTE to be particularly high. The projects' objectives and interventions are closely aligned with national, regional and global (including e.g. the ACMW-WP and SDGs 8 and 10) strategic and policy frameworks on labour migration. All stakeholders interviewed for the MTE also stressed that the relevance of the programme is still as high as before. Significantly, the alignment with the ACMW Work Plan 2016-2020 (see Annex 9) and the working relationships with ASEC in Jakarta are very close, which will be important for the coming years since the ACMW WP will be merged with the Action Plan of the ASEAN Consensus. TRIANGLE in ASEAN has been able to leverage effectively both the ILO through its comparative advantages (tripartism, regional expertise and normative impact of ILS), and several complementary programmes and resources (e.g. Safe and Fair) and inter-agency collaboration (e.g. UN Women and IOM).

The **Validity of Intervention Design** has been found to be satisfactory although there are some concerns related to (over-)ambitious target setting given the time and resources available, and this applies in particular to the sheer number of activities (i.e. 50), the research programme and the M&E Plan itself including its Performance Framework (PF). The programme clearly addresses the major causes of vulnerability among migrant workers, and the program logic in TRIANGLE's Inception Report and ToC aligns with GAC, DFAT and ILO concepts of results-based management. Regarding the Immediate Outcomes, it was noted that there is a separate one for the employers' organizations but not for the workers' organizations. Satisfactory actions were

undertaken by TRIANGLE on most of the recommendations by the EA (see further Annex 10). The solid Knowledge Base (including a regional survey of migrant workers) is a good practice serving to support the design of interventions and policies. The necessity of having both a Midline (2020) and an Endline survey (2025) needs to be re-assessed considering the timing, the manpower requirements and the substantial costs involved. Overall, the large number of indicators in the PF (33) are clearly defined ('SMART') and describe the changes to be brought about. Although there is a mix of quantitative and qualitative data, it would benefit from more qualitative indicators (see Annex 11).

Regarding *Intervention Progress and Effectiveness*, it was concluded that the implementation of TRIANGLE in ASEAN is on the right track and is contributing to the majority of the 12 Immediate Outcomes. The programme has established its status as a trusted partner with ASEAN at the regional level, and with national tripartite constituents in the six countries of focus. The programme has also made a name for itself as a knowledge leader in the region on labour migration through its solid research output. Overall, the project has made impressive achievements and progress, and therefore, it can be predicted that the project is expected to deliver largely on its planned immediate and intermediate outcomes by the end of 2020. The stakeholders interviewed during the MTE were very satisfied with the outputs produced by the programme, and all are anticipating TRIANGLE to continue in the coming years. There is, however, a need to step up support in several areas, such as the financial support for the ACMW Work Plan 2016-2020, and the support to the national social partners, Employers' and Workers' Organizations. It was further found that many of the outputs are actually being used by stakeholders, and that partnerships have often led to effective cooperation. A few challenges have been faced by the programme, in particular the departure of the M&E officer in July 2018, and the long time it takes to replace him. Other challenges include the low capacity among some of the national implementing partners, and the fact that labour migration issues are not at the top of the agenda of employers' organisations.

Efficiency of Resource Use has in general been satisfactory although the programme's activities may be somewhat over-ambitious considering the time and resources available and the ratio of the staff cost to programme activities is relatively high (cf. Proposal for Restructuring) compared to projects of similar size implemented by the ILO. However, in particular through this proposal for restructuring the programme has clearly also demonstrated the flexibility required in such complicated multi-country initiatives. On the whole, the expenditure rate seems quite at par with the time elapsed for both donors. Although the number of activities in the ToC is quite high (50), the overall impression received from the analysis and from the stakeholders' interviews is that the allocation of resources has been sufficiently optimal for achieving the programme's outcomes. In addition, cost efficiency has also been enhanced by collaboration and cost-sharing, by the fact that the GAC and DFAT investments leverage each other's resources to increase value for money, and by the use of the established ILO Country Offices to deliver added efficiencies. Budget management processes are also assessed as cost efficient, involving the responsible Technical Officers, the Senior Programme Manager and the internal ILO budget checks. The somewhat unbalanced ratio of the resources spent on staffing structures (47%) and activities (29%) can to a large extent be attributed to the *structure* of TRIANGLE in ASEAN aiming to target both regional cooperation as well as national level service delivery and policy changes/advice. The sequencing and prioritization of activities are logical and useful and are flexible enough to make adjustments to changing circumstances and country priorities. On the whole, the activities have been completed on-time and according to this logical phasing and sequencing, except the ERC and the Gender Action Plan (which is now expected to be completed soon).

The *Effectiveness of Management Arrangements* is overall found to be satisfactory, although there is not sufficient funding to maintain the current staffing model (Annex 6), unless GAC would decide to fund another phase and/or if another donor would decide to join TRIANGLE. The Proposal for Restructuring includes the option of the phasing out of one of the international positions and this should take into account the revised division of tasks proposed by the present MTE (Table 4). The assignment of international focal points for the six countries from within the Project Team in Bangkok has generally worked effectively. In addition, the link between the national and the regional level activities has worked out well in a number of areas, such as the AFML national *preparatory* meetings and the follow-up after the AFML at national levels. The program further has an effective *governance framework* through the RPAC, and the PAC's although it was found that the RPAC should meet more often than *once a year* considering the current crucial phase of TRIANGLE. The move into a joint management structure of the GAC and DFAT investments is ensuring a harmonised approach to support safe and fair labour migration and is enabling efficiency in several ways. The implementation of the three cross-cutting strategies (WEGES, CAVS and PSES) has benefitted from the fact that a different international staff member has been responsible for each of these strategies. By having such separate cross-cutting strategies additional attention is dedicated to the three topics, and thereby they have contributed partially to achieving the desired outcomes. The M&E system has supported adaptive management of the programme as, significantly, this system formed the basis to substantiate the Proposal for Restructuring of the DFAT investment for the coming years. The M&E system has further supported the decision making related to gender and vulnerable groups in a number of ways, but it needs to include how the M&E system is tracking, learning and reporting on the work with these groups. The MTE found further that the risk management strategy is properly and regularly (quarterly) assessed and updated.

The sixth criteria deals with several elements of *Impact Orientation and Key Stakeholder Populations*. A number of policies and legislations have been adopted or amended with ILO support including one regional policy, i.e. the landmark ASEAN Consensus, and 15 different national policies and legislations spread over five ASEAN countries. All these are necessary steps towards the enhancement of the rights of and/or opportunities for migrant workers, and thus the programme had a positive influence on the development of policies and practices at national and regional levels. TRIANGLE also influenced the development of policies and practices in several ways, i.e. through the knowledge base, through direct support of law and policy review processes and through ILO's tripartism and the normative character of ILO's work. The MTE found further that the "Sustainability and impact strategy" needs to be updated and streamlined latest at the program mid-point in 2020. Several achievements towards sustainability were already identified, such as the expanded MRC network and an increased number of MRCs receiving funding from national governments. Also, the longevity of the investment from the DFAT and GAC partners has proven the value of longer-term programs. Furthermore, ownership was enhanced through the RPAC/PAC meetings, and sustainable capacity building and training is central to TRIANGLE's approach. The partners of TRIANGLE in ASEAN have institutionalized various programme-supported tools, and this includes the ACMW Work Plan, strengthened capacities of the other regional partners (ACE, ATUC and TFAMW), and the partner MRCs. A few TRIANGLE-supported tools are being replicated by *external* organizations (e.g. the Migration Outcomes Index, the MRC Operations Manual, the ILMS and the pre-departure curriculum). The knowledge base has clearly contributed to the three intermediate outcomes, and the influence of research reports is being

tracked by the programme (e.g. by measuring the number of views and downloads and by keeping track of media coverage).

The key achievements of the programme on *Gender Equality and Non-Discrimination* have been very substantial and a number of targets have been achieved, e.g. the gender training, the part of the budget spent on activities explicitly benefiting women (i.e. 25%) while a large part of the remaining budget promoted gender equality, the part of women among the beneficiaries of MRC services (i.e. 41%), organisers of meetings are encouraged to invite women participants, and, lastly, in TRIANGLE's publications 70% of the photos contain women. The Project Team itself consists currently of five international staff members and all are women, including the Gender Focal Point. In addition, a few more specific activities are potentially very important for gender equality, such as the recognition of domestic work as work at the 10th AFML and the adoption of the ATUC Youth and Women Committees Work Plan in 2018. It was found further that the use of resources on women's empowerment activities has been sufficient in 2017; more specifically, as we saw in the above, the gender budgeting target of 25% has been reached in 2017 and in 2018 a similar percentage is expected. In research and policy advice activities a sectoral focus has been effective in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics, such as construction, domestic work and agriculture.

Overarching Conclusion

The overarching conclusion of the MTE is that the project has made many important and good quality achievements and thus very good progress, that it provides value for money at the general project level, and that it certainly remains a highly relevant project for the countries involved as well as for the donors. Concerning the gender dimension, it must be underlined that the project has made very substantial achievements and, in particular, that most of the gender targets are reached or even surpassed.

Recommendations

- 1) **Continue to leverage cost-sharing with other (labour) migration projects and selected international organisations by maintaining a high level of pro-active collaboration**, in particular with the EU-funded Safe and Fair programme implemented by ILO and UN Women, but also with the DFAT-funded AAPTIP/AACT and SHIFT, and in terms of organisations with IOM (cost-sharing of baseline survey) and others.
- 2) **Prioritize the different components of the originally highly ambitious Research Agenda**; although it has already been reduced by the programme management it will need further reduction (to be coordinated by the Senior Programme Manager); one example to be considered and discussed with the donors concerns the Baseline Survey of migrant workers which is scheduled to be repeated as Mid-line survey in 2020 as well as End-line survey in 2025; reconsideration of the need for both is recommended as it will require substantial resources in terms of finance (US\$ 140,000 each, albeit hopefully through cost-sharing with IOM) as well as of manpower especially since the M&E Expert is likely to be immersed in M&E work once appointed and is not expected to be an expert on research as the predecessor.
- 3) **Streamline and Prioritize two design elements in the Theory of Change (ToC) and the M&E Plan which have proven to be rather ambitious** (to be coordinated by the International M&E Expert once appointed): Firstly, **streamline and prioritize the 50 activities** identified in the ToC also following the specific progress made during 2018 (laid down in the annual Progress Report which is being written at present). Secondly, **streamline**

- the **33 indicators of the M&E Plan** and Performance Framework (PF) which are too numerous and contain relatively few qualitative indicators (as compared to quantitative ones).
- 4) **Involve more pro-actively the employers' and workers' organisations (EO/WO).** This applies in particular to those EO/WO **at the national level** who sometimes have the impression that TRIANGLE is more about Governments and NGOs. This is a two-way street of course, and for example labour migration issues are not at the top of the agenda of the EO, and therefore ways should be explored to enhance their engagement through exchanges with and the engagement of the employers' expert in ROAP. **At the regional level**, attention should be increased by giving *priority* to supporting ACE's Enterprise Resources Centre, ATUC's Youth and Women Committee and the ACE/ATUC dialogue meeting within the coming months. In addition to the contacts ACE and ATUC have with the DWT experts, they also appreciate direct relations with the project team.
 - 5) **Continue the organization of the flagship AFML which is a Good Practice to be replicated** in specific circumstances (considering the substantial investments in time and money required), and **continue to track the progress in the implementation of the by now 149 Recommendations** that have been formulated by the 11 AFML's so far, and **consider** having these recommendations revisited by a consultant to come up with a limited number of **main** recommendations instead of just tracking all 149 (some of which might well be outdated by now) in order to further enhance the institutionalization of the AFML as a highly relevant forum on migrant labour issues and policies.
 - 6) **Implement the Proposal for Restructuring of the DFAT investment and monitor closely the interests of donors (DFAT, GAC and others) to support the TRIANGLE in ASEAN programme from 2020.**
 - 7) **Maintain as far as possible the current staff set-up at regional and national level but re-arrange the division of tasks as detailed in Table 4 and employ the M&E Technical Officer as soon as possible.** In case the support of GAC or another donor is not forthcoming from 2020, **DFAT's priorities will be at the regional level!** This would mean a restructuring of staff especially also at the national level, and at the same time the option in the Proposal for Restructuring to phase out (at least) one of the international positions should then be implemented as a pro-active measure whereby tasks should be redistributed accordingly.
 - 8) **Maintain close relations with ACMW and ASEC and increase the frequency of the RPAC meetings considering that 2019 will be a crucial year** whereby decisions on funding investments have to be made, proposals for restructuring implemented and alignment to the new ASEAN Consensus Action Plan (2018-2025) needs to be guaranteed. **Therefore, it is also recommended to have another separate RPAC meeting** in June 2019 and a follow-up one at the time of the 12th AFML in late 2019, as well as more frequent visits from the SPM and others to Jakarta to meet with ASEC.
 - 9) **Streamline and update the cross-cutting strategies** which are **useful means** to enhance attention for the topics involved:
 - a. **Streamline and update several important visibility and procedural issues of the CAVS strategy**, which in itself has clearly been shown to be effective in raising the profile of the programme within the ASEAN region. In particular, **design communication materials in straightforward language** for the general public in donor countries (e.g. one-pagers, leaflets and videos) to communicate what the donor countries are doing to help poor women and men migrant workers, and **enhance the distribution** of QBNS and/or other programme updates especially to the national partners. In addition, attention should be sustained to donor recognition and timely pre-information on workshops and

publications. The ILO (HQ) should reconsider its house style rule of having donor logos on the back cover in view of increasing attention for visibility.

- b. **Organize a workshop with the donors and other relevant stakeholders on how to arrive at a common understanding on taking the PSES forward**, as, for example, ‘Private sector contributions’ are a bit of an anomaly within the ILO discourse as this organization has a long experience of engagement with employers’ organisations within ILO’s overarching tripartism, in fact, celebrating its Centenary this year. Administratively it is also difficult for the ILO to accept contributions from the private sector as such.

The third strategy, WEGES, is the subject of Recommendation Number 12 below.

- 10) **Revise the Sustainability and Impact Strategy**, in particular streamline and update the ‘sustainability factors’ and reduce the long and repetitive list of action points in mid-2020 as by then the M&E Expert has been engaged in TRIANGLE for some time.
- 11) **Explore the design of ways forward for the MRC Network in terms of sustainability including cooperating closely with the Safe and Fair programme**, whereby particular attention is needed for the way the government funding is being used, and in how far that can also be an option for those MRCs currently organized by either NGOs or Trade Unions.
- 12) **Discuss *urgently* the new WEGES Action Plan (attached to the 2018 Progress Report) with GAC and DFAT in a joint meeting and assess the degree of common understanding**. If this is sufficient, start implementing the action plan without delay, otherwise consider involving an external gender consultant to review the Action Plan according to the different viewpoints.

Lessons Learned and Good Practices

Finally, from the experience gained by evaluating the TRIANGLE in ASEAN Programme in the present report two Lessons Learned (LL) and three Good Practices (GP) have been compiled as follows:

- LL1: The move into a joint management structure under the programme approach of TRIANGLE in ASEAN took quite some time but resulted in different types of efficiencies.*
- LL2: Providing intensive and tailored gender training to implementing partners during inception has proven to result in a shared understanding of gender equality and women’s empowerment.*
- GP1: The development of a solid Knowledge Base in the initial period of the programme has benefited the design of interventions and policies.*
- GP2: The organisation of the annual ASEAN Forum on Migrant Labour (AFML), including the preparatory meetings for tripartite-plus partners, is a model of ASEAN cooperation to be replicated.*
- GP3: The work of Migrant Workers Resource Centres (MRC) providing support services to women and men migrants and their family members across the region is another Good Practice.*

1 Introduction

The present Evaluation Report is mandated by the Terms of Reference (ToR) for the **Independent Mid-Term Evaluation** of the programme “**TRIANGLE in ASEAN; Safe and Fair Labour Migration**” (see Annex 1). In the present report we will firstly summarize the background, the context and the objectives of TRIANGLE in ASEAN (or TRIANGLE for short), followed by the purpose, scope and clients of the Mid-Term Evaluation (MTE). In Chapter 2 the methodology of the evaluation will be explained. The actual evaluation exercise consists of the analysis of the evaluation criteria and evaluation questions in Chapter 3. The findings are summarized in the Concluding Section 4.1, while the Recommendations are the subject of Section 4.2. The final Chapter 5 presents several Lessons Learned and Good Practices.

1.1 Introduction and Background of TRIANGLE in ASEAN

Introduction

TRIANGLE in ASEAN (2015-2025) is a partnership between the Australian Department of Foreign Affairs and Trade (DFAT), the Global Affairs Canada (GAC), and the International Labour Organization (ILO), with the overall goal of maximizing the contribution of labour migration to equitable, inclusive and stable growth in ASEAN. The Programme is active in six countries (Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam) and engages with all ASEAN member states, working in close cooperation with governments and social partners.

In accordance with the ILO policy and the grant arrangements signed with DFAT and GAC, an independent mid-term evaluation is required for the TRIANGLE in ASEAN programme. The evaluation as explained in the ToR (Annex 1) will be carried out from September 2018 to March 2019, applying the criteria agreed upon in the TRIANGLE in ASEAN Monitoring and Evaluation (M&E) Plan. The ILO Policy guidelines for results-based evaluation, DFAT Monitoring and Evaluation Standards and Aid Investment Criteria, and GAC Results-Based Management for International Assistance Programming (A How-to Guide) will provide the framework for carrying out the evaluation. These guidelines adhere to the evaluation norms and standards of the United Nations system and the OECD/DAC Evaluation Quality Standards.

Background

Labour migration has long been a critical factor behind the economic and social dynamism of the ASEAN region and its people. Disparities in development between Member States, alongside demographic changes in destination countries, means that migration makes a substantial contribution to improved livelihoods and increased labour market efficiency. Due to the high costs, long duration, and considerable complexity of navigating the regular channels for migration, many ASEAN migrant workers are employed precariously in destination countries without legal status. Regardless of the documents they hold, migrants within the region often experience exploitation and abuse because of inadequate protection of their labour rights during recruitment and employment. Women face additional challenges in accessing safe and legal migration opportunities, with the type of work available to them often paying less and affording fewer legal protections due to lack of formalization. Protectionist policies in some countries restrict the movement of women by sector, destination or other circumstances perceived as dangerous or contrary to traditional social values.

To address these challenges, the TRIANGLE in ASEAN programme was initiated and its current phase builds on the work of two previous labour migration projects whereby ILO was the implementing agency:

1. Tripartite Action to Protect Migrant Workers within and from the Greater Mekong Subregion from Labour Exploitation (**GMS TRIANGLE project**) implemented from 2010-2015 and funded by DFAT; and
2. Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the ASEAN Region (**ASEAN TRIANGLE Project**) implemented from 2012-2016 and funded by GAC.

Based on the successes of these two projects, DFAT and GAC entered into two new Grant Arrangements with the ILO, signed on 16 October 2015 and on 7 December 2016 respectively:

- 1) Project title: Tripartite Action to Enhance the Contribution of Labour Migration to Growth and Development in ASEAN (TRIANGLE II), and
- 2) Project title: Promoting and Protecting the Rights of ASEAN Migrant Workers (ASEAN TRIANGLE Project II).

Both these arrangements required the ILO to submit an inception report at the end of the inception period. During negotiation and start-up of the two projects, it became clear that the objectives and priorities under the two Grant Arrangements are complementary. Following a series of discussions between the three parties (ILO, DFAT and GAC) initiated in late 2016, it was agreed to merge the two projects under one comprehensive, integrated programme approach – referred to as TRIANGLE in ASEAN. The details of the merger are outlined in **TRIANGLE's Inception Report** with 12 substantive Annexes, which was submitted to the donors in July 2017. This version was also the one used by the **Evaluability Assessment (EA)** that took place from August to November 2017, and the follow-up from EA's Recommendations will be investigated in this report. TRIANGLE's Inception Report was officially approved by DFAT and GAC in February 2018. For a detailed timeline see Annex 4. With respect to the donors, DFAT provides AUD 20 million for a ten-year period (November 2015 – November 2025), and GAC provides CAD 5.5 million for a five-year period (January 2016 - June 2020). In particular, DFAT's 10 year commitment is subject to a decision from DFAT to continue support beyond 30 November 2020 (year five).

Objectives of TRIANGLE in ASEAN: Theory of Change (ToC)

Through extensive consultations with national and regional stakeholders, the TRIANGLE in ASEAN programme has developed an iterative Theory of Change to guide its intervention strategy (see Annex 5). The model includes three inter-linking outcomes, with the intent of creating a virtuous circle that maximizes the contribution of labour migration to stable and inclusive growth and development in the ASEAN region.

1. **Protection:** Women and men migrant workers are better protected by labour migration governance frameworks.
2. **Development:** Policies and programmes enable women and men migrant workers to contribute to and benefit from economic and social development.
3. **Mobility:** Labour mobility systems are gender-responsive and increase the efficiency of labour markets.

The Theory of Change as reproduced in Annex 5 has five levels: Impact (or Goal or Ultimate Outcome), Intermediate Outcomes, Immediate Outcomes, Outputs and Activities. The complete **Performance Framework (PF)** for the first five project years is included in the M&E Plan of

November 2017 (Annex 3 of TRIANGLE's Inception Report). It is a 12-page table which includes in particular indicators, data sources, baselines and targets/milestones.

In addition, three **cross-cutting strategies** have been defined and included in the 2017 Inception Report as separate annexes. These strategies influence all aspects of the programme and are considered in the design and implementation of each activity. They can be considered as an extension of the ToC (cf. EA 2017: 26-27):

- A. **WEGES**: Women's Empowerment and Gender Equality Strategy;
- B. **PSES**: Private Sector Engagement Strategy; and
- C. **CAVS**: Communications for Advocacy and Visibility Strategy.

Management Arrangements

TRIANGLE in ASEAN is implemented by a joint management and technical team consisting of a total of 21 staff. A part of the regional team is based in Bangkok at the ILO Regional Office for Asia and the Pacific, ROAP (five international staff and three admin staff) and at the ILO Country Office for Indonesia and Timor-Leste in Jakarta, Indonesia (1 international staff). In addition, implementation is supported by in-country teams (consisting of one National Programme Manager and one administrative staff) in the six targeted ASEAN countries. The staffing model and details of the positions are given in Annex 6.

TRIANGLE in ASEAN is administratively supervised by the ILO Deputy Regional Director and technically backstopped by the ILO Senior Migration Specialist in Bangkok. Further technical backstopping is provided by the Labour Migration Branch (MIGRANT) at ILO headquarters in Geneva. In addition, TRIANGLE in ASEAN benefits from the expertise of the ILO Decent Work Technical Team for Southeast Asia and the Pacific, especially in the areas of skills recognition, social protection, statistics, gender and non-discrimination, and specialists for workers' and employers' activities. International and national consultants and institutions are contracted to provide specialized expertise in certain areas and contribute to key outputs. Several Australian Volunteers for International Development and interns also assist the programme at ROAP and country offices.

A two-tiered programme governance framework has been established to meet yearly to provide strategic and technical advice to TRIANGLE in ASEAN:

1. Regional Programme Advisory Committee (RPAC)
2. National Programme Advisory Committees in each of the six countries (PACs).

In addition, the programme can also convene a Sub-regional Advisory Committee on Migration and Anti-Trafficking (SURAC) as and when needed.



1.2 Purpose, Scope and Clients of the Mid-Term Evaluation

Purpose and Objectives of the Evaluation

The purpose of the independent Mid-Term Evaluation (MTE) is to support accountability, adaptive management and learning and knowledge sharing for the ILO and key stakeholders of the TRIANGLE in ASEAN programme. The evaluation provides an impartial assessment of the performance of the TRIANGLE in ASEAN programme during its initial three years of implementation. The specific objectives of the evaluation are the following:

1. To determine the progress to date in achieving the programme outcomes.
2. To provide recommendations for adjustments to the programme strategy that will improve results moving forward.
3. To identify lessons learned and good practices that will support organizational learning and knowledge sharing for the ILO and other key stakeholders.

Evaluation Scope

The evaluation period covers the period from the beginning of the TRIANGLE in ASEAN in November 2015 to the present. Geographically, the evaluation covers both interventions at the regional level within ASEAN and country-level work in Cambodia, Lao PDR, Malaysia, Myanmar, Thailand and Viet Nam. Final evaluations of the previous phases of TRIANGLE in ASEAN have been conducted (see also the timeline in Annex 4):

- The DFAT funded Tripartite Action to Protect Migrant Workers within and from the Greater Mekong Sub-region from Labour Exploitation (GMS TRIANGLE project, 2010-2015); and
- The GAC funded Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the ASEAN Region (ASEAN TRIANGLE Project, 2012-2016).

The current evaluation will not collect primary data related to that phase, though any ongoing activities / outcomes that relate to Phase 1 may be considered if relevant to the key questions for this MTE.

Clients of the Evaluation

The *primary* end users of the evaluation's findings are the management team of the TRIANGLE in ASEAN programme (who will primarily use the evaluation to guide future programme planning and take corrective action), the ILO administrative unit (ROAP, who is interested in how the TRIANGLE in ASEAN programme contributes to the broader goals of the ILO), the ILO technical unit at headquarters (MIGRANT) and the donors (GAC and DFAT, who will use the evaluation to reflect on their respective investments especially from 2020 onwards).

Secondary parties making use of the results include the regional organisations which have partnered with the project, such as the Tripartite Constituents and other RPAC members: the Chair and the Vice-Chair of the ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW), ASEAN Secretariat (ASEC), ASEAN Confederation of Employers (ACE), ASEAN Trade Union Council (ATUC), and Task Force on ASEAN Migrant Workers (TF-AMW). At national level clients include the national tripartite constituents and civil society organizations who have partnered with the programme, as well as other agencies working on labour migration and human trafficking. Actors from other regions working on these issues may also take an interest in the evaluation's assessment.

Limitations

The Mid-Term Evaluation (MTE) of the TRIANGLE in ASEAN project is not a regular exercise of one project/one country. It involves two donors with two Project Design Documents and two Grant Arrangements, which were brought together by means of TRIANGLE's Inception Report, although financial reporting remains separate. Both donors also have their own specific monitoring guidelines, and therefore the framework for carrying out the evaluation is provided by three sets of guidelines as already indicated in the above. In addition, the project involves not only a **regional component** focussed on the ASEAN Member States, ASEAN Secretariat, and ASEAN tripartite-plus partners, but also interventions in **six countries** where the ILO is supporting 33 Migrant Worker Resources Centres (MRC) as well as with tripartite partners in each country.

Moreover, performance monitoring is undertaken through multiple means:

- Annual Progress Reports plus separate annual financial reports to each of the donors.
- Three cross-cutting strategies: WEGES, PSES and CAVS which also include their own timeframes.
- The 'Product List', which is part of TRIANGLE's Inception Report (2017, its Annex 11); it is a list of key 'outputs' or 'products' that are planned for the 2017-2020 period. The purpose of this Product List is that it will be used as the basis for DFAT and GAC to show what products will be jointly owned, and what products will be owned fully by one of the two donors; therefore, this product list is not a work plan, but rather identifies the physical outputs of the program for the purposes of branding.
- Quarterly Briefing Notes (QBN) for the regional component as well as for each of the six countries.
- Annual work plans for 6 countries, and a bi-annual work plan for the regional component.
- 6-monthly partner reporting on their implementation agreements; this includes the 33 MRCs in six countries, as well as the tripartite partners in six countries.

There is thus a relatively large number of documents to be reviewed clearly demonstrated by the six-page list of 'Project documentation to be reviewed' in the ToR's Annex 4 (see Annex 1 of the present report). In fact, the Evaluability Assessment (EA) of November 2017 recommends that for the present MTE *two evaluators* would be ideal to adequately assess the scope of the regional and national programme interventions (2017: 24).

There are several ways in which it has been attempted to mitigate this limitation:

- a) A selection was made of the documents to be reviewed (see for example the ToR's Annex 4 in which a preselection was made of the most important documents in green);
- b) The focus in the ToR (see Annex 1) is on the regional component and far less on the national components in the six countries, and this has been reflected in the selection of documents reviewed as well as in the selection of field locations/countries visited; in fact, only Thailand as country of destination and Cambodia as country of origin were visited to study the national component and that too for a limited number of days, notably about three days each for in-country activities (for further details, see Chapter 2 on the methodology of the evaluation).
- c) This regional focus is also reflected in the selection of stakeholders to be interviewed with a heavy bias towards regional stakeholders (cf. Chapter 2).

The second limitation is the fact that TRIANGLE's annual Progress Report for 2018 was not yet available. This was mitigated by trying to acquire some crucial data for comparative purposes.

2 Methodology of the Evaluation

2.1 Conceptual Framework

Evaluation Criteria and Questions

The present evaluation has adapted the standard ILO criteria to accommodate DFAT and GAC requests for a specific emphasis on gender equality. As set forth in the TRIANGLE in ASEAN M&E plan, the 7 Evaluation Criteria and the corresponding 22 Evaluation Questions are as follows:

A. Relevance and strategic fit
1) Are the activities aligned with national, regional and global strategic and policy frameworks on labour migration? This includes in any case national development plans, ILO-DWCP, UNDAF, ASEAN Work Plan and SDGs.
2) Has the programme been able to leverage the ILO effectively, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.) and/or cost-sharing or in-kind contributions to complement its resources? (e.g. from other ILO projects, inter-agency collaborations and private sector contributions).
B. Validity of intervention design
3) Does the programme address the major causes of vulnerability and respond to the prevalent forms of exploitation among migrant workers in the ASEAN region? Are these clear from the theory of change (ToC)?
4) Is the scope of the interventions realistic given the time and resources available, including performance and results reporting, as per the Evaluability Assessments (EA) findings?
5) Are the indicators of the achievements clearly defined, describing the changes to be brought about?
C. Intervention progress and effectiveness
6) What amount of progress has been made in achieving the programme's twelve immediate outcomes identified in the ToC (see Annex 4)? <i>Applying a Scale or a Rubric of none, minor, moderate, major with justification: See Section 2.1.</i>
7) To what extent are tripartite constituents and other key stakeholders (civil society, private sector, and related development projects e.g. PROMISE, SHIFT, AAPTIP, UN-ACT, etc.) satisfied with and/or using the outputs produced, and how the partnerships/relationships lead to effective cooperation in programme implementation?
8) What key challenges have detracted from the effectiveness of the programme activities?
D. Efficiency of resource use
9) Has the allocation of resources been optimal for achieving the programme's outcomes (financial, human, institutional, technical, etc.)? Are the staffing structures and resourcing of activities (noting national/regional and policy/service delivery at minimum) contributing to quality performance and impact?
10) Have the programme activities been completed on-time/according to logical phasing and sequencing anticipated by the project document? If not, what are the factors that hinder timely delivery and what are the counter measures taken to address this issue?
11) To what degree are different activities cost effective and/or delivering impact?
E. Effectiveness of management arrangement <i>This should include focus on post-2019.</i>
12) What should the international and national management of the programme look like in the future?
13) How do the national and regional staff and management arrangements support fluidity between the top-down and bottom-up initiatives in the ASEAN structure, and has the move into a joint management structure under the programme approach been effective?

14) Have the cross-cutting strategies – communications, private sector and gender - been effective in (a) raising the profile of the programme within the ASEAN region and (b) contributing to achieving the desired outcomes, e.g. policy influence?
15) Has the monitoring and evaluation system supported results-based and adaptive management of the programme as well as the decision making related to gender and vulnerable groups including people with disabilities, ethnic minorities and children and young people?
16) Noting any unintended, negative and unexpected impacts of the programme, have programmatic, contextual and institutional risks been managed effectively by the programme?
F. Impact orientation and key stakeholder populations
17) What influence has the programme had on the development of policies and practices at national and regional levels? (See annual reports for list of policy inputs provided)
18) Which programme-supported tools have been institutionalized by partners and/or replicated by external organizations?
19) How has the knowledge base contributed to the broader goals / intermediate outcomes?
G. Gender equality and non-discrimination
20) What are the key achievements of the programme on gender equality and women's empowerment?
21) Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?
22) Has the sectoral focus of the activities been effective in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics? (e.g. domestic work, agriculture, construction, etc.)

The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development are also considered in this evaluation. In particular, gender has been mainstreamed throughout the evaluation process in addition to being a standalone evaluation criteria. This aligns closely to the 'twin-track' approach of TRIANGLE's WEGES which intends to mainstream gender across all interventions, and also includes a second track for specific activities aimed at increasing women's empowerment.

Further, the evaluation assesses how TRIANGLE in ASEAN has been able to respond to previous monitoring and evaluation exercises throughout the life of the programme. The Evaluability Assessment that shaped the Monitoring and Evaluation Framework and Plan, and DFAT and GAC feedback on reporting, including the inception and annual reports, are crucial in framing this evaluation. The Evaluability Assessment (EA) of November 2017 is a detailed analysis of the Theory of Change (ToC), the Performance Framework (PF) and the three cross-cutting strategies. It has made twelve specific Recommendations which are reproduced here in Annex 10 and the way the project has responded to them is assessed during the present MTE. Another important document is the recent Proposal for Restructuring of TRIANGLE IN ASEAN, which was submitted to DFAT on 22 October 2018, and which has been endorsed by DFAT recently. This proposal outlines the current budgetary situation, viz. financial challenges, including issues linked to the high staff cost to programme activities ratio and exchange rate fluctuations, and it proposes changes to the operational setup and country level programme implementation.

Data Collection Worksheet

The ILO template for the Data Collection Worksheet describes the way that the chosen data collection methods, data sources, sampling and indicators support the evaluation questions. In the Inception Report (cf. Annex 2) it has been discussed in detail, and for each of the seven Evaluation Criteria distinguished in the above, a series of evaluation questions have been

identified and they are included here in Annex 7, whereby it needs to be noted that many of these 22 questions actually have two or three sub-questions.

2.2 Methodology, Work Plan and Key Deliverables

Methodology

The evaluation has applied a qualitative and participatory approach, engaging with key stakeholders of the TRIANGLE in ASEAN programme during the design, field work, validation and reporting stages. To collect the data for analysis, the evaluation has made use of the techniques discussed below. The data from these sources were triangulated to increase the validity and rigor of the evaluation findings.

The methodology for collection of evidences has been implemented in four phases:

- 1) An inception phase based on a review of existing documents to produce the inception report;
- 2) A data analysis phase;
- 3) A fieldwork phase to collect and analyse primary data; and
- 4) A reporting phase to produce the final evaluation report.

The gender dimension has been considered throughout the methodology, deliverables and final report of the evaluation not only as a cross-cutting concern, but as a major priority as well in line with the ‘twin-track’ approach of WEGES.

1) Inception Phase

The documents reviewed in the inception phase were limited to the most important design and progress documents, in particular the PDDs, the Grant arrangements, TRIANGLE’s Inception Report and all its Annexes - along which the Theory of Change, the M&E Plan and the Performance Framework for years 1-5, the Evaluability Assessment, the Progress Report for 2017, the latest QBN’s, and the Proposal for Restructuring (cf. ToR’s Annex 4 included here in Annex 1). This first phase further includes the correspondence and discussions held with the evaluation manager, the programme team in Bangkok and staff of the two donors, as well as the drafting and finalizing of the Inception Report (see Annex 2).

2) Documents Review and Data Analysis Phase

After the submission of the draft inception report on 13 December 2018, the second phase started consisting of further in-depth studies of the large number of documents associated with the programme as given in the 6 pages of the ToR’s Annex 4 (included here in Annex 1). On the basis of this detailed documents review this phase also included data analysis and a critical reflection process.

3) Fieldwork Phase

The ToR (Annex 1: 12) states: **“While field visits are important, the focus of the evaluation will be more on the strategic questions and deeper analysis of existing program material (reports, plans, budgets, etc.) and less emphasis on the in-country observations.”** The programme elements funded by GAC are all regional in nature, while all national elements are funded by DFAT; in addition, there are a number of regional elements that are jointly funded by DFAT and GAC. From the beginning DFAT has also put a lot of emphasis on the ASEAN/Regional component.

This fieldwork phase concerned field missions to Thailand, Cambodia and Indonesia; these countries were selected for the following reasons:

- **Thailand** as the location of ROAP and the majority of the Programme Team, as well as being a representative of the countries of destination.
- **Cambodia** represents the countries of origin.
- Jakarta, **Indonesia**, is the location of ASEC and of the responsible unit of GAC; in addition, one other International staff member of the Programme Team is based at the ILO Country Office there.

The main methods used during the visits to these countries are:

- **Key informant interviews** with programme staff, relevant ILO experts, GAC and DFAT staff, regional and national tripartite constituents, civil society organizations and other stakeholders and partners, which was complemented where needed by skype calls and/or emails (for a complete overview see Annex 3).
- Although conform the ToR (p.13) the emphasis will not be on migrant worker focus group discussions / field visits, but rather on key stakeholder interviews with key partners, several selected **Focus Group Discussions** (FGD) were held with beneficiaries (women and men migrant workers, return migrant workers and members of their families). This replaced the sampling mentioned in the ToR on page 12 because such a sampling approach would go against the more regional focus of the evaluation.
- **Observation of programme activities** at regional, national, and provincial level, such as visits to partner premises, attending a PAC meeting in Cambodia and an RPAC meeting in Bangkok (see further Annex 3).

A detailed mission program is included in Annex 3. On one of the last days of the mission, i.e. 23 January 2019, an RPAC-type meeting was held where the evaluator presented his PowerPoint concerning the preliminary findings. The main stakeholders commented on these findings in the general discussion that followed the presentation.

4) Reporting Phase

The fourth phase concerns the writing of the draft evaluation report, which was shared with all relevant stakeholders and a request for comments was issued to respond within a specified time period. Thereafter the consultant evaluated the comments and considered them for inclusion in the final report, whereby these considerations were laid down in a separate matrix with the consolidated comments and corresponding responses.

A plan for a *critical reflection process* and for quality communication and reporting of evaluation outcomes, was detailed as follows:

- The two weekends during the mission period were used as much as possible to critically reflect on the interview notes so far, to peruse newly received documents and to work on the development of the first draft of the PowerPoint presentation.
- The evaluation manager and the programme team reviewed the PowerPoint presentation one day before the presentation to check for factual errors.
- The key stakeholders attended the stakeholder workshop (i.e. RPAC meeting) where the evaluator presented his preliminary findings after which a general discussion followed.
- A debriefing with the Evaluation Manager and the Programme Team was held on the afternoon of Wednesday 23 January 2019 after the Stakeholder Workshop.

Main Outputs/Deliverables

The following main outputs or deliverables resulted from the assignment:

- Output 1. Inception report.
- Output 2. Field visits, in-depth documents and products reviews, data analysis and presentation of preliminary findings.
- Output 3. First draft of evaluation report, which was submitted to the evaluation manager for review by programme staff, DFAT and GAC and other key stakeholders as relevant. The evaluation manager consolidated these comments and send them to the evaluator.
- Output 4. Final evaluation report, which systematically assessed the results of the programme to date based upon the evaluation criteria. The report includes recommendations and lessons learned and good practices. A separate evaluation summary was also submitted following the ILO Template appropriate for publication on the ILO website.

Management Arrangements and Quality Assurance

The evaluation has been coordinated by the Evaluation Manager, Ms. Napaporn Udomchaiporn (Hwan), at ROAP, Bangkok, and the tasks are listed in detail in the ToR (Annex 1). The TRIANGLE in ASEAN Programme Team has been managing the administrative and contractual arrangements for the assignment, providing logistical support for the field missions and covering all of the costs associated with the assignment. A list of their specific tasks is also included in the ToR.

The Key Stakeholders are engaged throughout the project evaluation process, including providing inputs to the terms of reference, participating in interviews during the field work, contributing to the validation of the preliminary findings and commenting on the draft evaluation report. This includes but is not limited to DFAT and GAC staff in Bangkok and Jakarta, the ILO Evaluation Office, tripartite constituents and CSOs at national and regional levels and other programme partners.

Work Plan

The duration of this evaluation was from September 2018 to March 2019, with a total number of working days for the Evaluator of 50. The field mission to Thailand, Cambodia and Indonesia took place from 6 to 24 January 2019. A detailed Work Plan of the evaluation exercise is given in Annex 8.

3 Overall Findings

For the Independent Mid-Term Evaluation (MTE) of the TRIANGLE in ASEAN programme seven Evaluation Criteria have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections 3.1 – 3.7). These criteria have been investigated with the help of the 22 Evaluation Questions identified in the previous chapter (see also Annex 7), and these questions are summarized below in bold.

3.1 Relevance and Strategic Fit

1) Are the activities aligned with national, regional and global strategic and policy frameworks on labour migration? This includes in any case national development plans, ILO-DWCP, UNDAF, ASEAN Work Plan and SDGs.

The relevance of TRIANGLE in ASEAN to the needs of the *ASEAN Member States* (AMS) has been very high from the beginning of the programme as over 20 million migrants originate from ASEAN countries and the number of migrants moving to other ASEAN countries has increased fivefold. All stakeholders interviewed for the MTE also stressed that the relevance of the programme is still as high as before.

The alignment with various *national and international policy frameworks* is considerable. Firstly, the TRIANGLE activities are clearly aligned with the various national development plans as was established in the Project Design Documents. The present MTE investigated Cambodia and Thailand as indicated in Chapter 2. For Cambodia the alignment was particularly substantial with the national policy framework, especially with the recent Policy on Labour Migration for Cambodia 2019-2023 of the Ministry of Labour and Vocational Training (MoLVT) launched on 18 December 2018, but also with the National Employment Policy (NEP) 2015-2025 also of the MoLVT (both policies were developed with broad support from the ILO), and the National Social Protection Strategy for the Poor and the Vulnerable 2011-2015. TRIANGLE is also closely aligned to the Thailand Government Policy, in particular its goals of ‘Prevention and Tackling human trafficking problem including irregular migration and labour exploitation of migrant workers’ and the ‘Development of Social Protection System for ASEAN workers’. The Ministry of Labour’s policy agenda of 2018 also includes: ‘Expedite the labour migration management of irregular migration’ (including the National Verification process) and ‘Tackle labour trafficking and worst form of child labour.

One of the important achievements of TRIANGLE as underscored by many stakeholders interviewed during this MTE is the alignment with the ACMW Work Plan 2016-2020 and the close working relationships with the *ASEAN Secretariat (ASEC)* in Jakarta. For example, the chair of the ACMW in 2018 was Singapore, and they informed the MTE that

“Singapore is appreciative of the ILO’s support for ASEAN Member States (AMS) via the TRIANGLE in ASEAN programme, which aligns itself closely to AMS’ efforts to protect and promote the rights of migrant workers.”

In fact, TRIANGLE’s activities are relevant to almost half of the activities in this Work Plan (7 out of 15; see Annex 9). Substantial amounts of support have been provided especially for the three AFML’s already conducted in 2016, 2017 and 2018 (amounting to USD 275,170) while about US\$ 335.000 has been earmarked for 2019 and 2020 when the WP will be completed. Although only

supported indirectly, e.g. through capacity building, a major milestone was the adoption of the “ASEAN Consensus on the Protection and Promotion of the Rights of Migrant Workers” in Manila in November 2017; although it is non-binding, it is expected to have an important normative impact.

The TRIANGLE activities are also very much aligned to the *Sustainable Development Goals* (SDGs) especially to Goals 8 and 10. *SDG Goal 8* deals with employment and decent work for all and includes Target 8.8 which calls on Member States to “protect labour rights and promote safe and secure working environments for all workers, *including migrant workers*, particularly *women migrants* and those in precarious employment.” *SDG Goal 10* calls on member states to “Reduce inequality within and among countries” and includes specific targets on remittance and recruitment costs for migrant workers:

- Indicator 10.7.1: *Recruitment cost* borne by employee as a proportion of yearly income earned in country of destination is a Tier III indicator. Reducing the costs of migration (including the high fees paid to recruiters) was also one of the eight action points in the UN Secretary General’s Statement at the UN High Level Dialogue on Migration and Development (2013).
- Target 10.c: “By 2030, reduce to less than 3 per cent the *transaction costs* of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent.”

The support of the programme to the ILMS Database constitutes another interface as this database is important for SDG monitoring. TRIANGLE is also aligned to several *other SDG Goals*:

- SDG Goal 1 Target 1.3: Social protection for the poor and vulnerable by 2030.
- SDG Goal 5 on gender equality includes such targets as ending trafficking (5.2) and recognizing domestic work (5.4).
- Goal 16 target 16.2: End trafficking of children.

Another development at the international level which was relevant for TRIANGLE was the Intergovernmental Conference to Adopt the *Global Compact* for Safe, Orderly and Regular Migration which took place in Marrakech, Morocco on the 10th and 11th of December 2018.

The TRIANGLE activities are also clearly aligned with *DFAT* priorities, including the Foreign Policy White Paper (2017) which outlines Australia's interest in promoting regular migration and deeper economic integration to help achieve political and economic stability in ASEAN. Promoting regular migration is consistent with Australia's Aid Policy and with Australia’s whole-of-government International Strategy to Combat Human Trafficking and Slavery. TRIANGLE creates long term and sustainable disincentives to trafficking and smuggling by providing viable alternatives. TRIANGLE’s activities are expected to result in greater decent work opportunities within the ASEAN region, and reduce irregular migration flows within and outside the region, including to Australia. TRIANGLE is also providing an opportunity for exchange of experiences and best practices when dealing with a migrant labour force vulnerable to exploitation.

Alignment with the priorities of *GAC* is also very clear, in particular with its recently adopted Feminist International Assistance Policy (FIAP) which focuses on women empowerment and creating meaningful employable opportunities for young girls and women, as well as with the ASEAN-Canada Enhanced Partnership 2016-2020. Canada’s commitment to protecting the most vulnerable people in ASEAN, especially women and men migrant workers, is clearly articulated in the Plan of Action to Implement the Joint Declaration on this Partnership under section 3.5: Promotion and Protection of the Rights of Migrant Workers.

At *national* level the activities of TRIANGLE are aligned to the **UNDAF** priorities. ILO Country Offices are taking an active role in the UNDAF process, often co-chairing certain working groups that are relevant to the theme of decent work. For example, in Cambodia ILO was important in the UNDAF process and in the targeting of the SDGs; Cambodia has proposed an 18th SDG on mine action. For the upcoming UNDAF 2019-2023 labour migration, protection and mobility issues are being prioritized. In Thailand it is called the United Nations Partnership Framework (UNPAF) 2017-2021, and it is in line with the 12th National Economic and Social Development Plan (NESDP) for 2017-2021, Thailand's aspiration to achieve the Sustainable Development Goals (SDGs) by 2030. Three UNPAF-indicators are targeting migrant worker issues, one by ILO (No. 26), and two by IOM (No. 17 and 18).

At the global level, the **ILO** has identified Programme and Budget Outcomes (2018-19), whereby Outcome 9 concerns Promoting fair and effective labour migration policies. At the national level TRIANGLE's activities are also aligned with the respective **ILO- Decent Work Country Programmes (DWCP)**. This was already assessed by the Final Evaluation of the GMS Triangle programme in 2015: The project contributed to Cambodia (KHM 129), Lao PDR (LAO 179), Malaysia (MYS 827), Thailand (THA 176) and Viet Nam (VNM 105): Government and social partners develop and implement policies to manage migration, protect migrant workers and combat human trafficking in line with ILO principles. In several countries there is now a new DWCP, and Triangle's activities are aligned with the new priorities as follows:

- In Cambodia it is aligned to DWCP Priority 3 on grievances and to DWCP Priority 2 on portability of pensions.
- In Myanmar's it is aligned to DWCP (2018 – 2021) Priority 1, in particular Outcome 1.2: "By 2021, better functioning labour market information and safe migration systems are in place." It targets ensuring safe and rights-based migration frameworks.
- In Lao PDR it is aligned to the DWCP (2017-2021) Priority 1, especially Outcome 1.2 which includes the development of policy and legal instruments to support safe labour migration, as well as ensuring safe labour migration that brings national development benefits to Lao PDR in terms of skills development and incoming overseas remittances.
- In Thailand it is aligned to DWCP 2019-2021 Priority 2: Strengthen labour protection, especially vulnerable workers, whereby Outcome 2.1 concerns 'Strengthened institutional framework, policies, and strategic compliance tools to protect vulnerable groups, including workers in the informal economy and migrant workers'.
- A new DWCP is being developed in Malaysia where one of three outcomes refers to labour migration. It is expected to be signed during the ILC in Geneva in June 2019.

2) Has the programme been able to leverage the ILO effectively, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.) and/or cost-sharing or in-kind contributions to complement its resources? (e.g. from other ILO projects, inter-agency collaborations and private sector contributions).

TRIANGLE in ASEAN has been able to leverage the ILO effectively through its comparative advantages, including:

- ✓ Tripartism has played an important role at the regional level as evidenced by the involvement of the tripartite+ partners (ACMW, ACE, ATUC and TFAMW) in the RPAC

meetings, as well as at the national level where the social partners and civil society have been consistently included in policy development activities.

- ✓ A number of experts from the ILO Decent Work Team (DWT) in Bangkok have been involved in TRIANGLE, including those on Labour Migration, Workers, Employers, Skills, Gender, Statistics, Labour Inspection, International Labour Standards, Social Protection and Communication, while also the ILO Headquarters in Geneva has provided support on a number of occasions.
- ✓ The normative impact of ILO's focus on international labour standards has enhanced the work on several migration related legal frameworks and ILO Conventions at the national level, such as in Cambodia the ministerial order (*'Prakas'*) and the road map for Convention 189 on Domestic Workers developed with support of ILO, IOM and UN Women, and the Royal Ordinance and gap analysis in Thailand.
- ✓ TRIANGLE has also leveraged complementary programs and resources, including partnering with other DFAT-supported initiatives, such as AAPTIP (focusing on investigation and prosecution and strengthening the capacity of labour officials in the prevention of trafficking) and since it closed in December 2018 also with its successor programme ASEAN-Australia Counter-Trafficking (AACT), and SHIFT/UNCDF (focusing on improving the remittance experience for migrant workers), as well as with EU funded initiatives in which the ILO was involved such as Ship to Shore (Combating Unacceptable Forms of Work in the Thai Fishing and Seafood Industry) and Safe and Fair (Realizing women migrant workers' rights and opportunities). Careful coordination is ongoing with such projects in which the ILO is also involved to avoid overlaps and duplication of efforts, and staff of ILO, IOM and UN Women are often on the advisory boards of each other's programs. The coordination activities between TRIANGLE and Safe and Fair, implemented by ILO and UN Women, is an example of potential synergy. In fact, 'Safe and Fair' benefited a lot from the work done by TRIANGLE, since it opened a lot of doors.
- ✓ Inter-agency collaboration has been important for certain activities (as we will see under Achievements in Section 3.3); it concerns in particular cooperation with UN Women, IOM, UNACT, and others.
- ✓ 'Private sector contributions' are a bit of an anomaly within the ILO discourse as there is already intense cooperation with employers' organisations within ILO's overarching tripartism. Administratively it is also difficult for the ILO to accept contributions from the private sector as such. This will be further taken up below when the Private Sector Engagement Strategy (PSES) is discussed in Section 3.5.

3.2 Validity of Intervention Design

3) Does the programme address the major causes of vulnerability and respond to the prevalent forms of exploitation among migrant workers in the ASEAN region? Are these clear from the theory of change (ToC)?

The programme clearly addresses the major causes of vulnerability, including:

- High costs, long duration, and complexity of navigating the regular channels for migration,
- Many ASEAN migrants resort to 'less legal' channels ending up precariously employed in destination countries.
- Exploitation and abuse occur because of inadequate protection of their labour rights during recruitment and employment.

- Women face additional challenges in accessing safe and legal migration opportunities, with the type of work available to them often paying less and affording fewer legal protections, and also face further restrictive policies in some countries.

These causes are clearly incorporated in the Intermediate Outcomes of the theory of change (ToC) evidenced by the trilogy of Protection, Development and Mobility (see Annex 5). In concrete terms TRIANGLE addresses, among many other things, the recruitment costs, the remittance costs (e.g. the SaverAsia portal; see Section 3.3), the complaint mechanisms through the network of the MRC's, the ethical side of recruitment through the work on the Code of Conduct with recruitment agencies, (il-)legal migration through training and information campaigns, and the additional challenges faced by women through the WEGES strategy.

The following finding of the Evaluability Assessment in November 2017 can thus be underscored by the present MTE:

The assessment found that the outcomes at impact, intermediate and immediate level meet the standards for clarity, achievability and alignment with development frameworks, with some room for improvement to clarity and achievability, based on a combined application of ILO, GAC and DFAT standards. The assessor has reservations about the achievability of some of the results as they are stated; and the ambitious scope of the programme as a whole warrants review and close monitoring. The Theory of Change (TOC) is found to be well-aligned to the global (ILO and UN), regional (ASEAN) and national priorities regarding improvement to labour migration governance... (EA 2017: 6).

The EA uses the results-based management evaluation criteria of ILO, DFAT and GAC to assess the clarity of the result statements.¹ The EA concludes that the presentation of the program logic in TRIANGLE's Inception Report and Theory of Change aligns with GAC, DFAT and ILO concepts of results-based management and terminology. In keeping with the DFAT and GAC guidelines, there are five levels in the TOC:

- i. Impact (or Goal or Ultimate Outcome).
- ii. Intermediate Outcomes (3)
- iii. Immediate Outcomes (12),
- iv. Outputs (42), and
- v. Activities (50).

Regarding the Immediate Outcomes, it needs to be mentioned that there is a separate one for the employers' organizations (IO 3.3), but none for the workers' organizations. This is in a sense remarkable because within ILO projects generally special attention is given to try to make the participation of both EO and WO equal. However, most of the ATUC work falls under IO 1.3 while several MRCs are run with trade unions which falls under IO 1.4, which mainly compensates for the lack of having its own IO. TRIANGLE and ATUC also signed an Implementation Agreement 2018-2020 in February 2018 with a budget of US\$ 171,500 agreeing to set up the ATUC Information System on Migrant Workers (ATIS) for submitting complaints to ATUC affiliates (which has been online since one month), to establish and strengthen a Youth and Women Committee within ATUC, to undertake capacity building of ATUC affiliates on migrant workers issues and to undertake public campaigns and research. Activities related to the AFML, as well as indeed those

¹ The GAC guidelines in particular offer specific guidelines on the formulation of result statements. It is noted that GAC guidelines on the definition of the levels of the results chain are more prescriptive than the DFAT guidelines, but the three sets of guidance are compatible in terms of the formulation of outcomes statements. Clear Horizon provided TRIANGLE in ASEAN with a comparison of the GAC and DFAT guidelines as part of their consultancy services to the programme through DFAT which was utilised by the EA (EA 2017: 7).

related to facilitate discussions between ACE and ATUC at the second dialogue on labour migration are separately funded and organized by TRIANGLE.

4) Is the scope of the interventions realistic given the time and resources available, including performance and results reporting, as per the Evaluability Assessments (EA) findings?

At this stage, there is no need to modify the overall design of the programme laid down in the Theory of Change (Annex 5), but some suggestions will be given below for changes of specific elements. The scope of the interventions detailed in the M&E Plan is clearly somewhat *over-ambitious* given the time and resources available, and this applies in particular to three components of TRIANGLE:

- 1) The large number of activities agreed upon in the ToC (i.e. 50) as indicated in the above.
- 2) The ambitious research programme which has already been somewhat downscaled in the past year but needs to be looked at further in order to prioritize and thus to have the option of skipping those research proposals with the lowest priorities.
- 3) The M&E Plan which is quite elaborate including a Performance Framework (PF) for the first five project years consisting of a 12-page table with quite detailed indicators, baselines and targets/milestones. This Plan needs to be streamlined and prioritized also following the specific progress made during 2018 (laid down in the Progress Report which is being written at present).

In the above we have already seen that the EA found that the scope of the programme as a whole is quite ambitious requiring close monitoring. TRIANGLE indeed has in principle *a strong M&E Component* with a solid M&E Plan and resources available for an international M&E expert. Although it is unfortunate that this position has been vacant for well over half a year now, it must be said that this problem was at least partly mitigated by the hiring of a national consultant. The five programme management tools listed in the M&E Plan are all developed, i.e. the ToC, the Performance Framework (PF), the Management Information System (MIS), the M&E Manual and the reporting schedule. The MIS is the internal monitoring tool, an excel spreadsheet that the programme staff use in-house to store all the monitoring data. The M&E Manual for programme staff and implementing partners was used as the basis for the M&E training conducted by the M&E/Research Officer in late 2017/early 2018.

The EA (2017) formulated *12 Recommendations* on the basis of its findings. These were addressed by the programme management and changes were included in particular in TRIANGLE's final Inception Report and in the Performance Framework (PF). The precise follow-up by the TRIANGLE programme has been assessed by the present MTE and is indicated for each of the 12 Recommendations in Annex 10, while the summary of MTE's findings is as follows:

- a. Action has been taken on eight of the 12 Recommendations, including especially:
 - o The M&E Expert conducted M&E training of NPCs and of staff of the implementing partners (including MRCs) in eight ASEAN countries (except Singapore and Brunei Darussalam) which has certainly improved M&E reporting. Follow-up continuous coaching remains important.
 - o Four indicators were removed, and one of them was replaced with a new one.
 - o A new section was included in TRIANGLE's Inception Report (in its Annex 1) describing the overall sequencing and prioritization of activities guiding the in itself satisfactory timebound planning for the delivery of outputs and key products through the national and regional work plans and the Product List.

- The M&E/Research Officer employed an intern for six months during 2018 to work with him on M&E.
- b. The Gender Action Plan is almost complete;
- c. Three recommendations were not further taken up for varying but clear considerations (not timely, not cost effective, or most outcomes have both regional and national activities).

On the whole therefore the inception report and the PF have improved because of the EA's recommendations.

An important recent development concerns the various measures proposed in the 'Proposal for Restructuring' (of October 2018) concerning the DFAT 10-year investment, which has been approved by DFAT in late 2018. This proposal was made to solve issues linked to the high staff cost to programme activities ratio and the exchange rate depreciation of the AUD against the US\$ (for example, the budget of the DFAT investment was thereby reduced with approximately US\$ 243,000 for the first *four* years from 2015 to 2018).² The proposed measures include especially:

1. Close the dedicated TRIANGLE offices in Malaysia and Viet Nam;
2. Enhance cost sharing with other ILO projects, especially with the EU-funded Safe & Fair project, with which there are common interests such as: (a) service delivery through MRCs; and (b) support to legal and policy reform. This is currently under discussion with the Safe & Fair project management;
3. Redistribution of funds from year 10 to years five to seven which have higher-intensive programming needs;
4. Reorganising international regional programme staff positions, by either fully phasing-out one position, or cost-sharing one position with another donor (as is currently done for the M&E position). The feasibility of the latter option depends of course on GAC approving a third phase of their programme after the closure of the ongoing investment in June 2020, or on the involvement of another donor.

These are very sensible measures although two of them (2 and 4) are still not definitive, and the decision of Canada on a subsequent investment may take some time since 2019 is an election year with national elections scheduled for October.

5) Are the indicators of the achievements clearly defined, describing the changes to be brought about?

The TRIANGLE in ASEAN programme has been complimented by various stakeholders on its solid *Knowledge Base* which was first developed, and only then, on the basis of that knowledge, were interventions and policies designed. This is considered by many as a Good Practice, and the EA (2017: 15), for example, concluded "...that the baseline studies fully meet requirements and are of exemplary quality." This knowledge base was developed along two lines with the implementation of two baseline methodologies:

1. A large-scale regional survey of 1,808 migrant workers and 36 tripartite stakeholders coordinated by a consultancy firm Rapid Asia, and published as "Risks and Rewards: Outcomes of labour migration in South-East Asia" in 2017, and
2. An internal Desk Review entitled 'Baseline of policy and practice in ASEAN' (November 2016) which analysed the adherence of regional and national policies and practices to

² See the Proposal for Restructuring of TRIANGLE to align with approved budget of DFAT (October 2018: 8).

international guidelines and principles on labour migration governance; it was undertaken by TRIANGLE's M&E/Research officer with support the Project Team.

The results of these studies have assisted with shaping the design of interventions by identifying key gaps in policies and practices to be addressed, as well as targeting and tailoring of activities by obtaining an understanding of differences in migration experiences by gender, country, sector, legal status and ethnicity. It also developed the Migration Outcomes Index as follows:

Impact studies are relatively rare in migration and counter-trafficking programmes, and TRIANGLE in ASEAN is to be commended for this effort to capture change through a mixed methodology approach and draw attribution conclusions. The Migration Outcomes Index comprises 8 sub-indicators which together are combined to produce a single score. The MOI includes an equal number of financial (income, tangible assets, savings and debt) and social (life skills development, skill level of work, unemployment and psychological, social or health problems) indicators to measure changes from before to after migration... (EA 2017: 16).

Therefore, the substantial cost to establish this baseline (in total almost US\$ 140,000, of which 30,000 was contributed by the IOM/PROMISE project) has been judged to be cost-effective in view of its impact on the programme. However, both a Midline survey (2020) and an Endline survey (2025) are planned, while only the midline one has been budgeted (US\$140,000 with expected cost-sharing with IOM). These surveys were agreed under the DFAT project before the decision about the merger was made, and GAC has never referred to making any decisions on possible future investments based on the findings of the mid-line survey. If this is still the case, it should be considered whether both the end- and midline surveys are really required considering the timing, the manpower requirements, the costs, etc.

Regarding the internal, qualitative Desk Review the EA (2017: 17) concluded that it provides a solid and useful account of the state of policies and legislation in each country. Due to the sensitivity of the information in the review it is intended to remain an internal document. A follow-up review was planned in Year 4 to enable any impact level changes to be described, however, this has not yet happened (although it was scheduled to be used by the present MTE); the reason that it did not happen is that the M&E Officer who undertook this review has left the project. It will become a priority again once the new M&E officer has been appointed.

The research agenda of TRIANGLE in ASEAN provides for several other studies of the situation of migrant workers in target countries, such as:

- Access to Justice for Migrant Workers in South-East Asia (2017);
- High rise, low pay; Experiences of migrant women in the Thai construction sector (2016);
- Worker, helper, auntie, maid? Working conditions and attitudes experienced by migrant domestic workers in Thailand and Malaysia (2016); and
- Protected or put in harm's way? Bans and restrictions on women's labour migration in ASEAN countries (2017).

Though these are not intended as baseline studies for comparative purposes they clearly enhanced the evidence base for the design of interventions.

In addition, at regional and national levels, the ILO conducted theory of change workshops to ensure that the programme was well aligned with the priorities of the tripartite-plus stakeholders and to ensure a robust level of ownership in the programme (cf. EA 2017: 11-12).

Overall, the current **33 indicators** in the Performance Framework (PF) are clearly defined and describe the changes to be brought about. The EA (2017: 12-15) also concluded that the overall

quality of the indicators is high and meets and exceeds the requirements for reliable and valid indicators. It found that the majority of the indicators are SMART, i.e. specific, measurable, attainable, relevant and trackable, given that the majority are simple quantitative measures, either numbers or percentages, and reflect variables for which data can readily be collected and which will remain comparable at subsequent intervals. The indicators provide for a comprehensive assessment of the results of the programme, and a sufficient number of indicators are included at the impact and intermediate outcomes levels enabling higher level changes brought about by the programme to be captured (which was a lesson learned from the GMS TRIANGLE predecessor project).³

Although there is a mix of quantitative and qualitative data, there is a tendency to rely on quantitative indicators in the PF, which are less sensitive and nuanced than qualitative indicators. Furthermore, the total number of indicators in the PF is quite large at 33, which implies a substantial effort on all staff concerned in terms of collecting, reporting and utilising the data which also need to be disaggregated by country, gender, sector, etc. In order to reduce this burden of data collection three quantitative indicators were already removed after the EA and one was replaced with a qualitative indicator. The present MTE has made several more detailed suggestions in Annex 11 on modifying indicators, in particular for Intermediate Outcome 3 as the EA indicated that these will require a more detailed review since the outputs and activities were still under development. In addition, the new M&E Expert will need to have a closer look at possibly further reducing the data collection burden by removing or simplifying some of these indicators. Overall, the collection of data by partners (including MRCs) seems feasible given the training they received, on the explicit condition that they can be provided with simple data collection forms and adequate follow-up training as well as continuous coaching.

In sum, the MTE concludes that the indicators are still valid and most of them are also necessary for measuring the outputs and outcomes, although the data collection burden should be reduced somewhat further.

3.3 Intervention Progress and Effectiveness


6) What amount of progress has been made in achieving the programme's twelve immediate outcomes identified in the ToC?

Overall the implementation of TRIANGLE in ASEAN is on the right track and is clearly contributing to the majority of the 12 Immediate Outcomes (see Annex 5). The programme has established its status as a trusted partner with key ASEAN actors, including ASEC, ACMW, ATUC, ACE and TFAMW, at the regional level, and with national tripartite constituents in the six countries of focus. In particular, TRIANGLE worked closely with the ASEAN Secretariat and Member States on supporting the AMCW Work Plan 2016-2020. The flagship regional activity in 2018 was the 11th ASEAN Forum on Migrant Labour (AFML) held in Singapore on the theme of "Digitalisation to Promote Decent Work for Migrant Workers in ASEAN". The programme has also made a name for itself as a knowledge leader in the region on labour migration through its solid research output. At the national level, major accomplishments were the impact on specific policies and practices through consultations and technical support and the maintaining of the MRC network providing direct services to migrant workers and their families.


³ The details of the comments of the EA on the indicators can be found in its Annex E (EA 2017: 48-51).

Looking more in detail at the various achievements, the annual report for 2017 includes robust empirical data on 31 key performance indicators and 13 qualitative case studies. For 2018 the report is not yet available but as much as possible data have been included in the below overview. In terms of sequencing, the programme has in particular been delivering on the first of the 3 Intermediate outcomes, i.e. 'Protection', but in the past year increasingly also on the second and third ones, 'Development' and 'Mobility'. This is in line with the phasing of the programme detailed in the Inception Report (in its Annex 1 on ToC). The activities and outputs undertaken are in majority delivering the 12 immediate outcomes, and the key achievements of 2017 and 2018 are discussed in detail in Table 1 below.

Table 1: The Main Achievements of TRIANGLE in ASEAN in 2017 and 2018 for each of the three Intermediate Outcomes and the three cross-cutting strategies.

Intermediate Outcome 1	Achievements in 2017 and 2018
<p>1.1 Gender equitable and rights-based <u>policies and legislation</u> for migrant workers are adopted.</p> 	<ul style="list-style-type: none"> • 7 policy and legislative <u>instruments</u> enacted or amended. • 10th <u>AFML</u> in Manila on Domestic Workers. • 11th <u>AFML</u> in Singapore on Digitalisation. • The publication of the <u>AFML Background Information Booklet</u> in 2018 (3rd edition). • This Booklet is based on a more extensive <u>biannual progress review background paper</u>, offering a substantive review of policy and practical interventions taken in the 10 ASEAN Member States to implement the AFML recommendations, and is entitled: "Implementation of recommendations from the 3rd to 10th AFMLs: Progress review background paper for the 11th AFML." This includes for example the recommendations adopted at the 10th and 11th AFML's (respectively 19 and 15, which brings the total number to no less than 149). • <u>Preparations for AFML's</u>: preparing a background paper (as mentioned above) and convening national preparatory workshops for the tripartite partners in 8 AMS as well as for NGOs through the TFAMW also in 8 AMS (ACMW 2; cf. Annex 9). Since these preparations concern a model for ASEAN Cooperation this has been included as a Good Practice in Section 5.2. • Review of the <u>ASEAN Consensus</u> against international frameworks on migration.
<p>1.2 Gender-responsive mechanisms are established to increase men and women migrant workers' access to <u>social protection</u></p>	<ul style="list-style-type: none"> • Study on <u>Social protection</u> for migrant workers in ASEAN launched on 18 December 2018. • Study on <u>portability</u> of social security for migrant workers across AMS (ACMW 7; cf. Annex 9)
<p>1.3 Regional and national <u>capacity</u> to implement labour migration policy and provide assistance to migrant workers is increased.</p>	<ul style="list-style-type: none"> • Adoption in mid 2018 and strengthening of <u>ATUC Youth and Women Committee Work Plan 2018-2020</u>. • The ATUC <u>Information System</u> on Migrant Workers (ATIS) also registering complaints is active since December 2018 including training to national focal points on how to compile the complaints from migrant workers. • Regional <u>CSO consultation</u> on the ASEAN Consensus. • 2,772 staff of government, employer, worker and CSOs <u>trained</u> to build their capacity on labour migration governance and safe migration practices. • 8th <u>Labour attaché consultation</u> in Malaysia.
<p>1.4 Service delivery by <u>migrant worker resource centres</u> is sustainable,</p>	<ul style="list-style-type: none"> • <u>In 2018 a total of 30,053 women and men migrant workers</u> (over half are women) were provided with

effective and gender-responsive.	<p>support services through a network of 35 MRCs (up from 25,933 and 33 in 2017).</p> <ul style="list-style-type: none"> This includes <u>complaints mechanisms</u>, which led to total awards of US\$ 1,026,250 in compensation for labour rights violations and workplace injuries (almost double the amount in 2017: US\$ 574,597). For the locations of the MRCs and the details of their implementing partners reference is made to Annex 12. The total number of MRC beneficiaries since the start of the programme in 2015 is now 130,285 (of which 49 % are women) and a total of US\$4,045,965 has been ordered in compensation. In 2018, 71% of MRCs are <u>co-funded</u> by national governments (up from 70% in 2017).
Intermediate Outcome 2	Achievements in 2017 and 2018
2.1 Gender-responsive policies on <u>return and reintegration</u> , and migration and development, are developed.	<ul style="list-style-type: none"> <u>Video</u> for the ASEAN public campaign on safe migration including gender specific issues (ACMW 11; cf. Annex 9) – Launched on 12 December 2018. The <u>Action Plan</u> for the National Employment Policy in Cambodia (2017-2019) was developed with inputs from ILO technical and gender-responsive comments and consultations in 2017, resulting in the inclusion of labour migration into the plan.
2.2 The <u>costs and fees</u> associated with labour migration and remittance services are monitored and reduced.	<ul style="list-style-type: none"> TRIANGLE contributed in several ways to the <u>SDGs</u>: <ul style="list-style-type: none"> Development of global methodology to track progress against <u>SDG indicator 10.7.1</u> on recruitment cost. KNOMAD study on <u>migration costs</u>. Launch data collection <u>pilots on SDG 10.7.1</u> in several AMS to help establish baselines; and Support AMS fulfil <u>SDG reporting requirements</u>. Interestingly, the <u>ATUC Youth and Women Committees Work Plan</u> includes one objective (out of four) on enhancing awareness of and engagement in <u>SDGs</u>. ASEAN+ study on law and practice on <u>recruitment costs</u>. 205 private recruitment agencies implemented compliance with <u>codes of conduct</u> on fair and ethical recruitment in Viet Nam (VAMAS Code of Conduct) and Myanmar (Myanmar Overseas Employment Agency Federation, MOEAF COC). <u>SaverAsia</u> remittance cost comparison portal launched on 29 October 2018. The above achievements illustrate well how costs and fees were monitored, while it is too early to tell whether costs and fees have actually been reduced as a result of TRIANGLE's work.
2.3 Service systems that enable migrant workers to better <u>manage</u> their resources, successfully <u>reintegrate</u> and obtain <u>support</u> are established.	<ul style="list-style-type: none"> <u>Financial literacy training</u> has started in Cambodia (and planned for 2 more countries in 2019). <u>Support services on return</u> are in part enabled through MRCs, and several well-established MRCs are supporting community groups/ peer networks of returned migrant workers (with a particular focus on women) to enhance their access to reintegration services.
2.4 The evidence base on <u>migrant workers' contribution</u> to regional and national development is enhanced.	<ul style="list-style-type: none"> <u>10 knowledge products</u> developed and disseminated. Several of these research products provide evidence that migrant workers are contributing to development, for example High Rise, Low Pay; Worker, Helper, Auntie, Maid; Risks and Rewards (including plus six country

	summaries); and Access to justice for migrant workers in South-East Asia. ⁴
Intermediate Outcome 3	Achievements in 2017 and 2018
3.1 Regional standards and systems for <u>recognition of the skills</u> of women and men migrant workers are developed and implemented.	<ul style="list-style-type: none"> 4th Regional <u>Skills</u> Technical Working Group (RSTWG) meeting, which identified three regional pilots for <u>MRS</u> implementation; TRIANGLE in ASEAN is supporting one of these pilots on bricklaying and masonry.
3.2 Regional and national <u>capacity to produce statistical data</u> and match supply and demand for migrant labour is improved.	<ul style="list-style-type: none"> 4th Technical Meetings of Focal Experts on <u>ILMS in ASEAN</u>. 5th and 6th rounds of data collection completed for the <u>ILMS database in ASEAN</u> (to be rolled out globally by ILOSTAT). Developing methodology to assess and forecast <u>demand and supply</u> for migrant workers. Pilot study in Thailand covering <u>care work</u>.
3.3 Capacities of regional <u>employers' organizations</u> and industry associations on labour mobility enhanced.	<ul style="list-style-type: none"> Continued collaboration between <u>ACE</u> and ILO to establish a regional <u>Employers' Resource Centre</u>; recently the Employers Confederation of the Philippines (ECOP) expressed its interest to host this centre! The arrival at <u>joint policy positions</u> of employers' organisations in AMS is an achievement in itself as it was difficult to bring them together on migration issues. The <u>social dialogue</u> on migration issues between ACE and ATUC is about to be revived (scheduled for March/April 2019).
3.4 Regional, bilateral and national <u>policies on labour mobility</u> are more efficient, inclusive and gender-responsive.	<ul style="list-style-type: none"> Some advocacy work is ongoing (including the pilot of sending Cambodian domestic workers to Malaysia given that this was subject to a ban from 2011-2016).
Cross-cutting strategies	Achievements in 2017 and 2018
WEGES: % of the annual programme activity budget that is spent on women's empowerment	<ul style="list-style-type: none"> 25% of the programme's activity budget is spent on activities which <u>explicitly benefit women</u>, and most of the remaining 75% promote gender equality
PSES: Significance of changes made by private sector enterprises to comply with codes of conduct.	<ul style="list-style-type: none"> Not applicable (MSC workshop in year 5).
CAVS: # of persons reached with programme research and communication materials	<p>The aggregated figures for year 3 of the project are as follows (between brackets the data for year 2):</p> <ul style="list-style-type: none"> IEC distributed: 419,326 (150,000) TRIANGLE page visitors: 14,538 (5,000) Facebook campaigns: 13,630 (11,500) Newsletter subscribers: 1,307 (1,200) Research report views/downloads/distribution: 32,411 (4,000) YouTube views: 6,624 (3,000) Twitter: 165 (300) Partner digital media: 9,119 Total: 497,120 (185,500)
 <p>The image shows the SaverAsia logo at the top, with the tagline 'Saving you time Saving you money Saving for your future'. Below the logo, it says 'A free and easy website to help you:' followed by a list of services: 'Compare costs and services across the world money transfer', 'Find hidden financial services near you', and 'Connect with local support organisations'. There is a screenshot of the mobile app interface showing a search bar, a 'Select the countries' dropdown menu, an 'Enter the amount' input field, and a 'Compare and find the best deal' button. At the bottom, the website URL 'www.saverasia.com' is displayed along with various partner logos including Citic, SaverAsia, and others.</p>	

⁴ For more details see: https://www.ilo.org/asia/publications/WCMS_618219/lang--en/index.htm

Overall, the project has made impressive achievements and progress, and therefore, it can be predicted that the project is expected to deliver largely on its planned immediate and intermediate outcomes by the end of 2020.

7) To what extent are tripartite constituents and other key stakeholders (civil society, private sector, and related development projects e.g. PROMISE, SHIFT, AAPTIP, UN-ACT, etc.) satisfied with and/or using the outputs produced, and how the partnerships/relationships lead to effective cooperation in programme implementation?

Generally, the stakeholders interviewed during the MTE, both at regional and at national level (i.e. Cambodia and Thailand), were very satisfied with the outputs produced by the programme, and all are anticipating TRIANGLE to continue in the coming years.

For example, the chair of the ACMW in 2018 was Singapore, and they informed the MTE that

“... Singapore is grateful for the programme’s continued support for the annual ASEAN Forum on Migrant Labour (AFML), which focuses on addressing key issues affecting the welfare of migrant workers in ASEAN, such as the promotion of decent work for migrant workers. In Singapore’s experience as host of the 11th AFML, Singapore enjoyed a good partnership with the TRIANGLE in ASEAN programme managers in the lead up to the AFML. As a co-organiser, the ILO expended its resources well, to support Singapore in ensuring the timely and effective organisation of the 11th AFML. This included providing inputs to the draft theme/agenda and assisting in nominating the most relevant employers and workers organisations to ensure rich and useful discussions. Singapore is also thankful for the programme’s financial support towards the AFML, to facilitate the participation of said employers and workers organisations.

More importantly, Singapore appreciates the programme staff’s flexibility in accommodating Singapore’s proposed amendments to the format of the 11th AFML, including consolidating the national level recommendations prior to the AFML. Singapore also appreciates the valuable and well-considered input from the programme staff during the drafting of the 11th AFML’s recommendations, which serves as a good platform to highlight the commitments made by AMS in furthering the well-being of ASEAN’s migrant workers.

Singapore hopes for a continued partnership between the programme and AMS on areas of mutual interest.”

At the same time, there is a perceived need to step up support to a few stakeholders:

1. The financial support for the ACMW Work Plan 2016-2020 could be enhanced in order to make sure key activities are completed before the end of this Work Plan; Currently financial support of TRIANGLE to selected projects of ACMW are in modest amounts which are insufficient for the projects to be completed. The coordinating countries and ASEC are therefore exploring additional supports from other partners which require time and delay the implementation. In the meantime, contacts between TRIANGLE and ASEC have already resulted in enhanced commitments regarding proposals from the coordinating countries that are in line with TRIANGLE priorities, and these are detailed in Annex 9.
2. Support to the national social partners, Employers’ and Workers’ Organizations, requires additional attention in the coming years as in future they would like to be involved in more activities of the programme; this may also involve enhanced engagement from and with the DWT experts on employers and workers in the Bangkok regional office, although the direct contacts between the trade unions and the project team (as occurred in the predecessor ATP project) is also much valued.

Many of the outputs or achievements are indeed being used by stakeholders, and there is sufficient evidence to show that this applies to the policy and legislative instruments enacted or amended, the institutionalisation of the AFML and its preparatory process, the services of the MRCs, the capacity building activities, the research/knowledge products, the recently launched SaverAsia portal, the analysis and civil society consultations on the ASEAN Consensus, the technical work on SDG Indicator 10.7.1 and the ILSM database in ASEAN. Some other activities are promising but were only recently established, such as the ATUC Youth and Women Committee Work plan, ATUC's Information System on Migrant Workers (ATIS), the Employers' Resource Centre (very recently ECOP decided to host this centre) and the dialogue between ACE and ATUC. The data on the numbers of persons reached in the last row of Table 1 provide additional evidence of the use by target groups of TRIANGLE's outputs.

Many of the partnerships have indeed led to effective cooperation in programme implementation, such as the relationship with the ASEAN Secretariat and the ACMW, the ATUC Youth and Women Committee Work Plan, ACE's Employers Resource Centre, the work with the private recruitment agencies and national platforms (for example ACRA in Cambodia, MOEAF in Myanmar and VAMAS in Viet Nam), and the relationship with the TFAMW. At the national level, the existing strong relations between the ILO and the tripartite partners has been deepened and extended to issues of labour migration.

8) What key challenges have detracted from the effectiveness of the programme activities?

Several challenges have been faced by the programme that affected the effectiveness of its activities, in particular:

- 1) The departure of the M&E officer in July 2018, and the long time it takes to replace him (decision to advertise position, solid ILO procedures, etc.).
- 2) The low capacity to work on labour migration and to fulfil ILO reporting and financial requirements among some of the implementing partners, including national trade unions.
- 3) Due to the complex nature of the programme, and the large number of stakeholders at national and regional level, all requests for support cannot be met and need to be prioritised.
- 4) Labour migration issues are not at the top of the agenda of employers' organisations, and ways should be explored to enhance their engagement. As a result, exchanges with and the engagement of the employers' experts in ROAP have not always been optimal.

3.4 Efficiency of Resource Use

9) Has the allocation of resources been optimal for achieving the programme's outcomes (financial, human, institutional, technical, etc.)? Are the staffing structures and resourcing of activities (noting national/regional and policy/service delivery at minimum) contributing to quality performance and impact?

In general, the allocation of resources (financial, human, institutional, technical, etc.) has been sufficient although, as we saw in the above, the programme's activities may be somewhat over-ambitious considering the time and resources available. The total expenditures over the years concerning the DFAT and GAC investments has been indicated in Table 2 (figures for 2018 are provisional). The table shows that the total expenditures amount to over US\$ 7.2 million of which the majority (three-quarters) comes from DFAT because the spending on the GAC component

started only in 2017 but then quickly picked up pace in 2018. Expenditures on the DFAT component are quite evenly distributed over the three periods (2015-2016, 2017 and 2018).

Table 2: TRIANGLE in ASEAN Expenditures over the years 2015-2018 by DFAT and GAC in percentages (actual expenditures for 2015-16 & 2017, but provisional for 2018).

Expenditure in US\$	Column Percentages			Row-Percentages		
	DFAT	GAC	Total	DFAT	GAC	Total
2015 - 2016	35,0%	0,0%	26,8%	100,0%	0,0%	100,0%
2017	33,6%	27,5%	32,2%	80,0%	20,0%	100,0%
2018	31,4%	72,5%	41,0%	58,8%	41,2%	100,0%
Total (%)	100,0%	100,0%	100,0%	76,7%	23,3%	100,0%
Total (US\$)	5,586,928	1,698,394	7,285,322	5,586,928	1,698,394	7,285,322

Expenditures by budget categories are indicated in Table 3 below for the same periods. This shows that the largest category for both donors is 'international professional staff', whereby it is over 46% for the GAC component and 25% in the case of DFAT. On an aggregate level, the largest expenditures are made for the Project Team (the first three categories in the table) amounting to about 47% of the total expenditures (about the same for GAC and DFAT, respectively 50% and 46%). In fact, the staff costs for 2018 have been affected downwards somewhat by the fact that the international M&E specialist has left already in July 2018 and has not yet been replaced. The second largest category is for project activities (subcontracts and seminars, etc.) amounting to a solid 29%. The major difference between the GAC and DFAT components concern the expenditures within the project team related to the fact that national level work is done exclusively with DFAT funding, and therefore expenditures on national professional staff and local support staff are much higher (22%, versus 4% in the case of GAC funding). In contrast, the GAC component which focuses only on the regional component shows much higher expenditures for international professional staff. Other differences concern the larger percentage on subcontracts in the case of DFAT, compensated partly by a higher percentage of expenditures on the GAC side on seminars, etc.

Table 3: TRIANGLE in ASEAN Expenditures over the years 2015-2018 by budget category in percentages (actual expenditures for 2015-16 & 2017, but provisional for 2018).

Provisional Total Expenditures 2015 - 2018			
Budget Categories	DFAT	GAC	DFAT+GAC
International Professional Staff	24,8%	46,4%	29,8%
National Professional Staff	13,5%	0,0%	10,3%
Local Support Staff	8,1%	3,8%	7,1%
International & National Consultants	5,3%	8,8%	6,1%
Subcontracts	19,7%	11,2%	17,8%
Seminars, Training, Grants	10,2%	13,4%	10,9%
Operating, Communication, Travel	6,5%	4,3%	6,0%
Furniture/Equipment	0,4%	0,5%	0,4%
ILO Overhead	11,5%	11,5%	11,5%
TOTAL	100,0%	100,0%	100,0%
Total Provisional Expenditure (in US\$)	5.586.928	1.698.394	7.285.322
Total Estimated Budget (in US\$ *)	15.330.305	4.221.029	19.551.334
% of Estimated Budget spent already	36,4%	40,2%	37,3%
Tentative Balance to be spent **)	9.743.377	2.522.635	12.266.012

*) Based on the 2 Project Design Documents, but due to exchange rate depreciations these amounts are actually lower.

**) Period is for DFAT 2019-2025, and for GAC 2019-2020; Actual amounts depend on currency exchange rates.

Table 3 also includes the total budget estimated in US\$ terms for DFAT (2015-2025) and GAC (2017-2020). Comprehensive data on the exact amounts in US\$ are not yet available depending on the (past and future) currency exchange rates (as we have already seen in Section 3.2 the totals are likely to be lower). Importantly, the expenditure rate seems quite at par with the time elapsed since it concerns over 36% after four out of the total ten years for the DFAT investment, and 40% after two out of the total four years for the GAC investment. Considering that the estimated budget in US\$ is likely to be lower, expenditures rates are in fact somewhat higher. Lastly, the tentative balance for the coming years given in the last row of the table is, therefore, also an estimation (likely to be lower than given here).

The payments from the donors to the ILO have been determined in the contracts and are being made precisely according to schedule by both donors which is a good practice supporting the proper planning of project expenditures. In the case of DFAT, payments concern AUD two million in each project year (2015-2018) amounting to about US\$ 5.8 million, of which almost 97% has been spent until the end of December 2018. Because of the recently agreed redistribution of funds, in mid 2019 an amount of AUD 2.3 million is expected, and therefore TRIANGLE in ASEAN has a budget for 2019 of about US\$ 1.8 million (including the left-over balance from 2018). In the case of the GAC component, two payments have been made (in 2017 and in 2018) amounting to a total of about US\$ 2.5 million, of which 69% has been spent until the end of December 2018. This substantial difference in spending can be explained by the fact that activities in the DFAT component were already planned from 2015 onwards while those in the GAC component started only in the course of 2017; in addition, all country level work is funded by DFAT (in six countries), while the regional work is jointly funded by DFAT and GAC, and the relatively large international staff team is also jointly funded (see Section 3.5).

Since there are 50 activities in the ToC, it is difficult for a one-person evaluation team to assess expenditures for each one of them, but the overall impression received from the above analysis and from the stakeholders' interviews is that the allocation of resources has been sufficiently optimal for achieving the programme's outcomes. In addition, cost efficiency has also been enhanced by several means:

- ✓ The program has sought opportunities for a number of ways of collaboration and cost-sharing, as we have seen in Section 3.1.
- ✓ The GAC and DFAT investments leverage each other's resources to increase value for money (see for details below under section 3.5).
- ✓ In addition, TRIANGLE utilises established ILO Country Offices to deliver added efficiencies. National Programme Coordinators are encouraged to consider cost-saving methods of delivering program activities, for example, using venues owned by partners rather than hotels.

The ILO has thus demonstrated the efficient use of resources, and budget management processes are also assessed as cost efficient: All event and intervention budgets are analysed by the responsible technical officer before approval by the Senior Programme Manager and, subsequently, progress through the rigorous internal ILO budget checks. ILO is closely monitoring expenditures to ensure that any potential over-commitment on activity costs are avoided, and that early discussions can be held with both donors regarding any kind of potential reprioritising of activities or priority countries.

The ratio of the resources spent on staffing structures (47%) and activities (29%) seems a bit unbalanced considering other ILO projects of similar size, but this can to a large extent be attributed to the *structure* of TRIANGLE in ASEAN aiming to target both regional cooperation through the regional ASEAN work, as well as national level service delivery and policy changes/advice. Hence, sufficient international staffing is required at the regional level as well as sufficient national staffing in the six countries involved. As such, one can conclude that the staffing structures and resourcing of activities are definitely contributing to quality performance and impact (see further on impact in Section 3.6).

10) Have the programme activities been completed on-time/according to logical phasing and sequencing anticipated by the project document? If not, what are the factors that hinder timely delivery and what are the counter measures taken to address this issue?

Following the EA's Recommendation, a new section was added to TRIANGLE's final Inception Report in its Annex 1 (p.3-5) on sequencing and prioritization of activities. In broad terms, the sequencing focuses on the simultaneous introduction of activities on Protection, Development and Mobility *at the Regional Level*, while *at the National Level* priority will initially be given to work on Protection (continuing from the work done in the predecessor project, GMS TRIANGLE), gradually introducing activities on Development and Mobility as the learning curve at the regional level starts to trickle down depending also on the countries' readiness and demand for such programming. This seems a logical and useful sequencing and prioritization and is flexible enough to make adjustments to changing circumstances and country priorities. As already discussed in Section 3.3, much more achievements have been undertaken under Protection (Intermediate Outcome 1) than under the other two outcomes. The question whether the individual programme activities have been completed on-time and according to the programme's phasing is difficult to assess for all the 50 activities specified in the ToC (especially without having the disposal of the 2018 Progress Report), but broadly speaking, the activities have been completed on-time and according to the logical phasing and sequencing outlined by TRIANGLE's Inception Report.

In the above some challenges have already been identified (Section 3.3) and some of them have affected timely delivery somewhat. Other delays are as follows:

- The regional Enterprise Resource Centre (under IO 3.3) expected to be operational providing private sector firms with advisory services has not yet started because no Employers' Organisation was ready to host it; however, recently (at the RPAC meeting in January 2019) the Employers' Confederation of the Philippines (ECOP) agreed to be the host, and it is expected to be on the agenda for the annual ACE Board Meeting in early April 2019.
- Delay in the design of the WEGES Action Plan following the recommendation by the EA in November 2017; it is now expected to be ready by February 2019 as an attachment to the Annual Progress Report 2018.
- There are several other very specific delays in some research activities (e.g. Thailand agriculture research) which have been mitigated by engaging independent experts.

11) To what degree are different activities cost effective and/or delivering impact?

As already indicated under Evaluation Question 9 in the above, the somewhat unbalanced ratio of the resources spent on staffing structures (47%) and activities (29%) can to a large extent be attributed to the structure of TRIANGLE in ASEAN with its regional and national level components as well as to the relatively high level of technical assistance provided by the programme. It was assessed that sufficient international staffing is required at the regional level as well as sufficient

national staffing in the six countries involved, and thus that the overall division of resources in the programme is cost effective and clearly represents value for money. Within the limited framework of the present MTE, it is impossible to assess whether each and every one of the 50 activities has been *delivering impact* (see also under Evaluation Question 9), but impact orientation is the subject of Section 3.6.

3.5 Effectiveness of Management Arrangements

12) What should the international and national management of the programme look like in the future?

Under the current funding set-up, i.e. DFAT funds until 2025 and GAC until 2020, there is *insufficient* funding to maintain the current staffing model as it has been detailed in Annex 6 and summarized in column 1 of Table 4 below. If GAC would decide to fund another phase of for example 2021-2025, and/or if another donor would decide to fund part of TRIANGLE's programme elements, then it might be possible depending on their specific allocation of funding to staffing. Therefore, in the meantime, proposals have to be made in case additional funding does not materialize, and this has already been done by the programme by means of the Proposal for Restructuring (discussed in detail in the above in Section 3.2). Another option mentioned there is the phasing out of one of the regional positions as a pro-active measure, and this should take into account the revised division of the various tasks of staff members following the restructuring proposal as well as the proposed changes by the present MTE (see Table 4).

Table 4: TRIANGLE in ASEAN staffing set-up with task division, and the changes thereof proposed by the present MTE.

Staff	Main Tasks	Back-stopping	Proposed Changes
Senior Programme Manager	Overall management, oversight and coordination, some regional activities	Myanmar and Thailand	<u>Add:</u> Backstopping ASEAN level activities, including dedicated visits to ASEC & GAC in Jakarta. <u>Leave out:</u> 'some regional activities'. <u>Consider taking out</u> backstopping for 1 of 2 countries.
Senior Technical Officer	Support for legal reviews, and PSES focal point	Cambodia Lao PDR and Viet Nam	<u>Add:</u> 'some regional activities' (cf. above; divide with other Senior Technical Officer). <u>Add:</u> Backstopping on WEGES.
Senior Technical Officer	Backstopping ASEAN level activities.	Malaysia	<u>Change main task to:</u> Focal Point for ASEAN level activities. <u>Add:</u> 'some regional activities' (see above).
Technical Officer (Research and M&E)	Monitoring and evaluation and Research	Focal point for risk management	<u>Needs to be hired a.s.a.p.!</u> <u>Change to</u> M&E Expert only. <u>Move</u> Research to 'Backstopping', or divide research tasks with other international staff. <u>Renew</u> attention for Coaching of national partners on M&E issues.
Technical Officer (ASEAN Liaison): (based at ILO Country Office in Jakarta).	ASEAN level activities & liaison with ASEC	Focal point for WEGES	<u>Move</u> to Bangkok (to enhance synergy with the team in ROAP). <u>Change main task into</u> Focal point for WEGES.

		<u>Change</u> ASEAN level activities to Backstopping. <u>Add:</u> Backstopping for Thailand or Myanmar.
Technical Officer (Communications and Advocacy):	Communication and campaign activities / CAVS	No change.
Six National Programme Coordinators (NPC): (based in six priority ASEAN countries)	Implementation of national level activities in their respective countries	<u>Reduce</u> from 6 to 4 NPCs (close country offices in Malaysia and Viet Nam).
Nine Administration and Finance Assistants: (3 based at ROAP and 6 in the six priority countries).	Administrative and financial management support	<u>Reduce</u> from 6 to 4 Administration and Finance assistants in priority countries (close country offices in Malaysia and Viet Nam effective from 1 February and 1 January 2019 respectively).

As the overall management of the programme beyond the Project Team is embedded in the regular ILO structures which are working well there is no need for changes there. This concerns the ILO Deputy Regional Director who is responsible for the programme, the Director of the DWT in Bangkok and of the Country Office for Thailand, Cambodia and Lao PDR who is backstopping the programme, and the Regional Migration Specialist in ROAP who is the lead expert for the programme.

13) How do the national and regional staff and management arrangements support fluidity between the top-down and bottom-up initiatives in the ASEAN structure, and has the move into a joint management structure under the programme approach been effective?

The management of the top-down and bottom-up initiatives in the ASEAN structure has been approached through the assignment of international focal points for the six countries from within the management team in Bangkok cooperating closely with the country teams, and this seems generally to have worked effectively. In addition, the *link* between the national and the regional level activities has worked out well in a number of areas, such as:

- The national *preparatory* meetings organised in advance of the yearly AFML for the tripartite-plus partners in eight ASEAN countries has made sure that the delegates are well-prepared for the plenary meetings.
- Follow-up meetings *after* the AFML with the same national tripartite partners was only done in Cambodia for the last few years. CSOs sometimes conduct such meetings, but not in a structured way. It further enhances the fluidity of the top-down and bottom-up initiatives.
- The *regional* meetings for the International Labour Migration Statistics (ILMS) identified the different *national* needs.
- The forthcoming ACMW meeting on Return and Reintegration will be used to inform future programming under TRIANGLE in the area of reintegration.
- The Annual Progress Report of 2017 links no less than 13 Case Studies to the wider issues involved, both at national and at regional level.

Furthermore, the program has an effective *governance framework* which provides strategic guidance at regional and national levels through the Regional Program Advisory Committee

(RPAC), and the National Program Advisory Committees (PAC's) in each of the six priority countries. Regional work is aligned with ACMW priorities and work plans, while national plans are aligned with partner government systems. The RPAC meets once a year as a back-to-back meeting with the annual AFML, since it reduces costs and offers an opportunity to consider how AFML recommendations can be reflected in the work plans of TRIANGLE in ASEAN. However, from different stakeholders it has become clear to the MTE that this is not an ideal situation; firstly, it comes more as an afterthought after the AFML, and secondly the time allotted to it has been considered insufficient. In addition, the MTE's assessment is that convening an RPAC meeting *once a year* is not sufficient considering the current crucial phase of TRIANGLE whereby decisions on funding investments have to be made, proposals for restructuring implemented and alignment to the new ASEAN Consensus Action Plan has to be guaranteed. Therefore, it is recommended to have another separate RPAC meeting in June 2019. It can subsequently be decided if another get together is useful attached to the 2019 AFML in the latter part of the year.

At the country level, TRIANGLE in ASEAN arranges annual Programme Advisory Committee (PAC) meetings in each of the six target countries to review progress, provide guidance on the implementation of country-specific activities and endorse annual work plans. The PAC meetings are scheduled during January-March each year so that country level activities can be informed by regional plans and priorities established at the RPAC meeting attached to the AFML. The MTE, having witnessed one such PAC meeting, assesses this structure and timeline as sufficient.

In addition, the programme can also convene a Sub-regional Advisory Committee on Migration and Anti-Trafficking (SURAC) as and when needed. SURAC was established during previous phases of TRIANGLE in ASEAN and is supplementary to the RPAC: It has broader participation, including tripartite constituents from each of the six targeted countries as well as civil society representation. It is held on an ad-hoc basis when the need arises, such as to support programme evaluations or make critical strategic decisions. However, in the period 2015- 2018 no SURAC meeting has been convened because the convening of PACs and RPACs have been sufficient to cover TRIANGLE's consultation needs so far. The stakeholder workshop on 23 January 2019, where the preliminary findings of the present MTE were presented, was an RPAC meeting since it focuses more on the regional aspects; in addition, getting all the members of the SURAC together is a giant operation which is only useful if it can be attached to the annual AFML meeting.

The move into a joint management structure under the programme approach, though having led to delays in certain programme elements during 2017, has now been implemented effectively, and, in fact, the GAC and DFAT investments have leveraged each other's resources to increase value for money and it is ensuring a harmonised approach to support safe and fair labour migration. The co-funding arrangement between DFAT and GAC is, in fact, enabling efficiency through:

- a. consolidation of management structures,
- b. increased specialisation of staff,
- c. harmonization of activities, and
- d. streamlined administrative and reporting functions.

14) Have the cross-cutting strategies – communications, private sector and gender - been effective in (a) raising the profile of the programme within the ASEAN region and (b) contributing to achieving the desired outcomes, e.g. policy influence?

The implementation of the three cross-cutting strategies – the women’s empowerment and gender equality strategy (WEGES), the communication, advocacy and visibility strategy (CAVS), and the private sector engagement strategy (PSES) - have benefitted from dedicated staff to deliver in these strategic areas, meaning that a different international staff member has been responsible for each of these strategies (see Table 4 in the above for the present situation and the changes proposed by the current MTE). All three strategies are linked clearly to the M&E Plan and to the Activities identified in the Theory of Change.

The findings of the MTE on the three cross-cutting strategies are discussed in the following paragraphs. Firstly, the **WEGES** cross-cutting strategy with its twin-track strategy has achieved a number of successes in mainstreaming gender equality and in enhancing specific cases of women’s empowerment (see Section 3.7). The EA (2017: v) also found that “...the M&E system includes sufficient gender analysis of the results to capture differential outcomes for women and men. The WEGES strategy is thorough and based on feminist principles but is ambitious and on the whole more strategic than concrete. It requires a more concise summary and specific action planning to ensure that it can be both readily understood and implemented by national coordinators and partners and more amenable to evaluation.”

WEGES has the potential to become more effective but has suffered somewhat from a delay in getting the Action Plan completed which was the subject of a recommendation by the EA in November 2017; it is now expected to be attached to TRIANGLE’s Annual Progress Report 2018. The WEGES strategy acknowledges that it is essential for all migrant workers, regardless of gender, to be provided with equitable migration and decent work options, and it works towards the protection of women who are denied opportunities due to vulnerability, exploitation and abuse. For example, TRIANGLE had maintained an advocacy focus on (predominantly women) domestic worker rights during 2017, including through the 10th AFML, which resulted in the adoption of strong recommendations that recognise domestic workers as workers in ASEAN - a significant regional outcome. This is in line with ASEAN Mission’s Equality and Inclusion Strategy, as well as with the commitment of DFAT and GAC to support an inclusive ASEAN community. The specific elements of the strategy and the achievements regarding gender equality and women’s empowerment are discussed in detail in Section 3.7.

The **CAVS** cross-cutting strategy has two objectives;

- 1) Influence attitudes and instigate change (advocacy and awareness raising); and
- 2) Increase visibility (internal and external visibility and donor recognition).

This strategy has clearly been effective in raising the profile of the programme within the ASEAN region as we have seen in Section 3.3 under the achievements. However, CAVS needs to streamline several important visibility and procedural issues. Firstly, the extent of the distribution of especially the Quarterly Briefing Notes (QBN) needs to be reviewed as a few national stakeholders (Trade Union and NGO) indicated not to receive project progress documentation. Secondly, donor recognition and timely information on workshops and potential publications to provide feedback are areas which at all times continue to require sustained attention from all staff members in the Project Team. Thirdly, TRIANGLE will need to work closely with DFAT and GAC to continue to provide communication products focused on outcomes and highlighting the aid programs of Australia and Canada and address both countries foreign policy priorities, in particular, simple language messages communicating what the donor countries are in fact doing to help poor women and men migrant workers, and this could be in the form of a one-pager leaflet and/or targeted videos for the donor countries’ general public; this could include for example

positive stories of individual beneficiaries of services under the programme. Thereby the constructive work TRIANGLE is doing to help poor migrant workers can be considered as a positive counterweight versus the more restrictive programmes on trafficking in persons.

TRIANGLE itself has also been working on related ideas on how to package all the various work streams of the programme in a creative way that is easy to understand for the general public. These ideas include a TRIANGLE multimedia feature page including videos and/or similar pages dedicated to the MRCs and SaverAsia (for example, with a donor representative included as a voice). Concerning SaverAsia, having been launched recently, the portal has not yet been translated to all the relevant languages, and currently therefore most users originate from Australia followed at a distance by Myanmar. Training by the Technical Officer (Communication) on CAVS issues for example of staff of MRCs is required but the travel budget for the CAVS strategy is not sufficient for that; it needs to be investigated if this budget requires an increase, or if training can be done through skype, by coaching, or by adding it to other trainings (e.g. on financial literacy). There are more ideas which still need to be discussed with the donors, such as a regular feed of human stories for social media use or data packaged for their audience.

In addition to the visibility guidelines of the donors, there are also ILO guidelines to consider. For example, ILO requires logos of donors to be on the back cover of research products, but TRIANGLE has acquired exemption of this rule since June 2018 and is since then placing the donor logos on the front covers. The increasing emphasis of donors on visibility begs the question whether the ILO HQ should not reconsider their style guide rules.

The **PSES** cross-cutting strategy has no less than five objectives:

1. To improve business efficiency through better *matching* the timely *supply* of men and women migrant workers with industry *demand*;
2. To have the private sector initiate private sector-driven mechanisms for *oversight of labour migration practices* in key supply chains;
3. For the private sector to *better prepare migrant workers* for the migration experience,
4. To equip workers it engages with verifiable labour market *skills* or basic capacities for economic independence and entrepreneurship when *returning* to origin countries; and
5. To have the role of the private sector in labour migration *viewed positively* by ASEAN civil society.

For implementation the PSES has distinguished two types of activities, i.e. Outreach and Oversight. To be sure, private sector engagement is not a new facet for the ILO, as it has a long experience of engagement with employers and employers' organisations in fact celebrating its Centenary this year.

In terms of activities, the PSES focused in 2017 at the regional level on remittance costs comparisons and especially the SaverAsia portal which was launched in late 2018; another activity, establishing an Enterprise Resource Centre (ERC) was delayed as none of the ACE members came forward to host it (as indicated before, ECOP has recently confirmed their willingness to do this). At the national level, activities are focused on drafting and updating Codes of Conduct (Cambodia and Viet Nam) and on translation of the Malaysian Fair Recruitment Guidelines in Khmer, Thai, Vietnamese and Lao languages. In addition, recruitment agencies have been provided with the tools to deliver quality pre-departure training for migrant workers in all countries of origin in the TRIANGLE programme. One important result in the area of policy development was the Royal Ordinance concerning the Management of Migrant Workers released by the Royal Thai Government in May 2017 that reflects several key provisions in line with ILO standards and guidelines, including importantly the 'zero fee principle', an important standard

within the ILO Private Employment Agencies Convention 1997 (No. 181). TRIANGLE emphasises engagement with recruitment agencies and employers who support progress towards the 'employer pays' model.

The three cross-cutting strategies are in a way an additional level compared to the M&E Plan and the ToC but are clearly linked to both frameworks. By having such separate strategies additional attention is dedicated to the three topics, and in that sense, they have shown to be important; WEGES is clearly contributing to achieving the desired outcomes in terms of gender mainstreaming and its focus on women's empowerment, while CAVS has clearly proven to be effective in raising the profile of the programme within the ASEAN region. The PSES has achieved some incidental results but many of its planned activities are on the verge of taking off (such as for example the Enterprise Resource Centre).

15) Has the monitoring and evaluation system supported results-based and adaptive management of the programme as well as the decision making related to gender and vulnerable groups including people with disabilities, ethnic minorities and children and young people?

The Monitoring and Evaluation (M&E) system has certainly supported adaptive management of the programme as, significantly, this system formed the basis to substantiate the October 2018 Proposal for Restructuring of the DFAT investment for the coming years.

The M&E system has also supported the decision making related to gender and vulnerable groups in the following ways. The beneficiaries of TRIANGLE in ASEAN are women and men migrants and potential migrants, with a particular focus on those who are more vulnerable because of certain factors, including gender, ethnicity, age, etc. *Gender equality* and women's empowerment is a cross cutting theme of the investment and a special strategy (WEGES) has been designed and is being implemented as well as adjusted based on changing circumstances and a dynamic M&E system.

The special needs of *People with Disabilities* have been considered in the investment, including for example considerations of their access to Migrant Worker Resource Centres (MRC). The ILO recognises that addressing disability inclusiveness is a key facet of DFAT's aid policy and programs and also GAC pays explicit attention to this. Generally, the number of people with disabilities among the migrant worker population itself is inherently low given the employers' preference in filling labour intensive jobs with workers of standardised 'good' medical and psychological health, and there is a requirement to pass a medical examination before leaving countries of origin. As such, the scope to address disability is relatively limited. The most relevant areas for the programme's engagement in disability is when it concerns work place accidents leading to physical disability and/or mental illness (often triggered by exploitative conditions), or where migration is a tool to address reduced family income as a result of disability. TRIANGLE addresses these issues by:

- a. advocating for legislative change so that social security frameworks, in particular work place accident compensation, will be extended to all migrant workers, and that such schemes are made portable; and
- b. support MRC services to ensure that migrant workers, who have been subjected to exploitation and abuse, have access to legal support and receive appropriate compensation as well as return and reintegration support in line with national legislation and commitments to international standards (see for example "Case study 6: Successful

resolution of a cross-border worker's compensation case." in the Annual Progress Report 2017).

TRIANGLE will need to consider how to enhance disability-inclusion, and one of the more promising ways is to pro-actively engage *disabled people's organisations*.

In the design of the program, consultations were held with a large number of stakeholders including *Ethnic Minorities*. Currently, specific services for ethnic minority groups are limited within ASEAN. Due to the lack of external assistance, ethnic minorities can be more vulnerable to trafficking and exploitation. Recognising these challenges, TRIANGLE pays attention to ensuring that ethnic voices (as well as other vulnerable groups) are heard and their specific needs met to the extent possible and given the different country contexts. In Myanmar, the programme works with the Tavoyan Women's Union, a non-profit organization that represents women of the Tavoyan minority ethnic group in southern Myanmar in extending information and outreach services. In Thailand, the program works with the Foundation for the Health and Knowledge of Ethnic Labour (MAP Foundation). MAP is a grassroots Non-Governmental Organization (NGO) that seeks to empower migrant communities from Myanmar living and working in Thailand (by means of radio broadcasting in Shan language). Although it is very important to pay attention to ethnic minority protection and engagement, at this stage of the TRIANGLE in ASEAN programme and considering its already (over-)ambitious activities, it is not advisable to add new objectives and outcomes that would be needed to measure progress on ethnicity and migration.

Concerning *Children and Young People*, the ILO has an appropriate compliance mechanism in place for child protection, and ILO's Programme and Budget 2018-2019 considers youth employment as a crucial area as it is included in its "Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects."

In conclusion, the M&E Plan of the project's Inception Report indicates that careful attention will be paid to disaggregation of data to assess results for vulnerable and marginalized groups within the migrant population, and that all data will continue to be analysed by gender but also by sector, legal status, ethnicity and other groupings where appropriate. However, the plan and the annual report do not provide clear evidence of how the M&E system is tracking, learning and reporting on that work; this needs to be included in the revised M&E plan.

16) Noting any unintended, negative and unexpected impacts of the programme, have programmatic, contextual and institutional risks been managed effectively by the programme?

The risk management strategy is included in TRIANGLE's inception Report (its Annex 5), and it identifies three types of risks: Programmatic Risks, Contextual Risks and Institutional Risks. The risk register analyses these types of risks, assigning risk ratings through a combined assessment of how likely it is that the risk event will occur and the consequence on achievement of programme outcomes if it should. The programmatic risks are seen as being the greatest threat to achieving successful outcomes, in particular, the ambitious agenda proposed for the project in changing the status quo for labour migration governance within the ASEAN region.

The EA (2017: v) found on the risk strategy that "The risks analysis is comprehensive and complies with the DFAT guidelines. The risk mitigation strategies are well considered and well founded on ILO experience and the risk management plan is systematic, including regular assessment and reporting of risk factors. The effective application of the risk management

strategy will require sufficient training of NPCs and partners to assess and report on risks.” The latter training has been undertaken in 2017-2018 coordinated by the M&E/Research Technical Officer.

Overall responsibility for risk management belongs to the Senior Programme Manager while the Technical Officer (Research and M&E) at first acted as focal point for risk analysis and reporting until he left the programme in July 2018. This task has been assigned to the project team members who backstop the respective country/region. Significantly, the risk register is being updated on a quarterly basis.

The conclusion of the present MTE is, therefore, that risks were properly and regularly assessed, and that suggestions are subsequently made to mitigate the consequences. The programme has adequate processes in place to manage risk, prevent, detect and report fraud and corruption. No cases of fraud or corruption have been reported during stakeholder interviews undertaken for the present MTE.

3.6 Impact Orientation and Key Stakeholder Populations

17) What influence has the programme had on the development of policies and practices at national and regional levels? (See annual reports for list of policy inputs provided)

A list of “Policy and legislation adopted or amended with ILO support” is provided in the ToR for the present MTE (See Annex 1) and concerns mainly 2016- 2017. This list includes one regional policy adopted which is the ASEAN Consensus, a landmark achievement bringing together sending and receiving countries after many years of consultations, especially supported by the two predecessor TRIANGLE projects funded separately by DFAT and GAC. The list further contains 15 different policies and legislations adopted spread over five countries (Cambodia, Lao PDR, Myanmar, Thailand and Viet Nam). The ILO support consists in all countries of consultations, and technical comments, while in Thailand it includes several research studies as well. The policies/legislations adopted range from Royal Ordinances in Thailand, Prime Ministerial Decree or Decision in Viet Nam, *Prakas* (Proclamation) in Cambodia and Decree in Lao PDR, to Action Plans in Cambodia and Bilateral Agreements in Myanmar. For the countries involved these are all necessary steps towards the enhancement of the rights of and/or opportunities for migrant workers. That the programme had positive influence on the development of policies and practices at national and regional levels was also shown under the key achievements in Section 3.3.

TRIANGLE influences the development of policies and practices in several ways:

- a) Through the generation of evidence-based knowledge by means of research. Importantly, all TRIANGLE’s research reports include recommendations for the development of legislation, policies and programmes. The findings of these research studies are shared through various means, such as the events organized to validate and present the findings and the development of various media products. TRIANGLE’s well-established name is also underscored by the fact that often requests are made to present those research findings and good practices in various meetings and forums organised by other development partners and the ministries of labour in the six priority countries.
- b) TRIANGLE also supports more directly ongoing law and policy review processes, usually on the direct request from governments, and some examples were already given in the above. This also includes the so-called gap analysis on the explicit request from

- governments, such as the studies of the gaps in the Thai legal framework vis-à-vis ILO's Convention 189 on domestic work, and 181 on private recruitment agencies.
- c) ILO's focus on Tripartism ensures that next to governments also the workers and employers are always brought on board in policy discussions, and often civil society as well (Tripartism+). This includes building their capacity on relevant topics so that they can develop a well-founded position, and also specifically ensuring that they actually have a space at the negotiation table.
 - d) The normative character of ILO's work through the International Labour Standards (ILS) guides TRIANGLE's work, including its policy advice. In addition to ILO Conventions and Recommendations, there are other crucial guiding documents such as the ILO multilateral framework on labour migration that is consistently used in TRIANGLE's work. A recent example is the definition of recruitment costs and fees that is coming out of the Global Tripartite Technical Meeting of Experts held in Geneva in November 2018.

The Inception Report of TRIANGLE includes the "Sustainability and impact strategy" (its Annex 9), and it identifies five sustainability factors:

1. Alignment with regional and international development frameworks, ILO principles and priorities
2. Partnership, ownership, participation and social dialogue
3. Capacity and institution building, knowledge management and meritocracy and reward
4. Institutionalizing tools and approaches through policy and legislative change and accountability
5. Financial viability and incremental shifting of the funding burden

For each of these rather broad factors 4-6 Action points are outlined (in total 26) which makes for a long, sometimes repetitive list, which needs to be updated. The strategy itself recognizes that and proposes further work be undertaken on this strategy at the program mid-point in 2020.

Timeframes and sequencing of activities, outputs and products are outlined in the annual report, which demonstrate that work towards sustainability is taking place. On the whole, the program has been able to work well towards sustainability in the past years, including:

- One important achievement was that the MRC network expanded to 35 locations and 71% of MRCs are co-funded by national governments in 2018 (up from 70% in 2017).
 - For example, notable progress has been made in Malaysia, where the NGO Tenaganita now receives government funding for shelter services.
 - The Thai Government has also announced that it will start supporting NGOs working with migrants.
 - At the same time, it needs to be established that three MRC partners were phased out in 2018 (two did not work well and one was taken over by Safe and Fair); these decisions were strategic and made by the programme with a view of cost effectiveness, sustainability and high outreach. A further expansion of the network of MRCs seems to depend mainly on funding. At the same time, some MRCs interviewed indicated they need more staff and more training.
 - A potential positive development is that the EU-funded Safe and Fair programme is expected to become involved in the support of MRCs and their sustainability could thereby be enhanced. This programme has 8 country office teams in 8 ASEAN countries (partly in ILO offices and partly in UN Women offices).
- The longevity of the investment from the DFAT and GAC partners proves the value of longer-term programs, with TRIANGLE able to leverage from years of building of trust with key tripartite constituents, and ensuring partners and beneficiaries have a strong sense of ownership of the investment.

- For example, the AFML brought together 80 delegates including representatives of government, workers, employers, and civil society organisations from 10 ASEAN Member States, the ASEAN Secretariat, and international organisations including ILO, UN Women and IOM. The inclusive forum supports accountability, policy dialogue and long-term policy change.
- TRIANGLE in ASEAN has established strong relationships with the ACMW and ASEC, including explicit references to TRIANGLE in the ACMW Work Plan 2016-2020 itself, working towards the sustainability of the investment. All work plans and interventions are completed in partnership with social partners and stakeholders from civil society.
- Program Advisory Committee meetings at national and regional levels ensure ownership by tripartite constituents over the program as a whole, encouraging policy and social dialogue and the development of shared solutions.
 - Ownership has also been enhanced at regional and national levels through the conducting of theory of change workshops by ILO to ensure that the programme was well aligned with the priorities of the tripartite-plus stakeholders, which was also valuable in building understanding among the partners of the programme logic.
- Capacity building is central to TRIANGLE's approach. Every project activity with tripartite stakeholders has aspects of capacity building and successes, especially within legislative and policy advocacy. In fact, national capacity has been built through 37 types of training, engaging 1,811 officials across all 10 ASEAN countries in 2017. In 2018 the project provided capacity building activities to 5,620 government, employer, worker and civil society representatives from ASEAN member states. This brings the total of trainees to 31,494 trained, exceeding the Year 3 target of 30,000.

18) Which programme-supported tools have been institutionalized by partners and/or replicated by external organizations?

The partners of TRIANGLE in ASEAN have institutionalized various programme-supported tools, including:

- TRIANGLE's support complemented the ACMW Work Plan (2016-2020), and this was acknowledged by the fact that TRIANGLE's name was included for specific activities. Conversely, the ACMW WP is also integrated into TRIANGLE in particular through the RPAC meetings where both the Chair of the ACMW and the ASEC are members.
- In addition, there are regular meetings between ASEC and TRIANGLE to further institutionalize support; a major joint operation will be the alignment of TRIANGLE's future work in post-2019 with the Action Plan (2018-2025) to implement the ASEAN Consensus once that is being made public. The Action Plan is an important venue for enhanced cooperation with TRIANGLE for the coming years.
- TRIANGLE has strengthened the capacities of the regional social partners, ACE and ATUC, and the programme specifically supported ATUC through the Implementation Agreement and the Youth and Women Committee Work Plan, and ACE through the support for the Enterprise Resource Centre (ERC), as well as through the technical and financial support for both ACE and ATUC to the AFML Preparatory Meetings at regional level and in eight ASEAN countries.
- Another programme-supported tool, i.e. the dialogue between ACE and ATUC, is currently being revived with a bilateral dialogue planned for April 2019 after having been dormant since 2016. It is ATUC's turn to host the event.

- A further partner of the programme, the TFAMW, also received capacity building support as well as technical and financial support to the AFML Preparatory Meetings at regional level and in eight ASEAN countries resulting for example in national CSO Recommendations. The sustainability of the TFAMW, which is not rooted in established structures like ACE and ATUC, needs to be jointly investigated by the TFAMW and TRIANGLE.
- The development of a global methodology to track progress against SDG indicator 10.7.1 on recruitment cost is another example of a replicable tool.
- At national level the partner MRCs have also adopted programme-supported tools for which a basis was given by the training provided by the M&E/Research Officer and further developed through coordination and coaching. The Sustainability and Impact Strategy states that: “A specific sustainability strategy needs to be developed for each MRC so that the costs of these centres can be transferred from the programme to other supporting bodies (governments, trade unions, a pay-as-you-use model or possibly a combination of these).” As we already saw in the above, 71% of MRCs are currently co-funded by national governments.

There are several TRIANGLE-supported tools which have been replicated by *external* organizations, such as:

- ✓ The Migration Outcomes Index (developed in the Baseline report entitled ‘Risks and Rewards’) is already being replicated in Africa to measure the impact of an ILO technical cooperation project and has been highlighted in the ILO’s forthcoming Guide on Developing Labour Migration Policies.
- ✓ The MRC Operations Manual has been used in South Asia (by an ILO migration project supporting MRCs in Pakistan) and by IOM (in Cambodia).
- ✓ The updated and printed ‘Safe Migration Tips’ have been used by IOM.
- ✓ ILMS is now going global and will be sent out to all ILO member states starting in 2019 (to be rolled out globally by ILOSTAT).
- ✓ The pre-departure curriculum has been translated and is used by the Ministry of Labour in Myanmar to train all outgoing Migrant Workers (except those going to Thailand). Somewhere between 500 and 1,000 persons are being trained per day in Myanmar using this curriculum.
- ✓ The updated and printed ‘Travel Smart, Work Smart’ advice has been adopted by other ILO migration projects including in Nepal, Pakistan and India (for migrant workers going to Gulf countries), and in Ethiopia (for migrant workers going to Saudi Arabia).

19) How has the knowledge base contributed to the broader goals / intermediate outcomes?

The seven important knowledge products produced by TRIANGLE and mentioned under achievements in the above (Section 3.3, Table 1, IO 2.4) have clearly contributed to the three intermediate outcomes summarized under the trilogy of Protection, Development and Mobility. Regarding *Protection*, the policies and legislation (IO1.1, cf. Annex 5) have clearly benefited from the knowledge base and the research activities as analysed in the above. The work on access to social protection (IO1.2) and the service delivery by the MRCs (IO1.4) both also benefited from that knowledge base (Baseline) and from the targeted studies undertaken thereafter. With respect to *Development*, the evidence base on the contribution by migrant workers to regional and national development has clearly been enhanced by such research projects as High Rise, Low Pay; Worker, Helper, Auntie, Maid; Risks and Rewards; and Access to justice for migrant workers.

The preparatory studies to arrive at the SaverAsia portal will surely help to reduce remittance costs (IO2.2), while policies and service systems on return and reintegration (2.1 and 2.3) also depended on the knowledge gathered earlier. Thirdly, the knowledge base has also been crucial to *Mobility*, and the work on the ILMS database in ASEAN (IO3.2) is a prime example, but also the outputs related to the MRS (IO3.1) cannot go without such a base. Lastly, the enhancement of regional, bilateral and national policies on labour mobility (IO3.4) have already benefited a lot from targeted studies in these areas.

A related issue is how the influence of research reports published is being tracked by the programme. There are different ways in which this is being done at present.

- The number of views and downloads of those reports are regularly measured from the different channels, including websites (ilo.org/triangleinasean and apmigration.ilo.org) and twitter feeds.
- Another way is to keep track of media coverage, including media reports from findings of research published; such an overview is included in the QBNs in the section on media reporting at the end.
- The TRIANGLE project team regularly writes opinion editorials (Op-ed) which tend to be picked up by influential media in the region.
- Another way could be to start measuring citations of research and other publications, but this is becoming more academic and is rather time consuming (although it could be done by an intern on an ad-hoc basis).

3.7 Gender Equality and Non-Discrimination

20) What are the key achievements of the programme on gender equality and women's empowerment?

The *Key Achievements* of the programme on gender equality and women's empowerment are as follows:

- Gender training: In 2017, TRIANGLE in ASEAN conducted trainings on women's empowerment and gender equality for all TRIANGLE staff and implementing partners in each of its six target countries which was attended by 173 people (of which 110 women). Implementing partners included representatives from government, trade unions, employers' organizations, recruitment agency associations, non-governmental, and civil society organizations. Notably, the program achieved a reasonable level of male participation (36%) in these gender trainings. This training aimed to increase gender awareness and assist in applying new knowledge and skills on gender equality.
- In line with GAC's FIAP policy and with DFAT's focus on gender equality, TRIANGLE met its target and in 2017 spent 25% (US\$ 212,967) of the programme's activity budget on activities which explicitly benefit women (a similar % is expected for 2018).
- Most of the remaining 75% of the budget promote gender equality.
- TRIANGLE is taking steps to ensure that meetings are composed of at least 40% women, with the aim of realising an equal gender ratio. The rule is that this ratio should be 50/50, and if it is not, then the organisers will be asked "Why not?" Due to the programme's advocacy, the gender balance improved considerably during 2017 at both central level (M:53%/W:47%) and local level trainings (M:47%/W:53%). This is a significant improvement against the baseline, in the context of the male-dominated tripartite structure.

- The target in the WEGES for MRC services to women was 45% which has been approached quite closely with 41%.
- The target in the CAVS strategy to have women on 75% of the photos in publications has almost been reached with about 70%.
- The TRIANGLE in ASEAN Project Team consists currently of five international staff members and all are women. The sixth position, M&E Technical Officer, was a man but is currently vacant. Among the six NPCs, four are women, and two are men. All administrative-financial assistants are currently women.
- One of the programme's technical officers is assigned as the (part-time) Gender Focal Point to support the delivery of the WEGES, and she started work in October 2017. Since her other major task was liaising with ASEC it was decided she would stay in Jakarta. However, the Gender Focal Point side of her tasks could benefit from synergy with the rest of the Project Team in ROAP, and her involvement in other ACMW projects (led by Member States other than Indonesia) was limited as most communications were done via emails with project staff based in Bangkok; for these reasons, it was decided that she will move to Bangkok in the coming months.
- The WEGES strategy document also indicates that two more persons were to be appointed dealing with gender issues:
 - A national staff in one of the country offices as supporting focal point, but this did not happen as there was no felt need for it.
 - A Gender Equality Advisor on a part-time consultant basis which did not happen because there was no felt need for it and because it would take up a substantial part of the budget allocated to WEGES. In hindsight, such a consultant could have enhanced the delivery of the WEGES Action Plan, but as this plan is now almost completed there is no need at this moment; it may be good though to keep it in mind supposing the Action Plan needs updates and/or revisions following discussions with the donors in the coming period.
- The Gender Focal Point maintained contacts with the Gender Specialist at ROAP in Bangkok in terms of sharing information and views, but there was no need for a deeper involvement as the project already has a dedicated gender focal point often lacking in other projects.
- A few more specific important achievements need to be underscored here as well:
 - At the 10th AFML in 2017 the ten ASEAN countries recognized that 'Domestic Work' is in fact 'work' and that all countries should move to include that in their legislation.
 - The adoption of the ATUC Youth and Women Committees Work Plan 2018-2020 in August 2018 constitutes a major example towards all the national trade unions in AMS lagging behind severely in the areas agreed upon in the workplan (such as awareness raising of women and young workers on policies and advocacies of workers organisations, actual participation in union activities by women and youth, their involvement in leadership, their awareness of and engagement in SDGs, etc.).
 - In Myanmar women groups were established of returned migrant workers with the purpose to enhance their access to reintegration and employment services, livelihood training and financial literacy training.

21) Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?

Considering that most of the gender targets discussed in the above have been reached or almost reached, it can be concluded that the use of resources on women's empowerment activities has indeed been sufficient. More specifically, as we saw in the above, the gender budgeting target of 25% has been reached in 2017, while in 2018 a similar % is expected to be reached, but the exact figures have not been finalized yet.

22) Has the sectoral focus of the activities been effective in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics? (e.g. domestic work, agriculture, construction, etc.)

The Inception Report of TRIANGLE in ASEAN does not, as such, outline a specific sectoral focus or strategy of its (proposed) activities, but there has been explicit attention for sectoral issues in the knowledge base and in policy advice. The programme's publications include for example:

- A study on the working conditions and attitudes experienced by *migrant domestic workers* in Thailand and Malaysia entitled *Worker, helper, auntie, maid?* (2016).
- A study on experiences of migrant women in the *Thai construction sector* entitled *High rise, low pay* (2016).
- A study on Recruitment and working conditions for migrant workers in *Thailand's agriculture sector* (to be published in 2019).

TRIANGLE has furthermore paid attention to protectionist policies in some countries which restrict the mobility of women by sector, destination or other circumstances perceived as dangerous or contrary to traditional social values. In addition, the NGO MAP-Foundation in Thailand works with TRIANGLE on OSH issues in the construction sector.

Therefore, we can conclude that a sectoral focus in research and policy advice has been effective in specific cases in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics.

4 Conclusions and Recommendations

4.1 Conclusions

The *Relevance and Strategic Fit* was found by the MTE to be particularly high. The projects' objectives and interventions are closely aligned with national, regional and global (including e.g. the ACMW-WP and SDGs 8 and 10) strategic and policy frameworks on labour migration. All stakeholders interviewed for the MTE also stressed that the relevance of the programme is still as high as before. Significantly, the alignment with the ACMW Work Plan 2016-2020 (see Annex 9) and the working relationships with ASEC in Jakarta are very close, which will be important for the coming years since the ACMW WP will be merged with the Action Plan of the ASEAN Consensus. TRIANGLE in ASEAN has been able to leverage effectively both the ILO through its comparative advantages (tripartism, regional expertise and normative impact of ILS), and several complementary programmes and resources (e.g. Safe and Fair) and inter-agency collaboration (e.g. UN Women and IOM).

The *Validity of Intervention Design* has been found to be satisfactory although there are some concerns related to (over-)ambitious target setting given the time and resources available, and this applies in particular to the sheer number of activities (i.e. 50), the research programme and the M&E Plan itself including its Performance Framework (PF). The programme clearly addresses the major causes of vulnerability among migrant workers, and the program logic in TRIANGLE's Inception Report and ToC aligns with GAC, DFAT and ILO concepts of results-based management. Regarding the Immediate Outcomes, it was noted that there is a separate one for the employers' organizations but not for the workers' organizations. Satisfactory actions were undertaken by TRIANGLE on most of the recommendations by the EA (see further Annex 10). The solid Knowledge Base (including a regional survey of migrant workers) is a good practice serving to support the design of interventions and policies. The necessity of having both a Midline (2020) and an Endline survey (2025) needs to be re-assessed considering the timing, the manpower requirements and the substantial costs involved. Overall, the large number of indicators in the PF (33) are clearly defined ('SMART') and describe the changes to be brought about. Although there is a mix of quantitative and qualitative data, it would benefit from more qualitative indicators (see Annex 11).

Regarding *Intervention Progress and Effectiveness*, it was concluded that the implementation of TRIANGLE in ASEAN is on the right track and is contributing to the majority of the 12 Immediate Outcomes. The programme has established its status as a trusted partner with ASEAN at the regional level, and with national tripartite constituents in the six countries of focus. The programme has also made a name for itself as a knowledge leader in the region on labour migration through its solid research output. Overall, the project has made impressive achievements and progress, and therefore, it can be predicted that the project is expected to deliver largely on its planned immediate and intermediate outcomes by the end of 2020. The stakeholders interviewed during the MTE were very satisfied with the outputs produced by the programme, and all are anticipating TRIANGLE to continue in the coming years. There is, however, a need to step up support in several areas, such as the financial support for the ACMW Work Plan 2016-2020, and the support to the national social partners, Employers' and Workers' Organizations. It was further found that many of the outputs are actually being used by stakeholders, and that partnerships have often led to effective cooperation. A few challenges have been faced by the programme, in particular

the departure of the M&E officer in July 2018, and the long time it takes to replace him. Other challenges include the low capacity among some of the national implementing partners, and the fact that labour migration issues are not at the top of the agenda of employers' organisations.

Efficiency of Resource Use has in general been satisfactory although the programme's activities may be somewhat over-ambitious considering the time and resources available and the ratio of the staff cost to programme activities is relatively high (cf. Proposal for Restructuring) compared to projects of similar size implemented by the ILO. However, in particular through this proposal for restructuring the programme has clearly also demonstrated the flexibility required in such complicated multi-country initiatives. On the whole, the expenditure rate seems quite at par with the time elapsed for both donors. Although the number of activities in the ToC is quite high (50), the overall impression received from the analysis and from the stakeholders' interviews is that the allocation of resources has been sufficiently optimal for achieving the programme's outcomes. In addition, cost efficiency has also been enhanced by collaboration and cost-sharing, by the fact that the GAC and DFAT investments leverage each other's resources to increase value for money, and by the use of the established ILO Country Offices to deliver added efficiencies. Budget management processes are also assessed as cost efficient, involving the responsible Technical Officers, the Senior Programme Manager and the internal ILO budget checks. The somewhat unbalanced ratio of the resources spent on staffing structures (47%) and activities (29%) can to a large extent be attributed to the *structure* of TRIANGLE in ASEAN aiming to target both regional cooperation as well as national level service delivery and policy changes/advice. The sequencing and prioritization of activities are logical and useful and are flexible enough to make adjustments to changing circumstances and country priorities. On the whole, the activities have been completed on-time and according to this logical phasing and sequencing, except the ERC and the Gender Action Plan (which is now expected to be completed soon).

The **Effectiveness of Management Arrangements** is overall found to be satisfactory, although there is not sufficient funding to maintain the current staffing model (Annex 6), unless GAC would decide to fund another phase and/or if another donor would decide to join TRIANGLE. The Proposal for Restructuring includes the option of the phasing out of one of the international positions and this should take into account the revised division of tasks proposed by the present MTE (Table 4). The assignment of international focal points for the six countries from within the Project Team in Bangkok has generally worked effectively. In addition, the link between the national and the regional level activities has worked out well in a number of areas, such as the AFML national *preparatory* meetings and the follow-up after the AFML at national levels. The program further has an effective *governance framework* through the RPAC, and the PAC's although it was found that the RPAC should meet more often than *once a year* considering the current crucial phase of TRIANGLE. The move into a joint management structure of the GAC and DFAT investments is ensuring a harmonised approach to support safe and fair labour migration and is enabling efficiency in several ways. The implementation of the three cross-cutting strategies (WEGES, CAVS and PSES) has benefitted from the fact that a different international staff member has been responsible for each of these strategies. By having such separate cross-cutting strategies additional attention is dedicated to the three topics, and thereby they have contributed partially to achieving the desired outcomes. The M&E system has supported adaptive management of the programme as, significantly, this system formed the basis to substantiate the Proposal for Restructuring of the DFAT investment for the coming years. The M&E system has further supported the decision making related to gender and vulnerable groups in a number of ways, but it needs to include how the M&E system is tracking, learning and reporting on the work

with these groups. The MTE found further that the risk management strategy is properly and regularly (quarterly) assessed and updated.

The sixth criteria deals with several elements of *Impact Orientation and Key Stakeholder Populations*. A number of policies and legislations have been adopted or amended with ILO support including one regional policy, i.e. the landmark ASEAN Consensus, and 15 different national policies and legislations spread over five ASEAN countries. All these are necessary steps towards the enhancement of the rights of and/or opportunities for migrant workers, and thus the programme had a positive influence on the development of policies and practices at national and regional levels. TRIANGLE also influenced the development of policies and practices in several ways, i.e. through the knowledge base, through direct support of law and policy review processes and through ILO's tripartism and the normative character of ILO's work. The MTE found further that the "Sustainability and impact strategy" needs to be updated and streamlined latest at the program mid-point in 2020. Several achievements towards sustainability were already identified, such as the expanded MRC network and an increased number of MRCs receiving funding from national governments. Also, the longevity of the investment from the DFAT and GAC partners has proven the value of longer-term programs. Furthermore, ownership was enhanced through the RPAC/PAC meetings, and sustainable capacity building and training is central to TRIANGLE's approach. The partners of TRIANGLE in ASEAN have institutionalized various programme-supported tools, and this includes the ACMW Work Plan, strengthened capacities of the other regional partners (ACE, ATUC and TFAMW), and the partner MRCs. A few TRIANGLE-supported tools are being replicated by *external* organizations (e.g. the Migration Outcomes Index, the MRC Operations Manual, the ILMS and the pre-departure curriculum). The knowledge base has clearly contributed to the three intermediate outcomes, and the influence of research reports is being tracked by the programme (e.g. by measuring the number of views and downloads and by keeping track of media coverage).

The key achievements of the programme on *Gender Equality and Non-Discrimination* have been very substantial and a number of targets have been achieved, e.g. the gender training, the part of the budget spent on activities explicitly benefiting women (i.e. 25%) while a large part of the remaining budget promoted gender equality, the part of women among the beneficiaries of MRC services (i.e. 41%), organisers of meetings are encouraged to invite women participants, and, lastly, in TRIANGLE's publications 70% of the photos contain women. The Project Team itself consists currently of five international staff members and all are women, including the Gender Focal Point. In addition, a few more specific activities are potentially very important for gender equality, such as the recognition of domestic work as work at the 10th AFML and the adoption of the ATUC Youth and Women Committees Work Plan in 2018. It was found further that the use of resources on women's empowerment activities has been sufficient in 2017; more specifically, as we saw in the above, the gender budgeting target of 25% has been reached in 2017 and in 2018 a similar percentage is expected. In research and policy advice activities a sectoral focus has been effective in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics, such as construction, domestic work and agriculture.

Overarching Conclusion

The overarching conclusion of the MTE is that the project has made many important and good quality achievements and thus very good progress, that it provides value for money at the general project level, and that it certainly remains a highly relevant project for the countries involved as well as for the donors. Concerning the gender dimension, it must be underlined that the project

has made very substantial achievements and, in particular, that most of the gender targets are reached or even surpassed.

4.2 Recommendations

The recommendations will be presented in this section according to the seven Evaluation Criteria distinguished throughout this report.

Relevance and strategic fit

- 13) **Continue to leverage cost-sharing with other (labour) migration projects and selected international organisations by maintaining a high level of pro-active collaboration**, in particular with the EU-funded Safe and Fair programme implemented by ILO and UN Women, but also with the DFAT-funded AAPTIP/AACT and SHIFT, and in terms of organisations with IOM (cost-sharing of baseline survey) and others.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, Other migration projects and Other international organisations	High, in view of the fact that some of these programmes are currently taking off	First half of 2019 in particular, but thereafter continuous	Part of ongoing investments.

Validity of intervention design

- 14) **Prioritize the different components of the originally highly ambitious Research Agenda**; although it has already been reduced by the programme management it will need further reduction (to be coordinated by the Senior Programme Manager); one example to be considered and discussed with the donors concerns the Baseline Survey of migrant workers which is scheduled to be repeated as Mid-line survey in 2020 as well as End-line survey in 2025; reconsideration of the need for both is recommended as it will require substantial resources in terms of finance (US\$ 140,000 each, albeit hopefully through cost-sharing with IOM) as well as of manpower especially since the M&E Expert is likely to be immersed in M&E work once appointed and is not expected to be an expert on research as the predecessor.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, Donors, Other stakeholders, IOM	Medium	2019	Part of ongoing investments; could potentially result in budget savings.

- 15) **Streamline and Prioritize two design elements in the Theory of Change (ToC) and the M&E Plan which have proven to be rather ambitious** (to be coordinated by the International M&E Expert once appointed): Firstly, **streamline and prioritize the 50 activities** identified in the ToC also following the specific progress made during 2018 (laid down in the annual Progress Report which is being written at present). Secondly, **streamline the 33 indicators of the M&E Plan** and Performance Framework (PF) which are too numerous and contain relatively few qualitative indicators (as compared to quantitative ones).

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, Donors	Medium to High	First half of 2019	Part of ongoing investments; could perhaps result in budget savings.

- 16) **Involve more pro-actively the employers' and workers' organisations (EO/WO).** This applies in particular to those EO/WO **at the national level** who sometimes have the impression that TRIANGLE is more about Governments and NGOs. This is a two-way street of course, and for example labour migration issues are not at the top of the agenda of the EO, and therefore ways should be explored to enhance their engagement through exchanges with and the engagement of the employers' expert in ROAP. **At the regional level**, attention should be increased by giving *priority* to supporting ACE's Enterprise Resources Centre, ATUC's Youth and Women Committee and the ACE/ATUC dialogue meeting within the coming months. In addition to the contacts ACE and ATUC have with the DWT experts, they also appreciate direct relations with the project team.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, ACE, ATUC, EO/WO at the national level, DWT experts	High	2019	Part of ongoing investments.

Intervention progress and effectiveness

- 17) **Continue the organization of the flagship AFML which is a Good Practice to be replicated** in specific circumstances (considering the substantial investments in time and money required), and **continue to track the progress in the implementation of the by now 149 Recommendations** that have been formulated by the 11 AFML's so far, and **consider** having these recommendations revisited by a consultant to come up with a limited number of **main** recommendations instead of just tracking all 149 (some of which might well be outdated by now) in order to further enhance the institutionalization of the AFML as a highly relevant forum on migrant labour issues and policies.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, ACMW, ASEC, ACE, ATUC, TFAMW, Donors, DWT Migration Specialist	Medium	2019	Part of ongoing investments.

Efficiency of resource use

- 18) **Implement the Proposal for Restructuring of the DFAT investment and monitor closely the interests of donors (DFAT, GAC and others) to support the TRIANGLE in ASEAN programme from 2020.**

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, DFAT, GAC, Other Donors, Country teams, Other migration projects (e.g. Safe & Fair)	High	2019	Intended to result in budget savings of DFAT investment, and in enhanced interest from other donors.

Effectiveness of management arrangements

- 19) **Maintain as far as possible the current staff set-up at regional and national level but re-arrange the division of tasks as detailed in Table 4 and employ the M&E Technical Officer as soon as possible.** In case the support of GAC or another donor is not forthcoming from 2020, **DFAT's priorities will be at the regional level!** This would mean a restructuring

of staff especially also at the national level, and at the same time the option in the Proposal for Restructuring to phase out (at least) one of the international positions should then be implemented as a pro-active measure whereby tasks should be redistributed accordingly.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, DFAT, GAC, Other Donors	High	First half of 2019	Part of ongoing investments.

- 20) **Maintain close relations with ACMW and ASEC and increase the frequency of the RPAC meetings considering that 2019 will be a crucial year** whereby decisions on funding investments have to be made, proposals for restructuring implemented and alignment to the new ASEAN Consensus Action Plan (2018-2025) needs to be guaranteed. **Therefore, it is also recommended to have another separate RPAC meeting** in June 2019 and a follow-up one at the time of the 12th AFML in late 2019, as well as more frequent visits from the SPM and others to Jakarta to meet with ASEC.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, ACMW, ASEC, DWT Migration Specialist	High	2019	In part ongoing investments, but reallocations are needed for the extra RPAC meeting and the missions to Jakarta

- 21) **Streamline and update the cross-cutting strategies** which are *useful means* to enhance attention for the topics involved:
- Streamline and update several important visibility and procedural issues of the CAVS strategy**, which in itself has clearly been shown to be effective in raising the profile of the programme within the ASEAN region. In particular, **design communication materials in straightforward language** for the general public in donor countries (e.g. one-pagers, leaflets and videos) to communicate what the donor countries are doing to help poor women and men migrant workers, and **enhance the distribution** of QBNS and/or other programme updates especially to the national partners. In addition, attention should be sustained to donor recognition and timely pre-information on workshops and publications. The ILO (HQ) should reconsider its house style rule of having donor logos on the back cover in view of increasing attention for visibility.
 - Organize a workshop with the donors and other relevant stakeholders on how to arrive at a common understanding on taking the PSES forward**, as, for example, 'Private sector contributions' are a bit of an anomaly within the ILO discourse as this organization has a long experience of engagement with employers' organisations within ILO's overarching tripartism, in fact, celebrating its Centenary this year. Administratively it is also difficult for the ILO to accept contributions from the private sector as such.
- The third strategy, WEGES, is the subject of Recommendation Number 12 below.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, DFAT, GAC, DWT Communication and Employers specialists, Other relevant stakeholders	Medium to High	2019	Mostly part of ongoing investments, perhaps minor re-allocation needed

Impact orientation and key stakeholder populations

- 22) **Revise the Sustainability and Impact Strategy**, in particular streamline and update the 'sustainability factors' and reduce the long and repetitive list of action points in mid-2020 as by then the M&E Expert has been engaged in TRIANGLE for some time.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, DFAT, GAC	Medium	Coming years	Part of ongoing investments.

- 23) **Explore the design of ways forward for the MRC Network in terms of sustainability including cooperating closely with the Safe and Fair programme**, whereby particular attention is needed for the way the government funding is being used, and in how far that can also be an option for those MRCs currently organized by either NGOs or Trade Unions.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, Safe & Fair, MRCs, Relevant Government organisations, Trade unions, NGOs, DFAT, GAC	Medium	2019	Part of ongoing investments.

Gender equality and non-discrimination

- 24) **Discuss urgently the new WEGES Action Plan (attached to the 2018 Progress Report) with GAC and DFAT in a joint meeting and assess the degree of common understanding.** If this is sufficient, start implementing the action plan without delay, otherwise consider involving an external gender consultant to review the Action Plan according to the different viewpoints.

Responsible Unit	Priority	Time Implication	Resource Implication
TRIANGLE in ASEAN, DFAT, GAC, DWT Gender expert	HIGH	First quarter of 2019	Part of ongoing investments.

5 Lessons Learned and Good Practices

This chapter compiles two lessons learned (LL) and three good practices (GP) from the experience gained by evaluating the TRIANGLE in ASEAN project in the present report, namely:

Lessons learned

LL1: The move into a joint management structure under the programme approach of TRIANGLE in ASEAN took quite some time but resulted in different types of efficiencies.

LL2: Providing intensive and tailored gender training to implementing partners during inception has proven to result in a shared understanding of gender equality and women's empowerment.

Good practices:

GP1: The development of a solid Knowledge Base in the initial period of the programme has benefited the design of interventions and policies.

GP2: The organisation of the annual ASEAN Forum on Migrant Labour (AFML), including the preparatory meetings for tripartite-plus partners, is a model of ASEAN cooperation to be replicated.

GP3: The work of Migrant Workers Resource Centres (MRC) providing support services to women and men migrants and their family members across the region is another Good Practice.

These Lessons Learned and Good Practices will be discussed in detail in the following two sections (5.1 and 5.2).

5.1 Lessons Learned

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The ILO/EVAL Templates are used below for the two identified Lessons Learned (LL).

LL1: The move into a joint management structure under the programme approach of TRIANGLE in ASEAN took quite some time but resulted in different types of efficiencies.

ILO Lesson Learned Template

Project Title: Independent Mid-Term Evaluation of TRIANGLE in ASEAN: Safe and Fair Labour Migration

Project TC/SYMBOL: RAS/15/05/AUS and RAS/16/01/CAN

Name of Evaluator: Theo van der Loop

Date: 24 March 2019

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)	<p><i>The Lesson Learned is that the merging of the Project Design Documents for DFAT and GAC and the move into a joint management structure under the programme approach of TRIANGLE in ASEAN took quite some time but resulted in different types of efficiencies such as:</i></p> <ul style="list-style-type: none"> ❖ <i>consolidation of management structures,</i> ❖ <i>increased specialisation of staff,</i> ❖ <i>harmonization of activities, and</i> ❖ <i>streamlined administrative and reporting functions.</i> <p><i>Although having led to delays in certain programme elements during 2017, the programme has now been implemented effectively, and, in fact, the GAC and DFAT investments have leveraged each other's resources to increase value for money and it is ensuring a harmonised approach to support safe and fair labour migration.</i></p>
Context and any related preconditions	<p><i>This programme has undergone a lengthy design and inception phase, approaching three years for the DFAT-funded component. The investment of time and extensive consultation has enabled high quality documentation of the M&E framework and reporting system. The process has also demonstrated that inception documentation needs to be concise and readily grasped by existing and incoming staff, donors and independent evaluators. At the same time, it needs to be stressed that the performance framework is intended to be a living document and thus flexible enough to be adjusted in case of need.</i></p>
Targeted users / Beneficiaries	<p><i>TRIANGLE in ASEAN, ILO ROAP/Bangkok, ILO DWT/Bangkok, HQ Geneva including PARDEV and EVAL, DFAT and GAC.</i></p>
Challenges /negative lessons - Causal factors	<p><i>The challenge is that it takes one or more years to design such a joint programme.</i></p>
Success / Positive Issues - Causal factors	<p><i>The positive side consists of several elements: the efficiencies gained, the longevity of the investments, and the fact that it leveraged the resources of two donors to increase value for money ensuring a harmonised approach.</i></p>
ILO Administrative Issues (staff, resources, design, implementation)	<p><i>Provision of a full-time M&E Officer is essential in a programme of this size.</i></p>

LL2: Providing intensive and tailored gender training to implementing partners during inception has proven to result in a shared understanding of gender equality and women's empowerment.

ILO Lesson Learned Template

Project Title: Independent Mid-Term Evaluation of TRIANGLE in ASEAN: Safe and Fair Labour Migration

Project TC/SYMBOL: RAS/15/05/AUS and RAS/16/01/CAN

Name of Evaluator: Theo van der Loop

Date: 24 March 2019

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)	<i>The Lesson Learned is that providing intensive and tailored gender training to implementing partners during the inception period has proven to result in a shared understanding of gender equality and women's empowerment which is beneficial for the remainder of the project.</i>
Context and any related preconditions	<i>Especially the implementing partners at the national level had not much sustained exposure to gender issues, and the training in an early period enhanced attention for gender issues in later stages.</i>
Targeted users / Beneficiaries	<i>TRIANGLE in ASEAN, ILO ROAP/Bangkok, ILO DWT/Bangkok, HQ Geneva including PARDEV and EVAL, DFAT and GAC.</i>
Challenges /negative lessons - Causal factors	<i>The challenge is that it takes quite a sustained effort at the early stages of the programme/project implementation.</i>
Success / Positive Issues - Causal factors	<i>The positive side is that all partners have a common understanding on gender issues which makes it easier to communicate and to coach.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>Sustainable resources have to be allocated for such an early gender training in terms of human and financial resources.</i>

5.2 Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The ILO/EVAL Templates are used below. There are three Good Practices (GP) that emerged from the present evaluation that could well be replicated under certain conditions in other projects and/or countries.

GP1: The development of a solid Knowledge Base in the initial period of the programme has benefited the design of interventions and policies.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of TRIANGLE in ASEAN: Safe and Fair Labour Migration

Project TC/SYMBOL: RAS/15/05/AUS and RAS/16/01/CAN

Name of Evaluator: Theo van der Loop

Date: 24 March 2019

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.)	<i>The good practice is the development of a solid Knowledge Base in the initial period of the programme which benefits the design of interventions and policies. The knowledge base was developed along two lines with the implementation of two baseline methodologies:</i> <ol style="list-style-type: none"> <i>1. A large-scale regional survey of 1,808 migrant workers and 36 tripartite stakeholders coordinated by a consultancy firm Rapid Asia, and</i> <i>2. An internal Desk Review which analysed the adherence of regional and national policies and practices to international guidelines and principles on labour migration governance; written by TRIANGLE's Research officer.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>The results of these two studies have assisted with shaping the design of interventions by identifying key gaps in policies and practices to be addressed, as well as targeting and tailoring of activities by obtaining an understanding of differences in migration experiences by gender, country, sector, legal status and ethnicity.</i> <i>It also developed the Migration Outcomes Index (MOI) as follows: It comprises 8 sub-indicators which together are combined to produce one single score. The MOI includes an equal number of financial (income, tangible assets, savings and debt) and social (life skills development, skill level of work, unemployment and psychological, social or health problems) indicators to measure changes from before to after migration.</i>
Establish a clear cause-effect relationship	<i>See box above.</i>
Indicate measurable impact and targeted beneficiaries	<i>The solid knowledge base enhances the development of the M&E Plan and its indicators and is an important input into the Theory of Change.</i>
Potential for replication and by whom	<i>There is clear potential for replication by developing a knowledge base early on, and in fact the MOI is already being replicated in Africa.</i>
Upward links to higher ILO Goals (DWCPs, CPOs or ILO's Strategic Program Framework)	<i>A solid knowledge base enhances the quality of the Theory of Change, of the M&E Plan and of the Performance Framework/Logical Framework.</i>
Other documents or relevant comments	<i>The survey report "Risks and Rewards: Outcomes of labour migration in South-East Asia" and the 'Baseline of policy and practice in ASEAN'.</i>

GP2: The organisation of the annual ASEAN Forum on Migrant Labour (AFML), including the preparatory meetings for tripartite-plus partners, is a model of ASEAN cooperation to be replicated.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of TRIANGLE in ASEAN: Safe and Fair Labour Migration

Project TC/SYMBOL: RAS/15/05/AUS and RAS/16/01/CAN

Name of Evaluator: Theo van der Loop

Date: 24 March 2019

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
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p><i>The good practice is the organisation of the annual ASEAN Forum on Migrant Labour (AFML), including the preparatory meetings for tripartite-plus partners, which is a model of ASEAN cooperation. Apart from support to the organisation of the AFML itself (hosted by the ACMW chair each year), TRIANGLE in ASEAN support includes the writing of thematic background papers on the specific topic for that AFML; development of progress review background papers to assess implementation of AFML recommendations (every second year); convening national preparatory workshops for the tripartite plus partners in 8 ASEAN Member States (AMS); convening regional preparatory meetings for employers, workers and CSOs; support to CSO engagement in the AFML process through the Task force on ASEAN Migrant Workers (TFAMW); and the convening of post-AFML meetings for the tripartite partners in some countries. The biannual progress review background papers consolidate and summarize the activities, experiences, good practices and challenges of various stakeholders in implementing AFML Recommendations, based on updates collected from Government, employers' organizations, workers organizations and CSOs in ten ASEAN Member States. Latest progress review background paper developed for the 11th AFML is the the fourth in a series of biennial progress review papers prepared by the ILO.⁵ TRIANGLE in ASEAN has also published an AFML Background Information Booklet (the last one was in 2018, the 3rd edition) which includes the total of 134 Recommendations adopted at 3rd to 10th AFMLs.</i></p>

⁵ Previous publications in the series include: ILO. 2017. Progress of the implementation of recommendations adopted at the 3rd – 8th ASEAN Forums on Migrant Labour: Background paper to the 9th AFML; ILO. 2015. Progress of the implementation of Recommendations adopted at the 3rd – 6th ASEAN Forum on Migrant Labour meetings: Background paper to the 7th AFML; ILO. 2013. Background paper: Progress on the implementation of the recommendations adopted at the 3rd and 4th ASEAN Forum on Migrant Labour.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p><i>There are two kinds of preparatory meetings, both arranged with the aim of preparing participants to be able to better negotiate recommendations during the AFML proper:</i></p> <ul style="list-style-type: none"> • <i>Eight country preparatory meetings (the six target countries + Philippines and Indonesia) which are tripartite + CSOs and other resource persons. These meetings generate a set of country specific recommendations that the national delegations can bring with them to the AFML proper. These are arranged by TRIANGLE in the month leading up to the AFML proper.</i> • <i>Workers, employers and CSO preparatory meetings: these are held the day before the AFML proper starts. TRIANGLE facilitates these meetings, together with the ILO/DWT's workers' and employers' specialists. They result in separate sets of Workers' and Employers' recommendations. The NGO meeting is organised by the TFAMW.</i>
Establish a clear cause-effect relationship	<i>See box above.</i>
Indicate measurable impact and targeted beneficiaries	<i>The beneficiaries are the regional partners such as the AMS, the ASEAN Secretariat, ACE, ATUC, TFAMW and the donors and at national level the participating government organisations, employers' and workers' organisations and NGOs.</i>
Potential for replication and by whom	<i>As this process is a model for ASEAN Cooperation, there is clear potential for replication, however, one needs to recognise that this model carries significant investments in terms of working time and budgets.</i>
Upward links to higher ILO Goals (DWCPs, CPOs or ILO's Strategic Program Framework)	<i>Regional tripartite-plus cooperation is actually linked to national tripartite-plus cooperation through the system of preparatory meetings organised by TRIANGLE in ASEAN.</i>
Other documents or relevant comments	<i>The biannual AFML Background Information Booklet (e.g. the 3rd edition is from 2018), the AFML background paper, the proceedings of the AFML proper, the minutes of the preparatory meetings, etc.</i>

GP3: The work of Migrant Workers Resource Centres (MRC) providing support services to women and men migrants and their family members across the region is another Good Practice.

ILO Emerging Good Practice Template

Project Title: Independent Mid-Term Evaluation of TRIANGLE in ASEAN: Safe and Fair Labour Migration

Project TC/SYMBOL: RAS/15/05/AUS and RAS/16/01/CAN

Name of Evaluator: Theo van der Loop

Date: 24 March 2019

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.)	<i>The work of Migrant Workers Resource Centres (MRC) providing support services to women and men migrants and their family members across the region and the specifics of the various MRCs and their set up, management and sustainability concern a Good Practice to be replicated elsewhere.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p><i>Specific achievements to date concerning the MRCs are:</i></p> <ul style="list-style-type: none"> • <i>In 2018 a total of 30,053 women and men migrant workers (over half are women) were provided with support services through a network of 35 MRCs (up from 25,933 and 33 in 2017).</i> • <i>This includes complaints mechanisms, which led to total awards of US\$ 1,026,250 in compensation for labour rights violations and workplace injuries (almost double the amount in 2017: US\$ 574,597).</i> • <i>For the locations of the MRCs and the details of their implementing partners reference is made to Annex 12.</i> • <i>The total number of MRC beneficiaries since the start of the programme in 2015 is now 130,285 (of which 49 % are women) and a total of US\$4,045,965 has been ordered in compensation.</i> • <i>In 2018, 71% of MRCs are co-funded by national governments (up from 70% in 2017).</i>
Establish a clear cause-effect relationship	<i>Support MRC services to ensure that migrant workers, who have been subjected to exploitation and abuse, have access to legal support and receive appropriate compensation as well as return and reintegration support in line with national legislation and commitments to international standards (see for example “Case study 6: Successful resolution of a cross-border worker’s compensation case.” in the Annual Progress Report 2017).</i>
Indicate measurable impact and targeted beneficiaries	<i>See box above with achievements.</i>
Potential for replication and by whom	<i>Support services on return are in part enabled through MRCs, and several well-established MRCs are supporting community groups/peer networks of returned migrant workers (with a particular focus on women) to enhance their access to reintegration services.</i>

<p>Upward links to higher ILO Goals (DWCPs, CPOs or ILO’s Strategic Program Framework)</p>	<p><i>Migration issues have shown to be figuring prominently in the DWCPs and CPOs of the different ASEAN countries involved.</i></p>
<p>Other documents or relevant comments</p>	<p><i>The Annual Progress Reports (‘Narrative’) and the Quarterly briefing Notes (QBN) provide detailed information. See also the MRC Operations Manual in South Asia (ILO) and in Cambodia (by IOM).</i></p>

Annex 1 Terms of Reference (TOR)

The final version of the ToR can be provided as a separate document.

Annex 2 Inception Report for the MTE of TRIANGLE in ASEAN

The final version of the Inception Report (dated 27 January 2019) can be provided as a separate document.

Annex 3 Program of Field Visits, List of Informants & RPAC Agenda/Participants



TRIANGLE in ASEAN Mid-term Evaluation

Mission Agenda

7 – 23 January 2018

Monday 7 January 2019 – Bangkok, Thailand			
Time	Appointment	Location	Comment / Notes
8:55	UN Entry Registration Please contact UN ESCAP Security at main entrance for security clearance	United Nations ESCAP Rajadamnern Nok Avenue, Phra Nakhon, Bangkok 10200 https://goo.gl/maps/DgHmkdvSQrL2	Ning and Nathan will wait at UN ESCAP entrance for pick up and reception support Emergency: Contact Ms. Anna Olsen Mobile: (+66) 91 215 0536 Internal phone: 2233
9:00-10:00	Mid-term Evaluation discussion <i>Ms. Napaporn Udomchaiporn,</i> TRIANGLE Evaluation Manager <i>Ms. Pamornrat Pringsulaka,</i> ILO M&E Officer	ILO-ROAP Office Secretariat Building 11 th Floor, Block A	General discussion about the evaluation and process Confirmed
10:00-11:00	ILO-ROAP Deputy Director meeting <i>Ms. Panudda Boonpala,</i> Deputy Regional Director ILO RO – Asia and the Pacific	ILO-ROAP Office Secretariat Building 11 th Floor, Block A	Discussion about the programme and its strategic fit within ILO's broader regional mandate and operational activities Confirmed
11:00-15:00	TRIANGLE in ASEAN introduction <i>Ms. Anna Olsen,</i>	ILO-ROAP Office Secretariat Building 10 th Floor, Block B	Provide an overview of TRIANGLE in ASEAN, including regional and

	Technical Specialist <i>Ms. Marja Paavilainen,</i> Senior Technical Officer TRIANGLE in ASEAN		Cambodia specific activities Confirmed
18:20-19:35	Flight to Phnom Penh, Cambodia	Suvarnabhumi International Airport https://goo.gl/maps/uqUMw8etBSz	Thai Airways – TG 584 Cambodia National Holiday
	Accommodation in Phnom Penh	Plantation Urban Resort and Spa 28 Samdach Preah Thoamak Lekhet Ouk St. (184), Phnom Penh 12206 Phone: (+855) 23 215 151 https://goo.gl/maps/G7zBRmUHTBM2	Airport pick-up to be arranged by Theo / hotel Confirmed

Tuesday 8 January 2019 – Phnom Penh, Cambodia			
Time	Appointment	Location	Comment / Notes
7:45-8:00	Hotel Pick-up	Plantation Urban Resort and Spa	TRIANGLE in ASEAN provides local transportation Confirmed
8:00-8:45	TRIANGLE Country Officers introduction <i>Mr. Veth Vorn,</i> National Project Coordinator <i>Mr. Oliver Fisher,</i> Technical Officer for Research & Gender TRIANGLE in ASEAN	Cambodia Office – International Labour Organization (ILO) 2 nd Floor, Building I, Phnom Penh Center, Phnom Penh 12301 Phone: (+855) 77 777 849 https://goo.gl/maps/1DegcRSvs2J2	- Brief Introduction - Discussion on process in Cambodia - Discussion with Veth on logistic and technical support - Joint travel to meetings with partners Confirmed
9:00-9:45	NGO meeting <i>Mr. Mom Sokchar,</i> Director Legal Support for Children and Women (LSCW) sokchar_mom@lscw.org	Legal Support for Children and Women (LSCW) # 132E&F, Street 135 Psar Doeum Tknov, Chamkarmorn, Phnom Penh Phone: (+855) 12 943 767	Meeting will be in English <i>Ms. Sophea Seng,</i> Cambodia Field Mission Assistant will accompany and provide translation throughout the day if required

			Confirmed
10:10-11:00	Trade Union meeting <i>Mr. Ath Thorn,</i> President Cambodian Labour Confederation (CLC) aththorn@yahoo.com	Cambodian Labour Confederation (CLC) # 2.3 G, St. 26BT, Thnot Chrum Village, Sangkat Boeung Tumpon, Khan Meanchey, Phnom Penh Phone: (+855) 12 709 509 (+855) 12 998 909 https://goo.gl/maps/Vf2ceZapzt82	Confirmed
11:30-12:15	IOM Country Office meeting <i>Mr. Uy Akhara,</i> National Project Officer Cambodia Office - International Organization for Migration (IOM) ayuy@iom.int	International Organization for Migration (IOM) - Mission in Cambodia Tai Ming Building, 4th Floor, No 281, Norodom Blvd, Tonle Bassac, Phone: (+855) 68 999 920 https://goo.gl/maps/Z8MaUexKnS32	Meeting will be in English Confirmed
12:15-13:30	Lunch meeting <i>Mr. Veth Vorn & Mr. Oliver Fisher,</i> TRIANGLE in ASEAN		
14:00-15:00	ILO Country Office meeting <i>Mr. Tun Sophorn,</i> National Coordinator ILO Cambodia Office tun@ilo.org	Cambodia Office – International Labour Organization (ILO) 2 nd Floor, Building I, Phnom Penh Center, Phnom Penh 12301 Phone: (+855) 77 777 849 https://goo.gl/maps/1DegcRSvs2J2	Meeting will be in English Confirmed
15:10-16:10	UN Women Country Office meeting <i>Mr. Phorn Vutha,</i> National Programme Officer End Violence Against Women vutha.phon@unwomen.org <i>Mr. Lim Tith,</i> Coordinator Safe and Fair Programme	Cambodia Office – United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Room 626, 6 th Floor, Building A, Phnom Penh Center, Phnom Penh 12301 Phone: (+855) 17 866 771 https://goo.gl/maps/wrKv1B7f1Jq	Meeting will be in English Confirmed

Wednesday 9 January 2019 – Kampong Cham, Cambodia			
Time	Appointment	Location	Comment / Notes
6:30	Pick-up from hotel	Plantation Urban Resort and Spa	TRIANGLE in ASEAN provides field visit transportation
6:30-9:00	Travel to Kampong Cham <i>Mr. Veth Vorn & Mr. Oliver Fisher, TRIANGLE in ASEAN</i> <i>Ms. Sophea Seng, Cambodia Field Mission Assistant</i>		<i>Ms. Sophea Seng, Cambodia Field Mission Assistant will accompany and provide translation throughout the day</i> Confirmed
9:00-10:00	Migrant Worker Resource Centre (MRC) - Kampong Cham meeting <i>Ms. Hanny Fiya, Director</i> Phnom Srey Organization for Development (PSOD) psodfiya@gmail.com <i>Mr. Tek Imeng, Team Leader</i>	Phnom Srey Organization for Development (PSOD) MRC in Kampong Cham #126, Preh Monivong Street, Chroy Thmore Village, Sangkat Boeung Kok, Kampong Cham City Phone: (+855) 12 440 808	Confirmed
10:00-11:30	Visit with return migrant workers <i>Mr. Tek Imeng, Team Leader</i>		Confirmed
12:00-13:00	Lunch break		
13:30-14:30	Kampong Cham Provincial Department of Labour and Vocational Training (PDOLVT) <i>Mr. Cheng Heang, Director</i> <i>Ms. Khiev Socheath, Head of Employment and Manpower</i> pdlvt_kgcham@yahoo.com	Kampong Cham Provincial Department of Labour and Vocational Training (PDOLVT) # Boeungkok 2, Kampong Cham City Phone: (+855) 11 652 222 (+855) 11 448 499	Confirmed
14:30-17:00	Return to Phnom Penh	Plantation Urban Resort and Spa	

Thursday 10 January 2019 – Phnom Penh, Cambodia			
Time	Appointment	Location	Comment / Notes
8:30-9:00	Hotel Pick-up	Plantation Urban Resort and Spa	TRIANGLE in ASEAN provides local transportation Confirmed
9:00-13:00	Cambodia Programme Advisory Committee (PAC) meeting <i>Ms. Anna Olsen,</i> Technical Specialist <i>Mr. Veth Vorn,</i> National Project Coordinator <i>Mr. Oliver Fisher,</i> Technical Officer for Research & Gender	Phnom Penh Hotel 53 Preah Monivong Blvd (St 93), Phnom Penh 12201, Cambodia Phone: (+855) 23 991 868	Annual meeting with programme stakeholders to provide guidance on the implementation of country-level activities and endorse annual work plan for 2019 (agenda and invitees list provided separately) Confirmed
11:00-12:00	Meeting with CAMFEBA <i>Mr. Teh Sing,</i> Deputy Secretary-General <i>Mr. Matthew Rendall,</i> Deputy Secretary	Phnom Penh Hotel	Confirmed
13:00-13:45	Recruitment Agency meeting <i>Mr. Vireak Pin,</i> Executive Director <i>Mr. Kakada Danh,</i> Advisor Association of Cambodian Recruitment Agency (ACRA)	Phnom Penh Hotel	Confirmed
14:00-15:00	Ministry of Labour meeting <i>H.E Hou Vuthdy,</i> Under Secretary of State <i>Mr. Tean Tithyakomoul,</i> Director, Department of Employment and Manpower <i>Mr. Ouk Ravuth,</i> Deputy Director, Department of Employment and Manpower	Ministry of Labour and Vocational Training (MOLVT) # Building 3, Russian Blvd. Sangkat Toak laak I, 12156, Phnom Penh Phone: (+855) 12 289 861 https://goo.gl/maps/hTRYomRJZsm	Confirmed
15:00-16:00	National Employment Agency meeting <i>H.E Hong Choeun,</i> Director General <i>Mr. Siv Kheang,</i>	National Employment Agency (NEA) # Building 3, Russian Blvd. Sangkat Toak laak I, 12156, Phnom Penh	Confirmed

Deputy Director Planning and Cooperation Department head1@nea.gov.kh	Phone: (+855) 12 853 938 https://goo.gl/maps/hTRYomRJZsm	
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Friday 11 January 2019 – Travel to Jakarta, Indonesia

7:30	Depart to airport	Plantation Urban Resort and Spa https://goo.gl/maps/G7zBRmUHTBM2	Airport drop-off to be arranged by Theo / hotel Confirmed
10:10-11:15	Flight to Bangkok, Thailand	Phnom Penh International Airport https://goo.gl/maps/3YxBcNdGQdA2	Thai Airways – TG 2587
14:25-17:55	Flight to Jakarta, Indonesia	Suvarnabhumi International Airport https://goo.gl/maps/uqUMw8etBSz	Thai Airways – TG 435
	Accommodation in Jakarta	Le Méridien Jakarta Jl. Jend. Sudirman No.Kav. 18-20, RT.10/RW.11, Karet Tengsin, Tanahabang, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10220 Phone: (+62) 21 251 3131 https://goo.gl/maps/j2MXQLeCLDC2	- Hotel to be booked by Theo - Airport pick-up to be arranged by Theo / hotel Confirmed

Monday 14 January 2019 – Jakarta, Indonesia

Time	Appointment	Location	Comment / Notes
10:30-11:30	Global Affairs Canada meeting <i>Mr. Steve Jaltema,</i> Head of Cooperation & Counsellor Mission of Canada to ASEAN Steve.Jaltema@international.gc.ca	Embassy of Canada in Indonesia World Trade Centre 1, 6th Floor JL. Jend. Sudirman Kav. 29-31, Jakarta, 12920, Indonesia Phone: (+62) 21 2550 7806 https://goo.gl/maps/5SQqamXkMeQ2	Confirmed
12:00-14:00	Lunch meeting <i>Ms. Anjali Fleury,</i> Technical Officer – ASEAN Liaison	Le Méridien Jakarta https://goo.gl/maps/j2MXQLeCLDC2	- Briefing on work with ASEC - Briefing on gender strategy

	TRIANGLE in ASEAN		- Joint travel to meetings with ASEC and GAC Confirmed
14:30-15:30	ASEAN Secretariat meeting <i>Ms. Mega Irena,</i> Assistant Director / Head of Labour and Civil Service Division Human Development Directorate ASEAN Socio-Cultural Community (ASCC) Department megairena@asean.org	The ASEAN Secretariat Jalan Sisingamangaraja, 70A, RT.2/RW.1, Selong, Kby. Baru, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12110, Indonesia https://goo.gl/maps/uLvZGaF4vJ12	TRIANGLE in ASEAN provides local transportation for meetings Confirmed
19:05-22:35	Flight to Bangkok, Thailand	Soekarno-Hatta International Airport https://goo.gl/maps/emnBEFiRg3C2	Thai Airways – TG 436
	Accommodation in Bangkok	Centre Point Hotel Pratunam 6 Phetchaburi Rd, Khwaeng Thanon Phaya Thai, Khet Ratchathewi, Krung Thep Maha Nakhon 10400 https://goo.gl/maps/apU2FioezMH2	- Hotel to be booked by Theo - Airport pick-up to be arranged by Theo / hotel Confirmed

Tuesday 15 January 2019 – Bangkok, Thailand

Time	Appointment	Location	Comment / Notes
10:00-12:00	TRIANGLE in ASEAN <i>Ms. Anna Engblom,</i> Senior Programme Manager TRIANGLE in ASEAN	ILO-ROAP Office Secretariat Building 10 th Floor, Block B	Provide an overview of TRIANGLE in ASEAN, including regional and countries specific activities Confirmed
13:00-14:00	Ministry of Labour meeting <i>Ms. Pectharat Sinaouy,</i> Director General of the Department of Employment Thailand Ministry of Labour (MOL)	Department of Employment Thailand Ministry of Labour 14 th Floor, Mit Maitri Road, Khet Din Daeng, Krung Thep Maha Nakhon 10400 https://goo.gl/maps/h97XLYpzeiT2	Thailand Field Mission Assistant will accompany and provide translation throughout the afternoon Confirmed
14:00-15:00	ILO Country Officer introduction	ILO-ROAP Office Secretariat Building	- Brief introduction

	<i>Ms. (Kate) Kuanruthai Siripatthanakosol,</i> National Project Coordinator TRIANGLE in ASEAN	10 th Floor, Block B Tentative (meet near MOL better?)	- Discussion on Thailand programme activities - Joint travel to meetings with partners
15:00-16:00	Ministry of Labour meeting <i>Ms. Pattana Pantufluck,</i> Director of the International Cooperation Unit Thailand Ministry of Labour (MOL)	International Cooperation Unit Thailand Ministry of Labour 12 th Floor, Mit Maitri Road, Khet Din Daeng, Krung Thep Maha Nakhon 10400 https://goo.gl/maps/h97XLYpzeiT2	Meeting will include members of the International Cooperation Unit Confirmed

Wednesday 16 January 2019 – Bangkok, Thailand			
Time	Appointment	Location	Comment / Notes
9:00–10:00			
10:00-11:00	ILO-ROAP Specialist meeting <i>Mr. Pong-Sul Ahn,</i> Regional Specialist Workers' Activities - ACTRAV	ILO-ROAP Office Secretariat Building 11 th Floor, Block A	Discussion about the programme and its strategic fit within ILO's broader regional mandate and operational activities Confirmed
11:00-12:00	ILO-ROAP Specialist meeting <i>Mr. Tite Habiyakare,</i> Regional Labour Statistician	ILO-ROAP Office Secretariat Building 11 th Floor, Block A	Discussion about the programme and its strategic fit within ILO's broader regional mandate and operational activities Confirmed
12:00-13:00	Lunch Break		
14:00-15:00	ASEAN Confederations of Employers (ACE) <i>Mr. Roland Moya,</i> Secretary General for ACE / Employers Confederation of the Philippines (ECOP) ramjo1961@yahoo.com	Skype	
15:00-15:30	Regional Trade Union meeting <i>Mr. Dom Tuvera,</i>	ILO-ROAP Conference Room Secretariat Building	Skype Call

	Coordinator ASEAN Trade Union Council (ATUC) coordinator@aseantuc.org	07 th Floor, Block A	Confirmed
15:30-17:00	ILO-ROAP Programme meeting <i>Ms. Deepa Bharati,</i> Chief Technical Advisor SAFE and FAIR Programme	ILO-ROAP Office Secretariat Building 10 th Floor, Block B	Discussion about the programme and its strategic fit within ILO's broader regional operational activities Confirmed

Thursday 17 January 2019 – Bangkok, Thailand

9:00-10:30	Australian DFAT meeting <i>Dr. Helen Cheney,</i> Counsellor of Development Cooperation DFAT Office of Development Effectiveness (ODE) Australian Mission to ASEAN Helen.Cheney@dfat.gov.au	Australian Embassy in Thailand 181 Witthayu Rd, Khwaeng Lumpini, Khet Pathum Wan, Krung Thep Maha Nakhon 10330 Phone: (+66) 2 344 6300 https://goo.gl/maps/t1EpCRt2L632	Meeting might include phone call with Ms. Tanja Confirmed
11:00–12:30	Ms Pattama Vongratanavichit Senior Development Officer, Embassy of Canada in Thailand	Embassy of Canada in Thailand	Confirmed
13:00-13:30	ILO-ROAP Specialist meeting <i>Ms. Laetitia Dard,</i> Senior Communication and Public Information Officer	ILO-ROAP Office Secretariat Building 11 th Floor, Block A	Discussion about the programme and its strategic fit within ILO's broader regional mandate and operational activities Confirmed
13:30-14:00	ILO-ROAP Specialist meeting <i>Ms. Joni Simpson,</i> Senior Specialist Gender, Equality and Non-Discrimination	ILO-ROAP Office Secretariat Building 10 th Floor, Block A	Discussion about the programme and its gender fit with ILO's regional operational activities from 2017 till now Confirmed

Friday 18 January 2019 – Mae Sot, Thailand			
Time	Appointment	Location	Comment / Notes
9:40-10:50	Flight to Mae Sot, Thailand	Don Mueang International Airport https://goo.gl/maps/oDaaarKMfhr	Nok Air DD8116 Travel with Ms. (Kate) Kuanruthai Siripatthanakosol, National Project Coordinator TRIANGLE in ASEAN
13:30-15:00	NGO and CSO meeting <i>Ms. Chonticha Tangwaramongkol,</i> Deputy Director <i>Ms. Raweeporn Dokmai,</i> Project Coordinator Foundation for Human Rights and Development (HRDF) <i>Mr. Suchart Trakoonhootip,</i> Project Coordinator MAP Foundation (MAP)	Foundation for Human Rights and Development (HRDF) Mae Sot Labour Law Clinic, Mae Sot, Tak Province	TRIANGLE arranges local transport throughout the day Thailand Field Mission Assistant will accompany and provide translation throughout the afternoon Confirmed
15:30-17:00	Workplace visit	Syngenta Saw-O Phob Phra Noi	Confirmed
17:45-18:45	Clients - Migrant workers meeting <ul style="list-style-type: none"> Foundation for Human Rights and Development (HRDF) MAP Foundation (MAP) 	Tee Nee Mae Sot Mae Sot, Tak Province	Meeting with a group of Myanmar workers supported by HRDF and MAP Confirmed
18:30-19:00	Accommodation in Mae Sot	J2 Hotel 149/8 Indrarakeeree Rd. Tambon Mae Sot, Amphoe Mae Sot, Chang Wat Tak 63110 https://goo.gl/maps/2w1bzsVWU5o	Confirmed

Saturday 19 January 2019 – Bangkok, Thailand			
11:45-13:00	Flight to Bangkok, Thailand	Mae Sot Airport https://goo.gl/maps/NN6ZjigdnEF2	Nok Air – DD8117

Monday 21 January 2019 – Bangkok, Thailand			
Time	Appointment	Location	Comment / Notes
08.30 – 9.45	Trade Union meeting <i>Dr Pongthiti Pongsilamanee</i> Deputy Director State Enterprise Workers' Relations Confederation (SERC)	State Enterprise Workers' Relations Confederation (SERC) 216/8 Soi Vibhavadi Rangsit 11 Yaek 5, Khwaeng Chatuchak, Khet Chatuchak, Bangkok 10900 https://goo.gl/maps/JoFyuoRpAHu	Confirmed
10.00 – 11.00	Employer Organization meeting <i>Mr Ukrish Kanjanaket</i> Advisor, Employer's Confederation of Thailand (ECOT)	As above	Confirmed
11:30- 13:30	Lunch Break		
14:00- 14:30	Graeme Buckley Director, ILO DWT for East and South-East Asia and the Pacific	United Nations ESCAP 10 th floor	Confirmed
14:30- 15:00	Akiko Sakamoto Skills and Employability Specialist	As above	Confirmed

Tuesday 22 January 2019 – Bangkok, Thailand			
9:00-14:00	Theo - preparations of the PPT for the RPAC		
15:00- 16:00	Nilim Baruah Senior Migration Specialist	United Nations ESCAP 10 th floor	Confirmed
16:00-	Hwan and TRIANGLE team – review of PPT		Confirmed

Wednesday 23 January 2019 – Bangkok, Thailand			
Time	Appointment	Location	Comment / Notes
9:00-14:00	RPAC meeting	Grande Centre Point Ratchadamri 153/2 Ratchadamri Rd, Khwaeng Lumphini,	https://goo.gl/maps/76fzZFUWpDy
14:00- 17:00	Debrief with TRIANGLE in ASEAN staff and K Hwan and K Poo		
Thursday 24 January 2019 – Bangkok, Thailand			



12:15-18:30	Flight to Amsterdam, the Netherland	Suvarnabhumi International Airport	KLM Airline – KL 0876
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List of Key Informants

At Programme level:

- Management team of the TRIANGLE in ASEAN programme
- ILO Deputy Regional Director and ILO Country Director for Thailand and Cambodia
- Relevant ILO specialists at DWT Bangkok
- ILO administrative unit (ROAP)
- ILO technical unit at headquarters (MIGRANT)
- DFAT and GAC staff
- Staff of other international organisations and donors working in the area of labour migration and human trafficking (e.g. IOM, UN Women, UNCDF, EU, SDC, AAPTIP, etc.)

At Regional Level (ASEAN wide):

- Tripartite Constituents: ACMW, ACE and ATUC
- ASEAN Secretariat
- TF-AMW
- Other key agencies working on labour migration and human trafficking at regional level

At National level:

- ILO Country Offices
- National tripartite constituents
- A selection of Migrant Worker Resource Centres (MRC) in Cambodia and Thailand
- If possible: one or two FGD's with women and men potential migrants, migrant workers, return migrant workers and members of their families
- CSOs and other stakeholders and partners who have partnered with the project
- Other key agencies working on labour migration and human trafficking at national level.



TRIANGLE in ASEAN

3rd Regional Programme Advisory Committee meeting 23 January 2019, Grande Centre Point Rajadamri, Bangkok, Thailand

Final Agenda

Wednesday, 23 January 2019	
8:30-9:00	Registration
9:00-9:20	Opening remarks, introductions <ul style="list-style-type: none"> - Ms Panudda Boonpala, Deputy Regional Director, International Labour Organization, Regional Office for Asia and the Pacific (ILO-ROAP) - Ms Pattama Vongratanavichit, Senior Development Officer, Embassy of Canada in Thailand - Dr. Helen Cheney, Counsellor, Australian Mission to ASEAN, Australian Embassy, Bangkok, Thailand
9:20-10:20	Presentation and validation of key findings from the independent mid-term evaluation of TRIANGLE in ASEAN <ul style="list-style-type: none"> - Mr Theo van der Loop, Independent Evaluator
10:20-11:55	Open discussion on key findings, including reflections on partnership with TRIANGLE in ASEAN from: <ul style="list-style-type: none"> - Ms Mega Irena, Assistant Director / Head Social Welfare, Women, Labour and Migrant Workers Division ASEAN Socio-Cultural Community (ASCC) Department - Ms. Patana Bhandhufalck, Director of International Cooperation Bureau, & Ms Ruengratt Adhikari, Director of ASEAN Division, Ministry of Labour, Thailand & ACMW Chair 2019 - Mr Roland Moya, Secretary General, ASEAN Confederation of Employers (ACE) - Mr Ruben Torres, General Secretary, ASEAN Trade Union Confederations (ATUC) - Mr Sinapan Samydrorai, Convener, Task Force on ASEAN Migrant Workers (TFAMW)
11:55-12:00	Closing remarks <ul style="list-style-type: none"> - ILO



3rd Meeting of the TRIANGLE in ASEAN Regional Programme Advisory Committee (RPAC)

23 January 2019
Grande Centre Point Rajadamri, Bangkok, Thailand

Final lists of participants

No.	Organisation	Participants
1	ACMW Chair Thailand	Ms Patana Bhandhufalck Director of International Cooperation Bureau, Ministry of Labour, Thailand
2		Ms Ruengratt Adhikari Director of ASEAN Division, Ministry of Labour, Thailand
3		Ms Yaowaluk Kongsee Foreign Relations Officer, Ministry of Labour, Thailand
4		Ms Duangrat Phongkiratit Department of Employment, Ministry of Labour
5		Mr Sipeem Supatrai Department of Employment, Ministry of Labour
6		Ms Sukana Pornputi Department of Employment, Ministry of Labour
7	ASEAN Secretariat	Ms Mega Irena, Director of Human Development Directorate, ASCC megairena@asean.org
8		Ms Pitchanuch Supanavich, Senior Officer, Labour and Civil Service Division, Human Development Directorate, ASCC Nuch.supavanich@asean.org
9	ACE	Mr Roland Moya, Secretary General, ASEAN Confederation of Employers (ACE)/ Employers' Confederation of the Philippines (ECOP) ramjo1961@yahoo.com
10	ATUC	Mr Ruben Torres General Secretary, ASEAN Trade Union Council (ATUC) Rubentorres910@yahoo.com ; coordinator@aseantuc.org
11	TFAMW	Mr Sinapan Samydrorai Convenor, Task Force on ASEAN Migrant Workers (TFAMW) Samysd@yahoo.com
12	Global Affairs Canada	Ms Pattama Vongratanavichit Senior Development Officer, Embassy of Canada in Thailand Pattama.Vongratanavichit@international.gc.ca

13	Department of Foreign Affairs and Trade, Australia	Dr Helen Cheney Counsellor, Australian Mission to ASEAN, Australian Embassy, Bangkok, Thailand Helen.Cheney@dfat.gov.au
14		Ms Tanja Ferguson Senior Regional Portfolio Manager, Australian Mission to ASEAN – Thailand Tanja.Ferguson@dfat.gov.au
15	Independent evaluator	Mr Theo Van Der Loop Independent evaluator thmvanderloop@hotmail.com
16	ILO	Ms Panudda Boonpala Deputy Regional Director boonpala@ilo.org
17		Ms Anna Engblom Senior Programme Manager TRIANGLE in ASEAN engblom@ilo.org
18		Ms Marja Paavilainen Senior Technical Officer (regional activities) TRIANGLE in ASEAN paavilainen@ilo.org
19		Ms Anna Olsen Technical Specialist TRIANGLE in ASEAN olsena@ilo.org
20		Ms Napaporn UDOMCHAIPORN Programme Officer Regional Programming Services Unit napaporn@ilo.org
21		Ms Deepa Bharathi Chief Technical Adviser SAFE and FAIR bharathi@ilo.org
22		Ms Kitiya Kitithammastian Finance and Administrative Assistant TRIANGLE in ASEAN kitiya@ilo.org

Annex 4 Timeline for the TRIANGLE in ASEAN Programme

Year/Month	Activity/Document	Remark
2010-2015		
2010 - 2015	Predecessor project: GMS Triangle I	DFAT
2012 -09/2016	Predecessor project: ASEAN Triangle Project (ATP)	GAC
2015		
Jan 2015	Start design of Triangle II by ILO and DFAT	DFAT
April 2015	The Design Mission	DFAT
Aug 2015	Project Design Document (PDD) for TRIANGLE II Project period: Oct 2015 – Oct 2025	DFAT
Sept 2015	Final Independent Evaluation of GMS Triangle I	DFAT
16 Oct 2015	Grant Arrangement TRIANGLE II - DFAT/ILO	DFAT
Nov 2015	Official Start of TRIANGLE II	DFAT
2016		
May 2016	Final Independent Evaluation of ASEAN Triangle (ATP)	GAC
Aug 2016	Project Design Document (PDD) for ATP II Project period: Dec 2016 – June 2020	GAC
30 Nov 2016	9 th AFML held in Vientiane, Lao PDR.	
Late 2016	Start of discussions among 3 partners ILO/DFAT/GAC	DFAT/GAC
7 Dec 2016	Grant Arrangement ASEAN Triangle Project II - GAC/ILO	GAC
2017		
July 2017	Inception Report for TRIANGLE IN ASEAN submitted to donors (cf. EA)	DFAT/GAC
Aug 2017	Evaluability Assessment (EA) starts (finalized in Nov.)	DFAT/GAC
25 Oct 2018	10 th AFML held in Manila	
26 Oct 2017	First RPAC held in Manila	
Nov 2017	Revised Inception Report submitted to donors	DFAT/GAC
14 Nov 2017	Adoption of the ASEAN Consensus on the Protection and Promotion of the Rights of Migrant Workers, in Manila	ASEAN/AMS
2018		
February 2018	Donors approved/signed Inception Report	DFAT/GAC
22 Oct 2018	Proposal for Restructuring of TRIANGLE IN ASEAN submitted to Donor - DFAT	DFAT
29 Oct 2018	11 th AFML held in Singapore	
30 Oct 2018	Second RPAC held in Singapore	
Nov 2018	30 th ASEAN SUMMIT	ASEAN
2019		
Jan 2019	Mid-Term Evaluation MTE	DFAT/GAC
2019/2020	Decision by DFAT on continuation for next 5-year period	DFAT
2020		
June 2020	Approved GAC Funding will end	GAC
2020	Design an Exit Strategy	

Annex 5 Theory of Change

The Theory of Change as proposed in TRIANGLE’s Inception Report (November 2017) is presented on the following pages.



Intermediate Outcome 1. Women and men migrant workers are better protected by labour migration governance frameworks

	Immediate outcome 1.1 Gender equitable and rights-based policies and legislation for migrant workers are adopted	Immediate outcome 1.2 Gender-responsive mechanisms are established to increase men and women migrant workers' access to social protection	Immediate outcome 1.3 Regional and national capacity to implement labour migration policy and provide assistance to migrant workers is increased	Immediate outcome 1.4 Service delivery by migrant worker resource centres is sustainable, effective and gender-responsive
Outputs	<p>1.1.1 Knowledge products on labour migration policy and law and working conditions for migrant workers are disseminated to stakeholders</p> <p>1.1.2 Inputs and recommendations are provided to governments for the development and amendment of legislation and policy on labour migration</p> <p>1.1.3 AFML is organized around an annual theme on the protection of the rights of migrant workers</p> <p>1.1.4 Coordination meetings on labour migration governance are held among ASEAN bodies</p>	<p>1.2.1 Technical support is delivered to ASEAN governments for development of policies on the portability of social security benefits</p> <p>1.2.2 Research reports are disseminated to inform the development of regional policies on social protection for migrant workers</p> <p>1.2.3 Tripartite technical working group meetings are held on extending social protection benefits to women and men migrant workers in ASEAN</p>	<p>1.3.1 Training is provided to tripartite plus stakeholders on implementation of policies and delivery of services to migrant workers</p> <p>1.3.2 Training is delivered to trade unions and migrant associations to support development of action plans and organizing of migrant workers</p> <p>1.3.3 Workshops are organized on development and monitoring of codes of conduct for employer bodies and private sector organizations</p> <p>1.3.4 Workshops are held for regional social partners and CSOs to formulate work plans and improve service provision for migrant workers</p>	<p>1.4.1 MRC support services are delivered to women and men migrant workers in countries of origin and destination</p> <p>1.4.2 Training is provided to MRCs and service providers on delivery of effective and gender-responsive services</p> <p>1.4.3 Tools and results produced through the delivery of MRC services are disseminated to stakeholders to encourage replication</p>
Activities	<p>1.1.1.1 Conduct research on the application migration law and policy, working conditions in targeted sectors and public attitudes to migrant workers¹</p> <p>1.1.2.1 Prepare ILO technical comments and position papers on proposed legislation to ensure adherence to international labour standards</p> <p>1.1.2.2 Organize tripartite plus consultations on draft legislation on gender-responsive and transformative migration policy and plans</p> <p>1.1.3.1 Prepare background papers and reviews of progress on the implementation of AFML recommendations²</p> <p>1.1.3.2 Support annual AFML meetings to strengthen regional cooperation on protection of migrant workers²</p> <p>1.1.4.1 Organize meetings to improve coordination among ASEAN bodies on labour migration issues, including linkages between migration and trafficking and violence³</p>	<p>1.2.1.1 Provide technical advice to governments on the portability of social security in ASEAN⁵</p> <p>1.2.2.1 Conduct research for regional policy development on social protection of migrant workers</p> <p>1.2.3.1 Establish a regional technical working group on the extension of social protection to migrant workers and the portability of social security benefits</p> <p>1.2.3.2 Develop tools to improve implementation of regional policies on social protection for migrant workers</p>	<p>1.3.1.1 Provide training and tools for constituents and civil society partners to improve the implementation of policies and quality of services, including on gender sensitivity, access to justice, labour attache services, migrant welfare funds, labour inspection, pre-departure training.⁶</p> <p>1.3.2.1 Provide support for the development and implementation of gender-sensitive responses from social partners on labour migration, including trade union action plans and support for migrant associations in sectors in which trade unions are not-traditionally active</p> <p>1.3.2.2 Develop tools to build the capacity of employer bodies and private sector partners on the protection of migrant workers, including through self-regulation initiatives</p> <p>1.3.3.1 Develop multi-year work programs with regional workers' and employers' organizations (ATUC, ACE) and build the institutional capacity of regional CSOs on the protection of migrant workers and implementation of relevant recommendations of the AFML</p>	<p>1.4.1.1 Deliver gender-responsive support services through MRCs, including counselling; legal assistance; information, education and training, networking and organizing into trade unions. Specific models and services will target women migrant workers and return migrants</p> <p>1.4.1.2 Build cross-border cooperation and support sharing of experiences and linked services between MRCs to ensure end-to-end delivery</p> <p>1.4.2.1 Provide training to increase the capacity of MRC staff and service providers on safe migration, M&E, financial management, effective counselling techniques, gender awareness, violence against women, reproductive health rights, LGBTIQ etc.</p> <p>1.4.3.1 Document MRC results and operational tools to support advocacy for institutionalization of MRC services⁷</p>

Intermediate Outcome 2. Policies and programmes enable women and men migrant workers to contribute to and benefit from economic and social development.

	Immediate outcome 2.1 Gender-responsive policies on return and reintegration, and migration and development, are developed	Immediate outcome 2.2 The costs and fees associated with labour migration and remittance services are monitored and reduced	Immediate outcome 2.3 Service systems that enable migrant workers to better manage their resources, successfully reintegrate and obtain support are established	Immediate outcome 2.4 The evidence base on migrant workers' contribution to regional and national development is enhanced
Outputs	<p>2.1.1 Inputs and recommendations are provided for policy formulation on migration and development, financial inclusion of migrants and enabling environment for migrant businesses</p> <p>2.1.2 Workshops are organized to support social dialogue and cooperation on return and reintegration and migration and development</p> <p>2.1.3 Public campaigns are conducted to support positive attitudes towards migrant workers in countries of origin and destination</p>	<p>2.2.1 Survey reports on migration costs in selected intra-ASEAN corridors are disseminated to stakeholders</p> <p>2.2.2 Web portal on remittance fees in ASEAN is launched to allow migrant workers to compare costs among service providers.</p> <p>2.2.3 Technical assistance and advocacy is delivered to governments and social partners on regulation of recruitment agencies.</p> <p>2.2.4 Codes of conduct for recruitment agencies are developed and monitored</p>	<p>2.3.1 Peer networks are established in origin communities to provide information and support to return and potential migrant workers</p> <p>2.3.2 Training on enterprise development and financial literacy are delivered to return migrant workers and their families</p> <p>2.3.3 Employment services for return migrant workers are provided through private sector enterprises and chambers of commerce</p> <p>2.3.4 Technical assistance is provided to support migrant-friendly financial products and services</p>	<p>2.4.1 Research reports on the contribution of migration to national and regional development are disseminated to stakeholders</p> <p>2.4.2 Knowledge products documenting the experiences of return migrant workers and good practices in supporting reintegration of migrants are shared.</p>
Activities	<p>2.1.1.1 Conduct research and analysis to support the enactment of policy on migration and development, and reduction of regulatory barriers to financial inclusion of migrants, in particular for women migrant workers.</p> <p>2.1.1.2 Support the development of an enabling environment for business start-up through consultation on policies to encourage productive investment of remittances, formal registration of businesses and greater access to financial services for women and men return migrants.</p> <p>2.1.2.1 Support national, multilateral and regional workshops to enhance cooperation on return and reintegration, migration and development, share experiences and strengthen regional commitments to gender equality within policies.</p> <p>2.1.3.1 Support campaigns to promote positive attitudes towards migrant workers, including greater understanding of their contribution to development and challenging negative stereotypes – particularly for women migrant workers⁹</p>	<p>2.2.1.1 Monitor migration costs by conducting migration cost surveys using the KNOMAD methodology to obtain comparable data by corridor, considering different models of recruitment, and track progress against SDG indicator 10.7.1 (recruitment cost)</p> <p>2.2.2.1 Collect information about remittance costs for both formal and informal channels and develop an ASEAN remittance cost comparison web portal</p> <p>2.2.3.1 Strengthen the regulation of recruitment agencies through legislation (in regard to licencing, monitoring, sanctioning and establishing rules for outsourcing and sub-contracting)</p> <p>2.2.3.2 Workshops and advocacy on fair recruitment in different sectors (promotion of C181 and FRT, and ethical recruitment training) with social partners and civil society organisations</p> <p>2.2.4.1 Support for self-regulation initiatives by recruitment agencies to encourage fair recruitment practices for migrant workers</p>	<p>2.3.1.1 Provide support for community-based networks of return migrants, including specific groups for women, to provide reintegration support (as well as advice to potential migrants)</p> <p>2.3.2.1 Adapt enterprise development training materials for delivery by partners to return migrants, including facilitating access to credit services especially for women entrepreneurs</p> <p>2.3.2.2 Using the financial literacy curriculum for ASEAN migrant workers, deliver training in countries of origin and destination to assist migrant workers and their families with achieving their financial goals.</p> <p>2.3.3 Support the provision of employment services and 'twinning' for return migrants (jobs in enterprises at destination and origin) – including through Chambers of Commerce</p> <p>2.3.4 Work with financial institutions and UNCDF to ensure that the experiences and perspectives of migrant workers are incorporated in the development of innovative financial services and products (e.g. using mobile technology)</p>	<p>2.4.1.1 Conduct research on the contribution of labour migration to social and economic development at national and regional level, including the extent to which individual women and men migrants benefit.</p> <p>2.4.2.1 Conduct research on the reintegration experiences of return migrant workers and the impact of migration on communities of origin, including on women's empowerment⁹</p> <p>2.4.2.2 Collect and analyse good practices for supporting successful reintegration of return migrant workers in ASEAN</p>

Intermediate Outcome 3. Labour mobility systems are gender-responsive and increase the efficiency of labour markets.

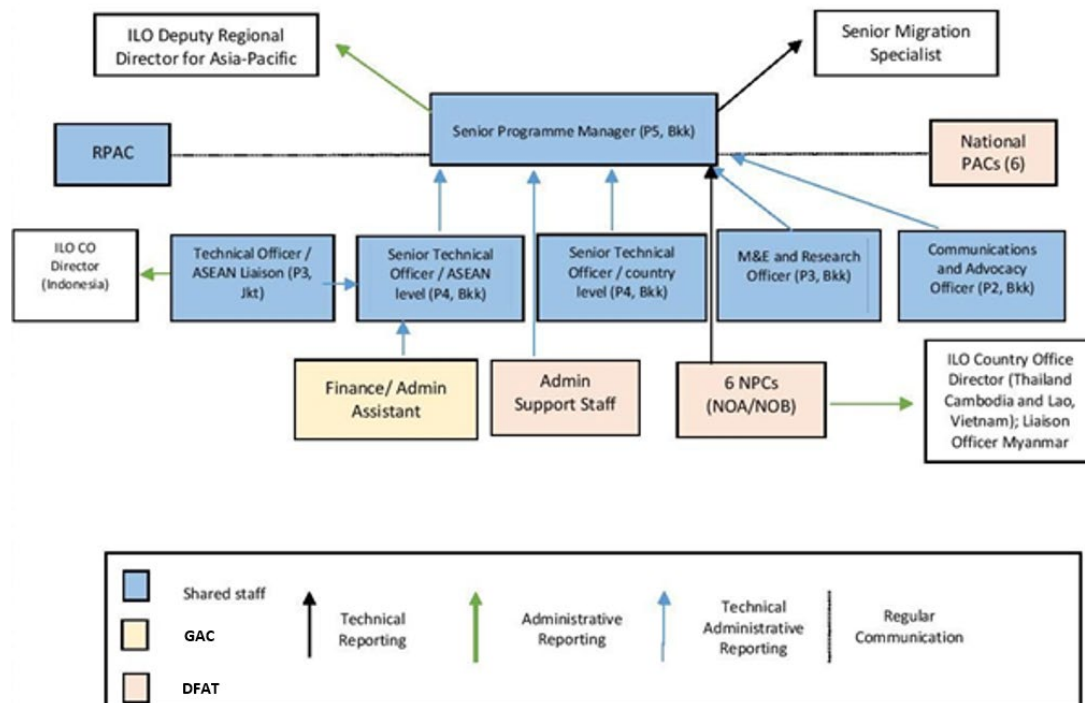
	Immediate outcome 3.1 Regional standards and systems for recognition of the skills of women and men migrant workers are developed and monitored	Immediate outcome 3.2 Regional and national capacity to produce and analyse statistical data and match supply and demand for migrant labour is improved	Immediate outcome 3.3 Capacities of regional employers' organizations and industry associations on labour mobility enhanced	Immediate outcome 3.4 Regional, bilateral and national policies on labour mobility are more efficient, inclusive and gender-responsive
Outputs	<p>3.1.1 Workshops are organized to develop Regional Model Competency Standards for domestic work and other targeted sectors</p> <p>3.1.2 Consultations are held on certifying migrant workers' skills and experience</p> <p>3.1.3 Knowledge products on the implementation and use of skills recognition systems are disseminated to ASEAN stakeholders</p> <p>3.1.4 Research reports on the benefits of skills training and regular migration in specific sectors are shared with governments and social partners</p>	<p>3.2.1 Workshops are organized on the collection and sharing of statistical data on labour migration for relevant ministries</p> <p>3.2.2 Technical assistance is supplied on collection and analysis of survey and administrative data on labour migration</p> <p>3.2.3 Technical support with piloting the methodology for measuring migration policy impacts in two ASEAN countries</p> <p>3.2.4 Workshops are organized to develop sound methods for conducting labour market assessments to inform labour migration policies</p>	<p>3.3.1 Advisory services for private sector firms and associations are delivered by a Regional Enterprise Resource Centre</p> <p>3.3.2 Workshops are organized for employer and industry associations to develop mechanisms for assessing labour shortages in two sectors</p> <p>3.3.3 Consultations are held to build national support for implementation of regional employer policies and develop new policy positions on labour migration</p>	<p>3.4.1 Consultations are held to develop support for regional agreements on labour mobility for low and semi-skilled workers</p> <p>3.4.2 Advocacy campaigns are implemented to remove discriminatory barriers to migration for women and men</p> <p>3.4.3 Technical support is provided to government and social partners for negotiating MOUs on labour migration</p> <p>3.4.4 Research reports on the impact of trade and economic policies on labour migration are disseminated to stakeholders</p>
Activities	<p>3.1.1.1 Support the development of Regional Model Competency Standards (RMCS) and benchmarking to enable implementation of sector and industry based skills recognition systems, including for domestic workers</p> <p>3.1.2.1 Conduct advocacy among key stakeholders to certify migrant workers' experience in destination countries</p> <p>3.1.3.1 Research the extent of movement of women and men professionals under selected MRAs and MRS' and monitor the implementation of regional actions plans of AMS on skill recognition for priority skills areas³⁰</p> <p>3.1.4.1 Conduct research on the benefits of using regular channels and obtaining skills training/certifications for women and men entering employment in construction, manufacturing and domestic work</p>	<p>3.2.1.1 Support inter-ministerial coordination and harmonization of statistical methods to sustain collection and sharing of statistical data on labour migration in ASEAN through the IIMS and national channels</p> <p>3.2.2.1 Provide advisory services to improve survey and administrative data on labour migration and return migration in AMS</p> <p>3.2.3.1 Assist AMS to measure the impact of their labour migration policies and programmes through application of the ILO tool developed.</p> <p>3.2.4.1 Develop gender sensitive methodologies to assess and project the gap in labour supply and demand between countries of origin and destination, particularly for women migrants³¹</p>	<p>3.3.1.1 Support the establishment of a regional Enterprise Resource Centre to provide advice to firms and industry associations; develop training materials and tools; and facilitate compliance in supply chains</p> <p>3.3.2.1 Develop a survey and reporting mechanism for private sector assessments of labour shortages in sectors employing migrant workers</p> <p>3.3.3.1 Promote buy-in of national employers' organizations and governments to the regional policies on labour migration developed by ACE and support the development of additional policy positions on labour migration issues (e.g. assessment of skills needs, supply chain analysis, extension of social protection to migrant workers and prevention of violence against women at work)</p>	<p>3.4.1.1 Support social dialogue on the development of regional rights-based agreements that promote the mobility of low and semi-skilled workers; and particularly mobility and decent work for migrant women.</p> <p>3.4.2.1 Conduct advocacy to amend policies that establish discriminatory barriers to mobility for women and men, whether explicit or de facto in nature (i.e. relating to highly gendered sectors of work).</p> <p>3.4.3.1 Build capacity of government officials and social partners on negotiating bilateral and regional MOUs and other mobility-related instruments and provide support to drafting processes</p> <p>3.4.4.1 Carry out research on the impact of trade and economic policies on labour migration in ASEAN (including ASEAN Economic Community, APEC Labour Mobility Framework, special economic zones in Thailand, etc.)</p>

Annex 6 Staffing Model

The staffing model includes the following roles:

- Senior Programme Manager: responsible for the overall management, oversight and coordination, some regional activities and backstopping country level activities in Myanmar and Thailand (based at ROAP).
- Senior Technical Officer: backstopping country level activities in Cambodia, Lao PDR and Viet Nam, support for legal reviews and private sector focal point (based at ROAP).
- Senior Technical Officer: backstopping ASEAN level activities and backstopping country level activities in Malaysia (based at ROAP).
- Technical Officer (Research and M&E): responsible for monitoring and evaluation, research and focal point for risk management (based at ROAP).
- Technical Officer (ASEAN Liaison): responsible for ASEAN level activities, liaison with the ASEAN Secretariat and the focal point for gender equality and women’s empowerment (based at Country Office for Indonesia and Timor Leste).
- Technical Officer (Communications and Advocacy): responsible for communications and campaign activities (based at ROAP).
- Six National Programme Coordinators: responsible for implementation of national level activities in their respective countries (based in six priority ASEAN countries)
- Nine Administration and Finance Assistants: responsible for administrative and financial management support (based at ROAP and in six priority ASEAN countries).

Figure 1. TRIANGLE in ASEAN joint management structure



Source: ToR, see Annex 1.

Annex 7 Data Collection Worksheet

The 'Data Collection Worksheet' below specifies the Evaluation Criteria and Questions, and the sources of data, stakeholder interviews and specific methods used during the evaluation

Evaluation Criteria and Questions	Sources of Data	Stakeholder Interviews	Specific Methods
H. Relevance and strategic fit			
23) Are the activities aligned with national, regional and global strategic and policy frameworks on labour migration? This includes in any case national development plans, ILO-DWCP, UNDAF, ASEAN Work Plan and SDGs.	National policies, PDDs, Grant Arrangements IR, EA, DWCPs, UNDAF, ASEAN WP, SDGs, the ASEAN consensus, ILO conventions	Project Team Regional & National Tripartite Partners, ASEC, SLOM-WG, TF-AMW, Donors, DWT/ROAP	Documents review & Stakeholder Interviews
24) Has the programme been able to leverage the ILO effectively, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.) and/or cost-sharing or in-kind contributions to complement its resources? (e.g. from other ILO projects, inter-agency collaborations and private sector contributions).	IR, EA, Progress reports	ILO DWT-ROAP, MIGRANT, IOM, UN Women, Donors and other international organisations	Documents review & Interviews
I. Validity of intervention design			
25) Does the programme address the major causes of vulnerability and respond to the prevalent forms of exploitation among migrant workers in the ASEAN region? Are these clear from the theory of change (ToC)?	PDDs, EA, IR, ToC, Expert publications, QBN	Regional Migration Expert ILO, Project Team Regional & National stakeholders, Donors	Documents review & Interviews
26) Is the scope of the interventions realistic given the time and resources available, including performance and results reporting, as per the Evaluability Assessments (EA) findings?	EA, IR, ToC, M&E Plan, incl. PF, Progress reporting incl. financial, QBN, Project Design Documents	Project Team Regional & National stakeholders, DWT/ROAP, Donors	Documents review & Interviews
27) Are the indicators of the achievements clearly defined, describing the changes to be brought about?	EA, IR, PF	Project Team DWT/ROAP, Donors	Documents review & Interviews

J. Intervention progress and effectiveness			
28) What amount of progress has been made in achieving the programme's twelve immediate outcomes identified in the ToC (see Annex 4)? <i>Applying a Scale or a Rubric of none, minor, moderate, major with justification: See Section 2.1.</i>	EA, IR, ToC, M&E Plan incl. PF, Clear Horizon, 'Better Evaluation'	DWT/ROAP, DFAT, GAC, Project Team Regional & National Stakeholders	Documents review & Interviews; The use of a Rubric is discussed in Section 2.1 ; FGD's (see Section 2.2)
29) To what extent are tripartite constituents and other key stakeholders (civil society, private sector, and related development projects e.g. PROMISE, SHIFT, AAPTIP, UN-ACT, etc.) satisfied with and/or using the outputs produced, and how the partnerships/relationships lead to effective cooperation in programme implementation?	EA, Progress reports, QBN, Minutes of RPAC, SURAC and National PAC's	Regional & National Tripartite and other stakeholders, DFAT, GAC, IOM, SDC, UNCDF, EU, UN-ACT, UN-Women	Documents review, Interviews
30) What key challenges have detracted from the effectiveness of the programme activities?	EA, Progress reports, QBN, risk matrix and risk reporting	Project Team Regional & National stakeholders Donors	Documents review, Interviews
K. Efficiency of resource use			
31) Has the allocation of resources been optimal for achieving the programme's outcomes (financial, human, institutional, technical, etc.)? Are the staffing structures and resourcing of activities (noting national/regional and policy/service delivery at minimum) contributing to quality performance and impact?	PDDs, IR, EA, Financial Progress Reports, Minutes of RPAC, SURAC and National PAC's	Project Team DWT/ROAP, Donors, other RPAC members	Documents review, Interviews
32) Have the programme activities been completed on-time/according to logical phasing and sequencing anticipated by the project document? If not, what are the factors that hinder timely delivery and what are the counter measures taken to address this issue?	PDDs, IR, EA, M&E Plan, progress reports, QBN	Project Team DWT/ROAP, Donors, other RPAC members	Documents review, Interviews
33) To what degree are different activities cost effective and/or delivering impact?	IR, EA, M&E Plan, Progress reports, QBN	Project Team DWT/ROAP, Donors, other RPAC members, migrant workers,	Documents review, Interviews

			implementing partners
L. Effectiveness of management arrangement			
<i>This should include focus on post-2019.</i>			
34) What should the international and national management of the programme look like in the future?	Restructuring Proposal, IR, EA, Progress Reports	Project Team DWT/ROAP, Donors, other RPAC members	Documents review, Interviews
35) How do the national and regional staff and management arrangements support fluidity between the top-down and bottom-up initiatives in the ASEAN structure, and has the move into a joint management structure under the programme approach been effective?	Restructuring Proposal, EA, Financial Progress Reports, Minutes of RPAC, SURAC and National PAC's	Project Team DWT/ROAP, Donors, other RPAC members, Tripartite National Stakeholders	Documents review, Interviews
36) Have the cross-cutting strategies – communications, private sector and gender - been effective in (a) raising the profile of the programme within the ASEAN region and (b) contributing to achieving the desired outcomes, e.g. policy influence?	CAVS, PSES WEGES, EA, Financial Progress Reports, Minutes of RPAC, SURAC and National PAC's	Project Team DWT/ROAP, Donors, other RPAC members, Tripartite National Stakeholders	Documents review, Interviews
37) Has the monitoring and evaluation system supported results-based and adaptive management of the programme as well as the decision making related to gender and vulnerable groups including people with disabilities, ethnic minorities and children and young people?	M&E Plan, EA, WEGES, Progress reports	Project Team DWT/ROAP, Donors, other RPAC members, ACWC, ACW	Documents review, Interviews
38) Noting any unintended, negative and unexpected impacts of the programme, have programmatic, contextual and institutional risks been managed effectively by the programme?	Risk Register, Progress reports, EA, IR, M&E Plan	Project Team DWT/ROAP, Donors, other RPAC members	Documents review, Interviews
M. Impact orientation and key stakeholder populations			
39) What influence has the programme had on the development of policies and practices at national and regional levels? (See annual reports for list of policy inputs provided)	Progress Reports, List of policies (ToR's Annex 3), Product List	Project Team DWT/ROAP, Donors, other RPAC members, Trip. National Stakeholders	Document review; Interviews
40) Which programme-supported tools have been institutionalized by partners and/or replicated by external organizations?	Progress Reports, Product List, QBN, CAVS	Project Team DWT/ROAP, Donors,	Document review; Interviews

			other RPAC members, Trip. National Stakeholders
41) How has the knowledge base contributed to the broader goals / intermediate outcomes?	Product List, Progress reports, QBN, CAVS	Project Team DWT/ROAP, Donors, other RPAC members	Document review; Interviews
N. Gender equality and non-discrimination			
42) What are the key achievements of the programme on gender equality and women's empowerment?	WEGES, Progress Reports, QBN	Project Team DWT/ROAP, Donors, other RPAC members, ACWC, ACW	Document review; Interviews
43) Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?	WEGES, Progress Reports incl. financial	Project Team DWT/ROAP, Donors	Document review; Interviews
44) Has the sectoral focus of the activities been effective in addressing the needs of migrants in particular sectors of work characterised by vulnerable working characteristics? (e.g. domestic work, agriculture, construction, etc.)	WEGES, Progress Reports, QBN, sectoral publications	Project Team DWT/ROAP, Donors, other RPAC members, ACWC, ACW	Document review; Interviews

Annex 8 Work Plan for the MTE

Task	Completion date	Responsible
Preparation and sharing of the draft TOR	21 August 2018	Evaluation Manager and Programme Manager
DFAT meeting with Clear Horizon on the TORs	4 September 2018	DFAT
Approval of the TOR	16 October 2018	Regional Evaluation Officer/GAC and DFAT
Issuance of EOI	5 October 2018	Evaluation Manager/Regional Evaluation Officer
Selection of consultant and issuance of contract	15 November 2018	TRIANGLE in ASEAN Team
<u>Phase 1:</u> Brief evaluator on ILO evaluation policy and the programme; submission of key programme documents	20 - 25 November to 2018	Evaluation Manager and TRIANGLE in ASEAN Team
Document review and development of the inception report including details of the evaluation methodology, and Submission of draft Inception Report	25 November – 9 December 2018	Evaluator
<u>Phase 2:</u> Documents Review and Data Analysis Phase	10 – 21 December 2018	Evaluator
Approval of the inception report (no more than 20 pages)	15 December 2018	Evaluation Manager/GAC and DFAT
Draft mission schedule and list of key stakeholders to be interviewed	15 December 2018	TRIANGLE in ASEAN Team
<u>Phase 3:</u> Field missions	7- 20 January 2018	Evaluator
Validation workshop in Bangkok, and Debriefings with Evaluation Manager and the ILO Programme Team	23 January 2018	Evaluator
<u>Phase 4:</u> First draft of evaluation report submitted	18 February 2019	Evaluator
Consolidated stakeholder comments on the draft report returned to the evaluator	25 February 2019	Evaluation Manager
Final draft of the evaluation report submitted	1 March 2019	Evaluator
Approval of the evaluation report	10 March 2019	Evaluation Manager/ Evaluation Office/GAC and DFAT
Management response to the evaluation recommendations	15 March 2019	TRIANGLE in ASEAN Team

Annex 9 ACMW Work Plan 2016-2020, and support by ILO

Project Title (ACMW Work Plan 2016-2020)		Support	Country Coordinator	Expenditure Triangle US\$	Commitment Triangle US\$
Thematic Area: Governing mechanism of labour mobility					
2.	Annual ASEAN Forum on Migrant Labour (AFML), including Background Paper and a series of preparatory meetings at national and regional levels	TRIANGLE, IOM, UN WOMEN, TFAMW, ASEC	ACMW Chair	(9 th) 90.000 (10 th) 93.700 (11 th) 78.000	(12 th) 90.000 (13 th) 90.000
5.	Reintegration programme for returning migrant workers	TRIANGLE (Other source will be explored)	Indonesia		60.000
6a.	Study on the demand and supply of migrant workers in receiving and sending countries in ASEAN <i>Combined with SLOM-WG Project and retitled as: Strengthening LMIS towards achieving greater labor mobility across ASEAN</i>	TRIANGLE, IOM (Other source is being explored)	Viet Nam The Philippines		60.000
Thematic Area: Social protection of migrant workers in ASEAN					
7.	Study on portability of social security for migrant workers across ASEAN Member States		Thailand	1.630	20.000
Thematic Area: Protection and promotion of the rights of migrant workers					
10a.	Research on migrant worker rights-based standard employment contracts	Safe and Fair (EU)	Indonesia		
11.	Public campaign on safe migration (development of campaign video which was launched on 12 December 2018)	TRIANGLE, E-READI	Indonesia	11.400	
Thematic Area: Labour dimension of trafficking in persons					
13.	TIP investigation and prosecution (completed)	TRIANGLE, AAPTIP	The Philippines	440	
15.	Workshop on strengthening the capacity of labour officials in the prevention of TIPs	TRIANGLE, TAF	Lao PDR		15.000
TOTAL				275.170	335.000

Annex 10 EA's Recommendations & the way TRIANGLE has dealt with them

The Evaluability Assessment (EA) of November 2017 has made 12 Recommendations and the follow-up by the TRIANGLE programme has been assessed by the present MTE as indicated in the Table below.

No.	EA Recommendations	MTE's Assessment of the way TRIANGLE has dealt with these Recommendations
1	Outcomes - Consider adjusting relevant immediate outcomes statements identified in the Evaluability Assessment to specify the <u>location</u> of the result, whether national or regional	Determining if the immediate outcomes apply to the national <u>or</u> the regional level is difficult as most of them have both regional <i>and</i> national level activities; therefore, no changes were made.
2	Outcomes and outputs. Under <u>Intermediate Outcome 3</u> , some of the outputs and the immediate outcomes to which they contribute would benefit from review and more concrete definition in terms of the <u>priorities</u> and essential activities compared with <u>optional ones</u> . Less crucial outputs and activities could be removed given consideration of time and resource constraints. <ul style="list-style-type: none"> A review of Intermediate Outcome 3 outputs is recommended at annual reporting and in the first triennial evaluation 	As it was felt that there was no need to remove outputs and immediate outcomes at the time of the EA, no changes were made upon this recommendation. Prioritizations and/or revisions of the ToC need to be made once it is clear what will happen after July 2020 (end of current GAC funding). <ul style="list-style-type: none">
3	Indicators. Consider <u>removing less critical indicators</u> to reduce the overall burden of data collection. For example, remove the indicator under Intermediate Outcome 2: “% of return migrant workers who report an increase in income generated by their businesses after receiving enterprise development training” as it is only relevant to a small proportion of beneficiaries who take up enterprise development training	Three indicators (1 under Intermediate Outcome 1, and 2 under Intermediate Outcome 2) were removed, while a fourth one on safe migration counseling (under Intermediate Outcome 1 was also removed but replaced with: “Extent to which MRC services contribute to better protection of the labour rights of migrant workers.”
4	Indicators. It would be useful to include <u>more frequent monitoring</u> than currently planned for some indicators. The indicators on remittance costs and men and women migrants in leadership roles under Intermediate Outcome 2 could be monitored annually at national level as well as through the Rapid Asia Study, where capacity exists	While generally more frequently monitoring of indicators is desirable, the measurement of some of them are associated with very high costs. To measure the two that are mentioned, qualitative and quantitative surveys would be required. Instead, the planning is to measure these through the midline and end-line surveys (using the same questionnaire as was used for the baseline survey). It will not be realistic to report on them more frequently than that.
5	Milestones/Targets and work planning. Include a section in the Inception Report describing the <u>overall</u>	This has been included satisfactorily in TRIANGLE's Inception Report: See the

	<u>phasing and sequencing</u> of the 10 year programme, and the rationale for 5-year planning in the Performance Framework	section on sequencing and prioritization of activities in Annex 1 on the ToC (p. 3-5).
6	Inception Report documentation alignment and cross-referencing. Make improvements to the <u>alignment of numbering of outputs and outcomes</u> across the inception report and its annexes; include a table providing a summary of all reporting and planning documents and their timeframes; include numbers on the indicators in the performance framework; cross-reference the Products in the <u>Product List</u> with outcome/output numbers in the Performance Framework (Noting that work on this recommendation has commenced in parallel with the preparation of the Evaluability Assessment report)	This has been completed in TRIANGLE's Inception Report which is now fully aligned and cross-referenced.
7	M&E training for partners and national programme staff. <ul style="list-style-type: none"> • Provide <u>intensive training</u> in M&E concepts and data collection procedures for partners at the national level, especially those who are new to reporting as implementing partners. For the local partner level, such as Migrant Resource Centre staff, the emphasis should be on the use of practical tools to collect data, how to complete the forms and interviewing skills • Target more intensive <u>coaching</u> on the M&E requirements of the programme for NPCs in countries where capacity is relatively weaker. 	In immediate follow-up to this recommendation, the M&E/Research Officer conducted M&E training to partners in eight countries during the October 2017-March 2018 period. On average, two trainings were conducted in each country with the intention of keeping the groups small and as responsive to partner needs as possible. The sub-recommendation on Coaching needs to be taken up when the new M&E Officer has been appointed.
8	M&E Resources. Provide additional and ongoing human resource support to the Technical Officer (Research and M&E) through <u>external monitoring and evaluation technical consultants and intern arrangements</u> to support administrative tasks, especially at peak workload times. This will require a review of the budget required. Further, in the light of resource limitations, assess the feasibility of M&E data collection at the next annual report and <u>reduce the scale of data collection</u> and disaggregation if necessary	This has been partly implemented: The M&E/Research Officer employed an intern (Nathan) for six months during 2018 to work with him on M&E. Additional technical M&E support cannot be hired due to limited resources. However, as the project is currently undertaking less research than during its start-up phase, the M&E/Research position will be able to focus more on M&E. This is expected to meet realistic M&E needs.
9	Independent evaluation schedule. The independent evaluation schedule <u>should remain as planned</u> with triennial evaluations in 2019, 2022 and 2025. In the interests of resource efficiency it is recommended that the mid-term evaluation currently required under the GAC Grant Agreement should be negotiated to be combined with the first triennial evaluation in 2019	This recommendation has been implemented, and the present MTE is a joint GAC and DFAT evaluation. However, it needs to be discussed still how to handle the need for a final evaluation under the GAC investment in 2020.
10	Independent evaluation teams. To the extent that resources permit, the triennial independent evaluations should include <u>a team of two evaluators</u> , lead and team member, to ensure that country level progress across a number of countries and regional progress can be effectively examined	As it was decided that the ongoing MTE will prioritize regional work and focus less on country level (only two countries included), it was felt that the evaluation could be handled by one evaluator.

11	<p>Independent evaluations. The independent evaluations, and especially the first triennial evaluation, should include the issue of <u>national stakeholders' perceptions</u> of the relevance of the programme to their needs</p>	<p>As it was decided that the ongoing MTE will prioritize regional work and focus less on country level (only two countries included), this will only be possible for stakeholders in Cambodia and Thailand.</p>
12	<p>Gender equality evaluability. Prepare a concise <u>gender action plan</u>, extracting the key elements of the gender strategy and describing the concrete gender-focused activities, timing, personnel responsibilities and budget</p>	<p>The development of this Gender Action Plan has been delayed but is now in process and is expected to be attached to the 2018 annual progress report.</p>

Annex 11 Selected Indicators from the PF and MTE's Comments

Level	Original Indicator in PF	Comments by MTE
Intermediate Outcome 1: Protection	% of migrant workers who decide to migrate through regular channels based upon provision of safe migration counselling	<u>Replaced after EA by:</u> Extent to which MRC services contribute to better protection of the labour rights of migrant workers.
	% of migrant workers enrolled in social protection schemes; (by country)	<u>Removed after EA.</u>
Intermediate Outcome 2: Development	% of return migrant workers who report an increase in income generated by their businesses after receiving enterprise development training	<u>Removed after EA.</u>
	% of women and men return migrant workers who take up leadership roles within their communities	<u>Removed after EA.</u>
Intermediate Outcome 3: Mobility	% of migrant workers who are matched with jobs for which they have relevant skills. (at year 5 and year 10)	This will be measured via the Mid- and Endline surveys by Rapid Asia which concerns Returnees. What about improvements in skills matching of migrant workers in Countries of Destination?
	% of women and men migrant workers who are employed in a regular legal status.	This percentage will depend on the accuracy of data on the informal or illegal status of migrants which are notoriously hard to acquire. Better to reformulate to focus on absolute numbers of migrants employed legally.
	Extent to which policies and practices on labour migration governance are in-line with international principles and guidelines on labour mobility.	Measured through the Baseline Review and the update of the Review which was planned for year 4 but postponed (at least partly due to the fact that the M&E Officer left in mid 2018).
Immediate Outcome 3	# of skills standards or certification and recognition arrangements adopted for women and men migrant workers with ILO inputs.	The actual adoption of such standards will take many years (as is recognised in the targets of the PF); better to include another measure of progress in adoption procedures.
	% of a complete sex-disaggregated dataset produced by governments on labour migration statistics	--
	# of private sector firms that are provided with advisory services by a Regional Enterprise Resource Centre	This Centre has been delayed since no Employers' Organisation was ready to host it, but very recently (at the RPAC meeting in January 2019) ECOP agreed to be the host; the criteria and/or the targets need to be adjusted therefore.
	# of policies restricting women or men's migration for employment	--
	# of MOUs and bilateral agreements reached on mobility of low-and semi-	--

<p>skilled workers with support from ILO and social partners.</p>	
<p># of women and men migrant workers whose skills are certified for low and semi-skilled jobs.</p>	<p>The question is how this indicator works out in practice with the measurement through partner progress reports both in countries of origin and destination. The targets of 1500 for 2018 and 3,000 for 2020 with a baseline of zero seem rather arbitrary. The Progress Report for 2018 which is currently in preparation might shed more light on the usefulness of this indicator.</p>

Annex 12 MRCs: Locations and Implementing Partners

Locations of MRC's in ASEAN:



MRCs and Implementing Partners:

#	Country	Partner Organization delivering MRC services	Type
1	Cambodia	Cambodian Labour Confederation (CLC), (Prey Veng)	Trade Union
2	Cambodia	National Employment Agency Job Centre (Battambang)	Government
3	Cambodia	National Employment Agency Job Centre (Kampong Thom)	Government
4	Cambodia	National Employment Agency Job Centre (Kampot)	Government
5	Cambodia	Phnom Srey Organization for Development (PSOD) (Kampong Cham)	NGO
6	Cambodia	Provincial Department of Labour and Vocational Training (Battambang)	Government
7	Cambodia	Provincial Department of Labour and Vocational Training (Kampong Cham)	Government
8	Cambodia	Provincial Department of Labour and Vocational Training (Kampong Thom)	Government

9	Cambodia	Provincial Department of Labour and Vocational Training (Kampot)	Government
10	Cambodia	Provincial Department of Labour and Vocational Training (Prey Veng)	Government
11	Lao PDR	Lao Federation of Trade Unions (LFTU) (Luang Prabang)	Trade Union
12	Lao PDR	Lao Federation of Trade Unions (LFTU) (Savannakhet)	Trade Union
13	Lao PDR	Provincial Department of Labour and Social Welfare (Champasak)	Government
14	Lao PDR	Provincial Department of Labour and Social Welfare (Xaiyaboury)	Government
15	Malaysia	Malaysian Trades Union Congress (Kuala Lumpur/Selangor)	Trade Union
16	Malaysia	Malaysian Trades Union Congress (Penang)	Trade Union
17	Malaysia	Malaysian Trades Union Congress (Johor)	Trade Union
18	Malaysia	Tenaganita (Kuala Lumpur/Selangor)	NGO
19	Malaysia	Tenaganita (Penang)	NGO
20	Myanmar	Labour Exchange Office (Dawei)	Government
21	Myanmar	Labour Exchange Office (Kyaukse)	Government
22	Myanmar	Labour Exchange Office (Mandalay)	Government
23	Myanmar	Labour Exchange Office (Meiktila)	Government
24	Myanmar	Labour Exchange Office (Myingyan)	Government
25	Myanmar	Labour Exchange Office (Taunggyi)	Government
26	Myanmar	Mawk Kon Local Development Organisation (MKLDO) (Keng Tung)	NGO
27	Thailand	HomeNet (Bangkok)	NGO
28	Thailand	Human Rights and Development Foundation (HRDF) (Mae Sot)	NGO
29	Thailand	Migrant Assistance Programme (MAP) (Chiang Mai)	NGO
30	Thailand	Raks Thai Foundation, (Bangkok)	NGO
31	Viet Nam	Department of Labour, Invalids and Social Affairs (Bac Ninh)	Government
32	Viet Nam	Department of Labour, Invalids and Social Affairs (Ha Tinh)	Government
33	Viet Nam	Department of Labour, Invalids and Social Affairs (Phu Tho)	Government
34	Viet Nam	Department of Labour, Invalids and Social Affairs (Quang Ngai)	Government
35	Viet Nam	Department of Labour, Invalids and Social Affairs (Thanh Hoa)	Government