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## **Forward Looking Evaluation (FLE)**

**TRIANGLE in ASEAN:**

**Safe and Fair Labour Migration**

### **Overview**

**Theo van der Loop**

*The Hague, 5 January 2020*

*Administrative information:*

<b>Project Title:</b>	<b>Internal Forward Looking Evaluation for TRIANGLE in ASEAN: Safe and Fair Labour Migration</b>
<b>TC Project Code:</b>	RAS/15/05/AUS (DFAT) RAS/16/01/CAN (GAC)
<b>Type of Evaluation</b>	Internal Evaluation – Final evaluation for GAC; Periodic evaluation for DFAT
<b>Project Period</b>	DFAT – November 2015 - November 2025 GAC – January 2016 - June 2020
<b>Administrative Unit</b>	ILO Regional Office for Asia and the Pacific (ROAP)
<b>Technical Backstopping Unit</b>	MIGRANT, ILO, Geneva
<b>Funding Agencies</b>	Australian Government - Department of Foreign Affairs and Trade (DFAT) Global Affairs Canada (GAC)
<b>Project budget</b>	DFAT – AUD 20 million GAC – CAD 5.5 million
<b>Managed by</b>	TRIANGLE in ASEAN Programme Team, ILO ROAP, Bangkok
<b>Consultant:</b>	Theo van der Loop, International Consultant
<b>Evaluation Schedule</b>	September – December 2019 (Field mission dates: 25 September – 16 October 2019)
<b>Disclaimer</b>	<i>The views expressed in this report are those of the author and are not necessarily the views of the International Labour Office (ILO). The Consultant is solely responsible for any errors or omissions in the text of the report.</i>

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### Separate Attachments:

- A. Report on Lessons Learned and Good Practices. TRIANGLE in ASEAN: Forward Looking Evaluation.
- B. Project Document (PRODOC). TRIANGLE in ASEAN Regional Component for the period 2020-2025 to be submitted to GAC.

# List of Abbreviations

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 Advocacy Network
ASEAN	Association of South East Asian Nations
ASEAN ACT	ASEAN-Australia Counter Trafficking
ASEAN-OSHNET	ASEAN Occupational Safety and Health Network
ASEC	ASEAN Secretariat
ASETUC	ASEAN Services Trade Unions Council
ATP	ASEAN TRIANGLE Project
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
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
DWT	ILO Decent Work Team for Southeast Asia
EA	Evaluability Assessment
EO	Employers' Organisation
EU	European Union
FE	Final Evaluation
FGD	Focus Group Discussion
GAC	Global Affairs Canada
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group
GMS	Greater Mekong Sub-region
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 for Asia Pacific
KNOMAD	Global Knowledge Partnership on Migration and Development
LF	Logic(al) Framework

LNCCI	Laos National Chamber of Commerce and Industry
M&E	Monitoring and Evaluation
MEF	Malaysian Employers Federation
MIGRANT	(ILO) International Migration Programme
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
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
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

# Forward Looking Evaluation: Introduction

The present Overview of the Forward Looking Evaluation (FLE) of TRIANGLE in ASEAN (2015-2025) is based on the ToR for this assignment (see Annex 1). It introduces the various documents produced and provides information on the way the assignment has been implemented.

## *Background*

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 current phase of the programme builds on the work of two previous labour migration projects implemented by the ILO the GMS TRIANGLE project (2010-2015) funded by DFAT and the ASEAN TRIANGLE Project (2012-2016) funded by GAC. The current Programme has been active in six countries (Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam)<sup>1</sup> and engages with all ASEAN member states, working in close cooperation with governments and social partners. While DFAT has in mid 2019 made their formal commitment to fund the programme until November 2025, the continuation of the GAC contribution to the programme beyond June 2020 remains at this point in time uncertain.

## *Scenarios for the period 2020-2025*

The TRIANGLE in ASEAN programme needs to *reassess its strategy and priorities* for future implementation and delivery. The timeframe for Australian support to TRIANGLE in ASEAN is November 2015 – November 2025 and the timeframe for the current phase of the GAC support is January 2016 – June 2020. As the ToR for the present assignment has indicated (cf. Annex 1), the ILO will submit a new proposal to continue the GAC funding beyond June 2020. Given this, the programme needs to prepare for *two future scenarios*:

- 1) GAC supports to TRIANGLE in ASEAN continues under a third phase, and/or another donor steps in.
- 2) DFAT becomes the only donor of TRIANGLE in ASEAN, resulting in a significant reduction on overall budget (approximately 50% of the current total budget).

## *Final Evaluation of GAC project 2016-2020*

In accordance with the ILO policy and the grant agreement signed with GAC, *a final evaluation* is required by early 2020. However, TRIANGLE in ASEAN underwent a comprehensive independent mid-term evaluation carried out from September 2018 to March 2019. As the independent evaluation was completed only a few months ago, repeating a full review of the programme's performance by early 2020 is not necessary. After discussions between ILO and the donors, it has been agreed that this evaluation will be carried out *as a forward looking exercise* to guide programme implementation in the remaining five years of programme implementation and to help inform the programme strategy.

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<sup>1</sup> Since early 2019 activities have been reduced in Malaysia and Viet Nam.

As the budget for the GAC funded component is below the US\$ 5 million threshold, this evaluation will be carried out as *an internal evaluation* managed by the TRIANGLE in ASEAN programme team. The forward looking evaluation will be informed by the ILO Policy guidelines for results-based evaluation, DFAT Monitoring and Evaluation Standards 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, the OECD/DAC Evaluation Quality Standards and DFAT's Aid Investment Criteria.

### ***Purpose and Objectives of the Forward Looking Evaluation***

This forward looking evaluation will support adaptive management and learning and knowledge sharing for the ILO and key stakeholders of the TRIANGLE in ASEAN programme in next five years of implementation. The ***specific objectives*** of the evaluation are the following:

1. **Identify and document lessons learned and good practices** from the TRIANGLE in ASEAN programme's initial years of implementation that should be prioritized going forward. This is to identify and document the most effective, coherent, relevant and impactful project interventions where TRIANGLE in ASEAN has made a difference.
2. **Identify, prioritize and draft programme strategies for two future scenarios:**
  - a. GAC continues its support to the programme through a third phase or another donor steps in with a similar budget which allows spending to be maintained more or less at par with current levels for the 2020-2025 period; and
  - b. a reduced programme with DFAT as the only donor for 2020-2025.

### ***Methodology***

The details of the methodology have been provided in the Inception Report and the workplan indicated there has been closely followed with the following highlights:

- The evaluator attended the 12<sup>th</sup> AFML on 25-26 September 2019 and the 4<sup>th</sup> RPAC on 27 September 2019.
- The mission to Bangkok was undertaken from 24 September until 17 October 2019. The scheduled mission to Jakarta was not needed as the representatives of ASEAN and of GAC could be interviewed *en marge* of the AFML/RPAC and/or through follow-up Skype calls.
- The interviews undertaken before, during and after the mission, including Skype meetings, are detailed in Annex 3.
- All documents have been discussed extensively with the programme team and went through one or more rounds of revisions as is usual in an internal evaluation.

# Deliverables:

The following deliverables were proposed in the ToR and Inception Report:

1. ***Inception Report***;
2. ***Report on Lessons Learned and Good Practices*** based on a study of the evaluations undertaken for the successive DFAT and GAC projects (15-25 pages);
3. A revised ***Theory of Change***;
4. A revised ***Logical Framework (LogFrame)***;
5. Scenario A - ***Project Document (PRODOC)*** for a new proposal to supplement the ongoing DFAT investment (total 20-30 pages);
6. Scenario B - ***Revisions to the joint DFAT/GAC Inception Report*** for a reduced TRIANGLE in ASEAN programme in 2020-2025, solely supported by DFAT.
7. A brief overview of the follow up by the programme on the MTE Recommendations (dated 9 May 2019) by way of ***final evaluation of the GAC Component***.
8. An overall note which binds all the above documents together, the present ***Overview***.

In the following sections these deliverables are further specified and where relevant details are provided how they came about.

## 1) Inception Report

The Inception Report in Annex 2 was drafted by the evaluator and revised after comments from the programme team. The final version was approved on 20 September 2019.

## 2) Report on Lessons Learned and Good Practices

The Report on Lessons Learned and Good Practices is based on a study of the evaluations undertaken for the successive DFAT and GAC projects. It is attached as a separate document since it has an independent status. It was drafted by the evaluator and discussed in several meetings with the programme team with the help of a PowerPoint presentation (available upon request). The report investigates in Chapter 2 the priorities of key stakeholders at regional and national level, including those of the donor organisations, GAC and DFAT. The main chapter (3) analyses nine key factors behind the successful development results of TRIANGLE in ASEAN. The fourth chapter investigates several areas of the programme that require reconsideration and/or reconfirmation with some of the key stakeholders including the donors. In the final chapter the priority actions for the next five years are summarized.

## 3) Theory of Change

The revised Theory of Change (ToC) is attached as Annex 4 and has been focussed on the Regional Component as it will also be the attachment to the PRODOC for GAC for the period 2020-2025 (see below under 5). This ToC has been revised through an interactive and reiterative process with the programme team during the mission to Bangkok of the evaluator. The main structure of the three Intermediate Outcomes on Protection, Development and Mobility as presented in the programme's Inception Report (February 2018) has been maintained in consultation with the donors. On the whole it has been streamlined to reduce the number of activities and to update outputs and activities. The nomenclature of GAC has been employed



throughout: from Ultimate Outcome, Intermediate and Immediate Outcomes, to Outputs and Activities.

#### 4) Logical Framework

A Logical Framework has been designed by the evaluator based on the ILO Template in the PRODOC and is attached here as Annex 5. Apart from the elements of the ToC, it also includes the Indicators, the Means of Verification and the Assumptions/Risks. The indicators and the means of verification have been updated.

#### 5) Project Document (PRODOC)

The PRODOC for a new proposal to supplement the ongoing DFAT investment has been drafted by the evaluator and is available as a separate document for obvious reasons. The focus was on rewriting in full Chapter 2 on Strategy and Logical Framework, as well as Chapters 3 to 6 on institutional framework and management arrangements, sustainability, M&E and knowledge sharing and communication. Chapter 1 on Background and Justification has been left mainly untouched as it requires the updated inputs of regional migration specialists.

#### 6) Revisions to the joint DFAT/GAC Inception Report

The ToR had also specified to make revisions to the joint DFAT/GAC Inception Report of 2018 for a reduced TRIANGLE in ASEAN programme in 2020-2025, solely supported by DFAT, in the event that funding from GAC or another donor is not forthcoming. However, this element was abandoned because it would have to deal with too many uncertainties at this point in time, and there is ample time to do this in the first half of 2020 when the future of funding will become much clearer.

#### 7) Final evaluation of the GAC Component

As the budget for the GAC funded component is below the US\$ 5 million threshold in line with ILO guidance for evaluations, either the Mid-Term Evaluation (MTE) or the Final Evaluation should be external. As the MTE conducted in early 2019 was already external, the final evaluation can be internal. It has also been agreed with ILO regional evaluation focal person that this evaluation will be carried out as an internal forward looking evaluation managed by the TRIANGLE in ASEAN programme team (cf. the ToR in Annex 1). GAC has also agreed with such a set-up and **requested the evaluator to follow up what the programme had undertaken concerning the 12 Recommendations of the MTE**. The programme has provided an extensive and detailed 'Management Response' which is a normal practice within the ILO, and which indicates how the different recommendations have been followed up or why they are not (yet) followed up. The interviews done during the FLE and the study of updated documents have given rise to further updates and comments with respect to this Management Response. A Matrix with the recommendations, the management response and the FLE Updates is attached as Annex 6. This will be discussed below according to the seven Evaluation Criteria used in the MTE.

It can be concluded from this Matrix that most recommendations have indeed been followed up by TRIANGLE in ASEAN and the programme has progressed well over the course of 2019. With respect to the first Evaluation Criteria, *Relevance and Strategic Fit*, it can be assessed that the

programme certainly remains a highly relevant project for the countries involved as well as for the donors as was underlined by many stakeholders from the ASEAN Member States speaking at the 12<sup>th</sup> AFML and by many participants in the 4<sup>th</sup> RPAC meeting (both in late September 2019). The corresponding update for MTE Recommendation Nr. 1 (cf. Annex 6) indicates the many ways in which the programme is trying to cooperate with other migration projects and with different international organisations. Concerning the *Validity of Intervention Design* the MTE concluded that it has been found to be satisfactory although there are some concerns related to ambitious target setting given the time and resources available. This is clearly being addressed by the programme: for example the ambitious research agenda has been scaled down (e.g. the Mid-Line Survey has been cancelled, cf. Recommendation 2) and the number of activities and indicators is being streamlined through the revised ToC and LogFrame (Recommendation 3). Regarding Employers' and Workers' organisations substantial progress has been made, for example by conducting the second ACE-ATUC Joint Dialogue in April 2019, and by the submission by ACE of a proposal for support of the ASEAN Employer Online Platform in July 2019; in addition the support to ATUC on the set-up of the ATIS is important while the work on ATUC's Youth and Women Committees remains valid for its innovative character (see for details Recommendation 4).

The *Intervention Progress and Effectiveness* of the programme remain solid, and several important and good quality achievements have been made, of which the one standing out is the support to the successfully conducted 12<sup>th</sup> AFML on 25-26 September 2019 in Bangkok resulting in an additional 13 joint government-employers-workers AFML-Recommendations (see further Annex 6 Recommendation 5). The *Efficiency of Resource Use* has improved further by the efficient implementation of the restructuring proposal of the DFAT investment, resulting in enhanced value for money at the general project level (Recommendation 6).

Regarding the *Effectiveness of Management Arrangements*, the programme has importantly employed a new M&E Officer since July 2019, while at the same time phasing out two international positions somewhat earlier than originally planned (see Recommendation 7). The continuation of close relations with the ACMW and the ASEAN Secretariat (ASEC) is an important achievement, while more visits to ASEC/GAC in Jakarta and an additional RPAC meeting in April/May 2020 need to be considered in the coming year of uncertainties surrounding the extension of the GAC funding beyond June 2020, in particular as not only the responsible unit of GAC is located in Jakarta, but the responsible position of DFAT will also be moved from Bangkok to Jakarta in early 2020 (see further recommendation 8). The update on Recommendation 9 indicates why it is proposed by the FLE to remove both CAVS and PSES as cross-cutting strategies while integrating and mainstreaming their specific activities in the regional and national work plans.

With respect to *Impact Orientation*, TRIANGLE in ASEAN plans to revise its 'Sustainability and Impact Strategy' along the lines proposed by MTE Recommendation Nr. 10 during the year 2020. Recommendation Nr. 11 deals with the sustainability of the MRCs, and it is a concern that the cooperation in this respect with the Safe And Fair project progresses somewhat slowly though carefully while at the same time there are definite positive developments, such as the recent establishment of the joint monitoring and reporting framework for the Malaysian MRCs (with MTUC), and the very regular meetings the programme team has with the Safe and Fair team allowing very close monitoring.

The seventh and final Evaluation Criteria, *Gender Equality and Non-Discrimination*, is the subject of the update for Recommendation Nr. 12 in Annex 6. An important milestone is the revised WEGES Action Plan (attached to the 2018 Annual Report completed in February 2019) in which clear indicators and targets are identified which constitute an appropriate framework for monitoring WEGES's Track-1 and Track-2 activities.

## 8) Overview Note

The present 'Overview' concerns an overall note which introduces the above-mentioned key deliverables.

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# Annex 1 Terms of Reference (TOR)

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

## Annex 2 Inception Report

*The final version of the Inception Report can be provided as a separate document.*

## Annex 3 Mission Agenda of Evaluator

### TRIANGLE in ASEAN Forward Looking Evaluation DRAFT Mission Agenda

25 September – 16 October 2019

<b>Tuesday, 24 September 2019 – Bangkok, Thailand</b>			
Arrival of consultant. Hotel: Mercure Sukhumvit Soi 11.			
<b>Wednesday, 25 September 2019 – Bangkok, Thailand</b>			
<b>Time</b>	<b>Appointment</b>	<b>Location</b>	<b>Notes</b>
08:00-17:00	AFML (Observer), see separate agenda	Novotel Platinum Bangkok Pratunam, 220 Phetchaburi Rd Sapphire Room (7th Floor) Tel.: +66 02 209 1700	Confirmed
12:00 (lunch)	Ms. Ha Thi Minh Duc, Deputy Director General of International Cooperation Dept, MOLISA (ACMW Focal point Vietnam)	duc.htm@icd-molisa.gov.vn	Confirmed
17:00-17:45	Mr. Benil Thavarasa, Head of Migration and Development	SDC, Colombo, Sri Lanka	Confirmed
<b>Thursday, 26 September 2019 – Bangkok, Thailand</b>			
09:00-10:30	Mr. Andreas Schmidt, M&E Officer, ILO	Novotel Platinum Bangkok Pratunam, Sapphire Room (7th Floor)	Confirmed
10:30-12:00	AFML Closing Session	Novotel Platinum Bangkok Pratunam, Sapphire Room (7th Floor)	Confirmed
12:00-13:00 (lunch)	Ms. Vicky Singmin, Head of Cooperation and Counsellor (Development), GAC Jakarta Ms. Pattama Vongratanavichit, GAC, Bangkok	Through Pattama: <a href="mailto:Pattama.Vongratanavichit@international.gc.ca">Pattama.Vongratanavichit@international.gc.ca</a> Tel.: +66-2 646-4369 or +6699 425-6429	Confirmed
13:00-14:00	Ms. Patana Bhandhufalck, ACMW Focal point Thailand, MOL Mrs. Ruengratt Adikari, Ms. Tunlaya Amisuwan,	Meeting room at level 6, behind the lobby. Patana Tel.: +66 971491401 patanafalck@hotmail.com asean.thaimol@gmail.com ruengratt_numnaul@yahoo.com tunlaya.amasuwan@gmail.com	Confirmed
14:00-15:00	Mr. Ruben Torres, General Secretary, ASEAN Trade Union Council (ATUC)	Rubentorres910@yahoo.com coordinator@aseantuc.org	Confirmed
<b>Friday, 27 September 2019 – Bangkok, Thailand</b>			
09:00-12:00	RPAC (see separate agenda)	Novotel Platinum Bangkok Pratunam, Sapphire Room 1	

13:00-14:00	Mr. Sinapan Samyadorai, Convenor, Task Force on ASEAN Migrant Workers (TFAMW)	Lobby area (or to be agreed with Samy) Samysd@yahoo.com	Tentative, he would like to confirm on 25 <sup>th</sup> in person.
<b>Monday, 30 September 2019 – Bangkok, Thailand</b>			
<b>Location: ILO Regional Office for Asia and Pacific (ROAP), at United Nations ESCAP, Rajadamnern Nok Avenue Khwaeng Bang Khun Phrom, Phra Nakhon, Floor 10 and Floor 11.</b> ➤ Please call in to Khun Ning (Patitta Angvanitchakul, patitta@ilo.org) at 1784.			
09:00-10:30	Ms. Anna Engblom, Senior Programme Manager, TRIANGLE in ASEAN	ILO ROAP, Room 1032, Tel.: +662 288 2245 engblom@ilo.org	Confirmed
11:00-12:30	Ms. Marja Paavilainen, Technical Specialist, TRIANGLE in ASEAN	ILO ROAP, Room 1037, Tel.: +662 288 2457 paavilainen@ilo.org	Confirmed
12:30-14:00	Ms. Pamornrat Pringsulaka (Poo), Monitoring and Evaluation Officer	ILO ROAP, Room 1107C, Tel.: +662 288 2552 pamornrat@ilo.org	Confirmed / Lunch
14:00-15:00	Mr. Graeme Buckley, Country Director, ILO DWT for East and South-East Asia and the Pacific	ILO ROAP, Room 1001, Tel. arrangements through Mr. Art: +66-2-288-1717 buckleyg@ilo.org, arrangement through teerasak@ilo.org (Mr. Art)	Confirmed
<b>Tuesday, 01 October 2019 – Bangkok, Thailand</b>			
09:00-10:00	Ms. Anna Engblom, Senior Programme Manager, TRIANGLE in ASEAN	ILO ROAP, Room 1032, Tel.: +662 288 2245 engblom@ilo.org	Confirmed
11:00-12:00	Ms. Anna Olsen, Technical Specialist, TRIANGLE in ASEAN	ILO ROAP, Room 1037, Tel.: +662 288 2233 olsena@ilo.org	Confirmed
14:00-15:00	Dr Helen Cheney, Counsellor, Australian Mission to ASEAN, Australian Embassy  Danielle Sever, First Secretary, Australian Mission to ASEAN, Australian Embassy	Helen Tel.: +66 (0) 2 344 6515 (Direct), Mobile Helen: +66 (0) 9 2250 9400  Helen.Cheney@dfat.gov.au  Tel. +66 (0)2 344 6470 Mob. +66 87 034 9889 <a href="mailto:Danielle.Sever@dfat.gov.au">Danielle.Sever@dfat.gov.au</a>	Confirmed
<b>Wednesday, 02 October 2019 – Bangkok, Thailand</b>			
	Work in Hotel: Study documents & Notes; Prepare PowerPoint and Report.	Hotel Mercure, Bangkok	
<b>Thursday, 03 October 2019 – Bangkok, Thailand</b>			
08:30-09:30	Ms. Anna Engblom, Senior Programme Manager, TRIANGLE in ASEAN	ILO ROAP, Room 1032, Tel.: +662 288 2245 engblom@ilo.org	Confirmed
09:30-11:00	Mr. Nilim Baruah, Senior Migration Specialist	ILO ROAP, Room 1026, Tel.: +662 288 1855 baruah@ilo.org	Confirmed



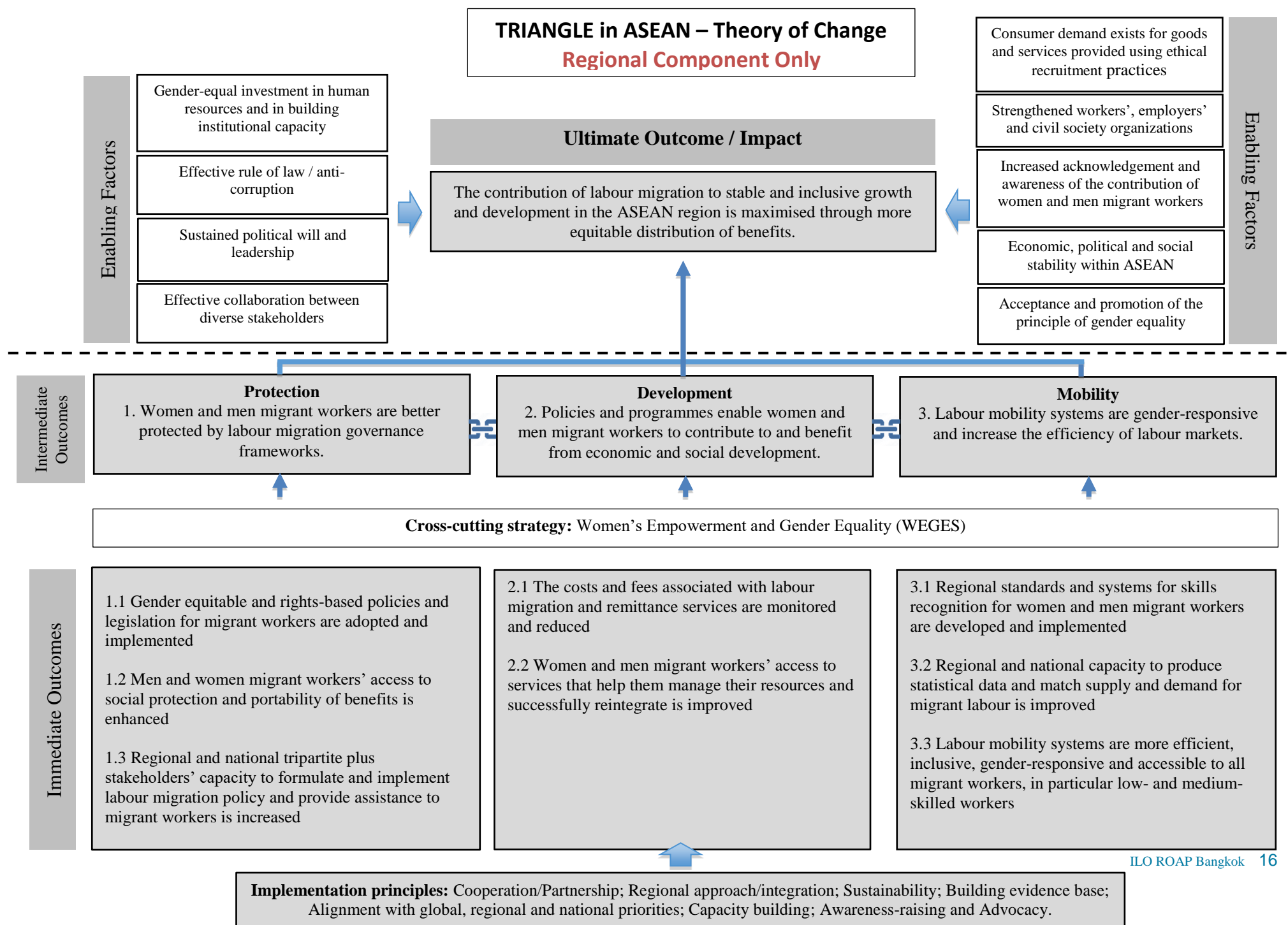
11:00-12:00	Ms. Helene Thor, Communications Officer	ILO ROAP, Room 1034, Tel.: +662 288-1354 thor@ilo.org	
12:15-13:30	Ms. Anjali Fleury, Technical Officer, TRIANGLE in ASEAN	ILO ROAP, Room 1040, Tel.: +662 288 1724 fleurya@ilo.org	Confirmed/ Lunch
14:00-14:30	Ms. Panudda Boonpala, Deputy Regional Director	ILO ROAP, Room 1110A, through Ms. Wanida: Tel.: +66-2-2882295 boonpala@ilo.org through wanida@ilo.org	Confirmed
14:30-15:30	Ms. Pamornrat Pringsulaka (Poo), Monitoring and Evaluation Officer	ILO ROAP, Room 1107C, Tel.: +662 288 2552 pamornrat@ilo.org	Confirmed / Follow-up meeting
<b>Friday, 04 October 2019 – Bangkok, Thailand</b>			
	Work in Hotel: Study documents & Notes; Prepare PowerPoint and Report.	Hotel Mercure, Bangkok	
<b>Monday, 07 October 2019 – Bangkok, Thailand</b>			
09:00-10:00	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed
10:00-11:00	Mr. Dong Eung Lee, Sr. Specialist, Employers' Activities	ILO ROAP, Room 1015 Tel.: +66-2-288 2201 leed@ilo.org	Confirmed
11:00-12:00	Ms. Deepa Bharathi, Chief Technical Adviser, SAFE & FAIR	ILO ROAP, Room 1048, Tel.: +66-2-288 1192 bharathi@ilo.org	Confirmed
12:00-13:00	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed / Lunch
14:30-16:30	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed
<b>Tuesday, 08 October 2019 – Bangkok, Thailand</b>			
09:30-10:00	Mr. Pong-sul Ahn, Regional Specialist, Workers' Activities, ACTRAV	ILO ROAP, Room 1105C, Tel.: +662 288 2247 ahn@ilo.org	Confirmed
10:30-11:00	Ms. Akiko Sakamoto, Specialist, Skills and Employability	ILO ROAP, Room 1020, Tel.: +662 288 1725, sakamoto@ilo.org	Confirmed
11:30-12:30	Ms. Kuanruthai Siripatthanakosol (Kate), NPC Thailand, TRIANGLE in ASEAN	ILO ROAP, Room 1034, Tel +662 288 1354 <a href="mailto:kuanruthai@ilo.org">kuanruthai@ilo.org</a>	Confirmed
13:00-15:00	Mr. Theo van der Loop & Programme Team	PowerPoint presentation and discussion on Draft Report on Lessons Learned and Good Practices	Confirmed
15:00-15:30	Ms. Laetitia Dard,	ILO-ROAP Office Secretariat Building 11th Floor, Block A	Confirmed

	Senior Communication and Public Information Officer		
<b>Wednesday, 09 October 2019 – Bangkok, Thailand</b>			
10:00-11:00	Ms. Erin Anderson, Team Leader, ASEAN-Australia Counter Trafficking	ASEAN-Australia Counter Trafficking, No.1 Glas Haus Building, Office 801, 8th Floor, Sukhumvit 25, Klongtoey-Nua, Wattana ซอย แดงประเสริฐ แขวง คลองเตยเหนือ เขตวัฒนา Tel.: +66 92 729 6231 or +66 2 259 4311 (ext 101) Erin.Anderson@aseanact.org	Confirmed
11:30-13:00	Ms. Pattama Vongratanavichit, GAC, Bangkok	<a href="mailto:Pattama.Vongratanavichit@international.gc.ca">Pattama.Vongratanavichit@international.gc.ca</a> Tel.: +66-2 646-4369 or +6699 425-6429	Confirmed / Lunch in Au bon Pain
<b>Thursday, 10 October 2019 – Bangkok, Thailand</b>			
09:30-10:15	Nuno Gomes, Social protection Expert,	DWT/ROAP, Bangkok	Confirmed
10:30-11:30	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed
11:30-12:30	Ms. Anna Engblom, Senior Programme Manager, TRIANGLE in ASEAN	ILO ROAP, Room 1032, Tel.: +662 288 2245 engblom@ilo.org	Confirmed
12:30-13:30	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed / Lunch
<b>Friday, 11 October 2019 – Bangkok, Thailand</b>			
10:00-11:00	Ms. Francesca Gilli, Attaché Programme Officer Cooperation, Delegation of the European Union to Thailand	Athenee Tower, 10th floor, 63 Wireless Road, Lumpini Pathumwan, 63 ถนน วิทย์ แขวง ลุมพินี เขตปทุมวัน Tel.: +66 (0) 2 305 2600 or +66 (0)2305 2751 Francesca.GILLI@eeas.europa.eu	Confirmed
Afternoon	Work in Hotel: Study documents & Notes; Prepare PowerPoint and Report.	Hotel Mercure, Bangkok	
<b>Monday, 14 October 2019 – Bangkok, Thailand – UN Official holiday in Thailand</b>			
Morning	Discussions with Programme Team TRIANGLE in ASEAN	ROAP, Bangkok	
Afternoon	Work in Hotel: Study documents & Notes; Prepare PowerPoint and Report.	Hotel Mercure, Bangkok	
<b>Tuesday, 15 October 2019 – Bangkok, Thailand</b>			
Morning	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed
Afternoon	Work in Hotel: Study documents & Notes;	Hotel Mercure, Bangkok	

	Prepare PowerPoint and Report.		
<b>Wednesday, 16 October 2019 – Bangkok, Thailand</b>			
Morning	Mr. Andreas Schmidt, Technical Officer, M&E and Knowledge Management	ILO ROAP, Room 1042, Tel.: +66-2-288 2753 schmidtan@ilo.org	Confirmed
Afternoon	Debriefing with Anna Engblom and Andreas Schmidt	Novotel Siam Square, Bangkok	Confirmed
<b>Thursday, 17 October 2019 – Bangkok, Thailand</b>			
	Departure of Consultant	Suvarnabhumi International Airport	Confirmed
<b>SKYPE CALLS FROM THE NETHERLANDS</b>			
22 October 11:00-12:00	Ms. Mega Irena, Assistant Director / Head of Labour and Civil Service Division	ASEAN Secretariat Human Development Directorate ASEAN Socio-Cultural Community (ASCC) Department megairena@asean.org	Confirmed
22 October 14:00-15:00	Lara White, Senior Specialist for Labour Mobility and Human Development (IOM)	Skype call, Tel.: + 66 65 730 0566 Skype: larawhite-iom lwhite@iom.int	On mission in Berlin, Germany
23 October 10:00-11:00	Ms. Vicky Singmin, Head of Cooperation and Counsellor (Development)	GAC Jakarta	Confirmed

## Annex 4 Theory of Change

*See next page.*



Immediate outcomes	Outputs	Activities
<b>Intermediate Outcome 1. Women and men migrant workers are better protected by labour migration governance frameworks</b>		
<b>Immediate outcome 1.1</b> Gender equitable and rights-based policies and legislation for migrant workers are adopted and implemented	1.1.1 Gender-responsive labour migration policy and law development and implementation to strengthen the protection of the rights of migrant workers is supported	1.1.1.1 Conduct research on the application of migration law and policy, and working conditions in targeted sectors (e.g. Domestic Work and Care Sector)
		1.1.1.2 Promote gender-responsive policies on protection of migrant workers through regional level platforms, such as the ACMW activities
	1.1.2 The AFML process is supported to facilitate regional tripartite plus dialogue around the annual themes	1.1.2.1 Prepare background papers and reviews of progress on the implementation of AFML recommendations
		1.1.2.2 Support the annual AFML meetings to strengthen regional cooperation on protection of migrant workers
<b>Immediate outcome 1.2</b> Men and women migrant workers' access to social protection and portability of benefits is enhanced	1.2.1 Technical support is delivered to ASEAN governments to expand migrant workers' social security coverage	1.2.1.1 Develop tools and blueprints to support expansion of social security coverage for migrant workers, especially women migrant workers, in ASEAN
		1.2.1.2 Promote expansion of social security coverage through regional level platforms such as the ACMW activities
	1.2.2 Negotiation and implementation of social security agreements to enable portability of benefits is supported	1.2.2.1 Develop tools and provide technical advice to governments on the portability of social security in ASEAN, especially on accident compensation (Convention 19)
		1.2.2.2 Pilot negotiation and implementation of social security arrangements related to portability of benefits, especially among CLMTV countries
<b>Immediate outcome 1.3</b> Regional and national tripartite plus stakeholders' capacity to formulate and implement labour migration policy and provide assistance to migrant workers is increased		1.2.2.3 Promote portability of social protection through regional level platforms, including ACMW activities and possible establishment of a regional, tripartite technical working group
	1.3.1 Training is provided to tripartite plus stakeholders on formulation and implementation of policies and delivery of services to migrant workers and on issues of women's empowerment and gender equality	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 access to justice, labour attaché services, migrant welfare funds, labour inspection and pre-departure training
		1.3.1.2 Provide tailored gender training to new staff of implementing partners as well as a refresher/advanced course for existing staff
	1.3.2 Tripartite and bipartite social dialogue is strengthened	1.3.2.1 Support the joint ACE-ATUC Dialogue
	1.3.3 With the support by TRIANGLE in ASEAN, the regional trade union (ATUC) has developed and implemented action plans, including organizing of migrant workers	1.3.3.1 Provide support for the development and implementation of gender-sensitive responses from ATUC on labour migration, including multi-year work programs and action plans
	1.3.4 Regional CSOs and migrant associations formulated work plans and	1.3.4.1 Build the institutional capacity of regional CSOs on the protection of migrant workers and implementation of relevant recommendations of the AFML.

	improved service provision for migrant workers with the support of TRIANGLE in ASEAN	
<b>Intermediate Outcome 2. Policies and programmes enable women and men migrant workers to contribute to and benefit from economic and social development</b>		
<b>Immediate outcome 2.1</b> The costs and fees associated with labour migration and remittance services are monitored and reduced	2.1.1 Recruitment fees and related costs are reduced in selected intra-ASEAN corridors as defined in the SDG indicator 10.7.1 and ILO fair recruitment guiding principles and operational guidelines	2.1.1.1 Support data collection to track progress against SDG indicator 10.7.1
		2.1.1.2 Promote reduction of recruitment fees and related costs through regional level platforms such as the ACMW activities
	2.1.2 Remittance costs are reduced and safer remittance channels through SaverAsia portal and mobile application are promoted	2.1.2.1 Continuous dissemination of the SaverAsia portal and mobile application among various migrant communities and to regional stakeholders through targeted and coordinated communication and outreach activities to increase their uptake and reach, including tracking of impact.
		2.1.2.2 Expand and improve features of SaverAsia portal and mobile app, including adding more relevant content and services in local languages.
<b>Immediate outcome 2.2</b> Women and men migrant workers' access to services that help them manage their resources and successfully reintegrate is improved	2.2.1 Training and services to enhance women and men migrant workers' ability to manage their finances before and during migration is provided	2.2.1.1 Roll out SaveSmart gender-responsive financial literacy trainings for prospective migrant workers through MRCs and other partners in countries of origin (using the financial planner and MRC training manual)
		2.2.1.2 Develop and implement SaveSmart financial literacy curricula for migrant workers in countries of destination
	2.2.2 Development and implementation of reintegration policies, programmes, training and services is promoted	2.2.2.1 Support development and implementation of reintegration policies and programmes through regional level platforms such as the ACMW activities
		2.2.2.2 Develop and implement SaveSmart financial literacy curricula for returnees, focusing among others on entrepreneurship
		2.2.2.3 Raise awareness and knowledge among regional stakeholders and ASEAN general public on the benefits and importance of reintegration policies and programmes
<b>Intermediate Outcome 3. Labour mobility systems are gender-responsive and increase the efficiency of labour markets</b>		
<b>Immediate outcome 3.1</b> Regional standards and systems for skills recognition for women and men migrant workers are developed and implemented	3.1.1 The development and implementation of Mutual Recognition of Skills (MRS) systems to enhance migrant workers' access to skilled jobs is supported	3.1.1.1 Promote MRS through regional level platforms such as the Regional Skills Technical Working Group (RSTWG) and ACMW activities.
		3.1.1.2 Pilot MRS implementation in selected occupations and corridors
	3.1.2 The development and implementation of Recognition of Prior Learning (RPL) systems to support certification of migrant workers' informally gained skills is supported	3.1.2.1 Promote migrant workers' access to RPL through regional level platforms
		3.1.2.2 Pilot RPL implementation in selected occupations and corridors
	3.1.3 Facilitating mobility of low and medium-skilled workers in the ASEAN region is supported	3.1.3.1 Support development and implementation of the ASEAN Human Resources Development Declaration (to be adopted in 2020) to ensure it facilitates mobility of low and medium skilled workers in the region.

<b>Immediate outcome 3.2</b> Regional and national capacity to produce and analyse statistical data and match supply and demand for migrant labour is improved	3.2.1 Production, collection and sharing of statistical data on labour migration (ILMS) is supported	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 (ILMS database)
		3.2.1.2 Carry out further analysis of regional ILMS data, among others on skills and migration
		3.2.1.3 Advisory services to improve survey and administrative data on labour migration and return migration in AMS (ILMS)
	3.2.2 Development and implementation of methods for conducting labour market assessments to inform labour migration policies is supported	3.2.2.1 Develop gender-sensitive methodologies to assess and project supply and demand for migrant workers, particularly for women migrants
		3.2.2.2 Implement studies to assess and project demand for migrant workers in specific sectors and occupations, especially those impacted by the Future of Work transitions
<b>Immediate outcome 3.3</b> Labour mobility systems are more efficient, inclusive, gender-responsive and accessible to all migrant workers, in particular low- and medium-skilled workers	3.3.1 Regional and bilateral agreements on labour mobility, including establishing corridors for low and medium skilled migration within the region is supported	3.3.1.1 Build capacity of government officials and social partners on negotiating bilateral and regional MOUs and other mobility-related instruments for women and men migrant workers at all skill levels (in particular low and medium) and provide support to drafting processes
	3.3.2 Capacities of regional employers' organizations (ACE) and industry associations to engage on labour migration and mobility are enhanced	3.3.2.1 Operationalize the Employers' Regional Resource Platform (hosted by ACE's Secretariat)
		3.3.2.2 Engage with employers and industries on studies to assess and project demand for migrant workers in specific sectors and occupations
	3.3.3 Discriminatory barriers to migration for women and men are removed	3.3.3.1 Promote removal of discriminatory barriers to migration for women and men migrant through regional level platforms such as ACMW activities
		3.3.3.2 Carry out organizational gender audits/review on regional partner organizations, especially ACE and ATUC



## Annex 5 Logical Framework: LogFrame Matrix

<p><b>Direct recipients:</b> Labour ministries (as ACMW), ASEC, ACE, ATUC, TFAMW, and other relevant national government ministries.</p> <p><b>Ultimate beneficiaries:</b> The low skilled women and men migrant workers and their family members, ASEAN economies including governments of countries of origin and destination and employers and private sector.</p>				
<p><b>Project title:</b> TRIANGLE in ASEAN: Safe and Fair Labour Migration    <b>Project duration:</b> July 2020 - November 2025</p> <p><b>Project budget:</b> <i>to be established.</i></p>				
Project structure	Indicators (based on 2018 Annual Progress Report)	Means of Verification (based on M&E Plan in Inception Report plus updates)	Assumptions, Hypothesis and Risks	
<p><b>Development Objective/Impact/Ultimate Outcome</b> The contribution of labour migration to stable and inclusive growth and development in the ASEAN region is maximised through more equitable distribution of benefits.</p>	Index rating of migration outcomes in countries of origin and destination.	<p>End-Line Survey in 2023.</p> <p>➤ Mixed methodology research in MRC target areas applying a quasi-experimental design through the use of control sites</p>	<p><i>To be assessed later on the basis of:</i></p> <ul style="list-style-type: none"> <li>• Theory of Change: Enabling factors</li> <li>• PRODOC 2016 Annex C: Assumptions and Risks Table</li> <li>• Inception Report</li> <li>• Annual Report 2018</li> </ul>	
	Extent to which specific features of the policies and practices adopted by labour migration stakeholders were influenced by the programme's interventions.	<p>Desk Review of Policy and Practice in 2020.</p> <p>➤ Process tracing for changes identified through desk review during evaluations through interviews with stakeholders using an adaptation of the OXFAM GB protocol</p>		

<b>Intermediate Objective / Outcome 1</b> Protection Women and men migrant workers are better protected by labour migration governance frameworks.	Amount of money awarded to migrant workers for redress of grievances	MRC case files
	% of migrant workers who decide to migrate through regular channels based upon provision of safe migration counselling.	Counselling by country.
	% gap in average earnings of women and men migrant workers by occupation (SDG Indicator 8.5.1)	End-Line Survey in 2023. ➤ Mixed methodology research applying a quasi-experimental design through the use of control sites.
	Extent to which policies and practices on labour migration governance are in-line with international principles and guidelines on protection of migrant workers.	Desk review of policy and practice (2016 and 2020)
<b>Immediate Objective / Outcome 1.1:</b> Gender equitable and rights-based policies and legislation for migrant workers are adopted and implemented	# of policy and legislative instruments adopted or amended with ILO inputs on labour protection and gender equality for migrant workers.	Consultation minutes, technical comments provided and government gazettes/ Comms. ➤ Policies adopted/amended with ILO technical support
<b>Output 1.1.1:</b> Gender-responsive labour migration policy and law development and implementation to strengthen the protection of the rights of migrant workers is supported		

<b>Activity 1.1.1.1:</b> Conduct research on the application migration law and policy, working conditions in targeted sectors (e.g. Domestic Work and Care Sector)		
<b>Activity 1.1.1.2:</b> Promote gender-responsive policies on protection of migrant workers through regional level platforms, such as the ACMW activities		
<b>Output 1.1.2:</b> The AFML process is supported to facilitate regional tripartite plus dialogue around the annual themes		
<b>Activity 1.1.2.1:</b> Prepare background papers and reviews of progress on the implementation of AFML recommendations		
<b>Activity 1.1.2.2:</b> Support the annual AFML meetings to strengthen regional cooperation on protection of migrant workers		
<b>Immediate Objective / Outcome 1.2:</b> Men and women migrant workers’ access to social protection and portability of benefits is enhanced	# of social protection agreements and related policy measures developed to increase coverage for migrant workers with support from the ILO.	Consultation minutes, technical comments provided and government gazettes/ comms. ➤ Social Protection agreements & related policy measures developed with ILO support
<b>Output 1.2.1:</b> Technical support is delivered to ASEAN governments to expand migrant workers’ social security coverage		
<b>Activity 1.2.1.1:</b> Develop tools and blueprints to support expansion of social security coverage for migrant workers, especially women migrant workers, in ASEAN		
<b>Activity 1.2.1.2:</b> Promote expansion of social security coverage through regional level platforms such as the ACMW activities		
<b>Output 1.2.2:</b> Negotiation and implementation of social security agreements to enable portability of benefits is supported		

<p><b>Activity 1.2.2.1:</b> Develop tools and provide technical advice to governments on the portability of social security in ASEAN, especially on accident compensation (Convention 19)</p> <p><b>Activity 1.2.2.2:</b> Pilot negotiation and implementation of social security arrangements related to portability of benefits, especially among CLMTV countries</p> <p><b>Activity 1.2.2.3:</b> Promote portability of social protection through regional level platforms, including ACMW activities and possible establishment of a regional, tripartite technical working group</p>	
<p><b>Immediate Objective / Outcome 1.3:</b> Regional and national tripartite plus stakeholders' capacity to formulate and implement labour migration policy and provide assistance to migrant workers is increased</p>	<p>Extent to which national AFML background papers governments and ASEAN bodies implement AFML recommendations</p>
<p><b>Output 1.3.1:</b> Training is provided to tripartite plus stakeholders on formulation and implementation of policies and delivery of services to migrant workers and on issues of women's empowerment and gender equality</p>	<p># of Government, Employer, Worker and civil society representatives trained on labour migration issues. MRC progress reports, training participant lists ➤ Stakeholders trained on labour migration governance</p>
<p><b>Activity 1.3.1.1:</b> Provide training and tools for constituents and civil society partners to improve the implementation of policies and quality of services, including on access to justice, labour attaché services, migrant welfare funds, labour inspection and pre-departure training</p> <p><b>Activity 1.3.1.2:</b> Provide tailored gender training to new staff of implementing partners as well as a refresher/advanced course for existing staff</p>	
<p><b>Output 1.3.2:</b> Tripartite and bipartite social dialogue is strengthened</p>	
<p><b>Activity 1.3.2.1:</b> Support the joint ACE-ATUC Dialogue</p>	

<b>Output 1.3.3:</b> With the support by TRIANGLE in ASEAN, the regional trade union (ATUC) has developed and implemented action plans, including organizing of migrant workers	
<b>Activity 1.3.3.1:</b> Provide support for the development and implementation of gender-sensitive responses from ATUC on labour migration, including multi-year work programs and action plans	
<b>Output 1.3.4:</b> Regional CSOs and migrant associations formulated work plans and improved service provision for migrant workers with the support of TRIANGLE in ASEAN	
<b>Activity 1.3.4.1:</b> Build the institutional capacity of regional CSOs on the protection of migrant workers and implementation of relevant recommendations of the AFML.	
<b>Intermediate Objective / Outcome 2 Development</b> Policies and programmes enable women and men migrant workers to contribute to and benefit from economic and social development	Remittance costs as a % of the amount remitted (SDG 10.c.1)    End-Line Survey in 2023. ➤ Mixed methodology research applying a quasi-experimental design through the use of control sites.
	Recruitment cost borne by migrant workers as a % of yearly income earned in countries of destination (SDG Indicator 10.7.1)    End-Line Survey in 2023. ➤ Mixed methodology research applying a quasi-experimental design through the use of control sites.
	Extent to which policies and practices on labour migration governance are in-line with international principles and    Desk review of policy and practice (2016 and 2020)

	guidelines on migration and development.
<b>Immediate Objective / Outcome 2.1:</b> The costs and fees associated with labour migration and remittance services are monitored and reduced	<p># of private sector enterprises whose compliance with codes of conduct regulating the cost and fees charged to migrant workers is regularly audited.</p> <p>Partner progress reports (VAMAS, MOEAF, ACRA, MTUC, Homenet and others to be determined).</p> <p>➤ Number of private sector enterprises regularly audited for compliance.</p>
<b>Output 2.1.1:</b> Recruitment fees and related costs are reduced in selected intra-ASEAN corridors as defined in the SDG indicator 10.7.1 and ILO fair recruitment guiding principles and operational guidelines	
<b>Activity 2.1.1.1:</b> Support data collection to track progress against SDG indicator 10.7.1	
<b>Activity 2.1.1.2:</b> Promote reduction of recruitment fees and related costs through regional level platforms such as the ACMW activities	
<b>Output 2.1.2:</b> Remittance costs are reduced and safer remittance channels through SaverAsia portal and mobile application are promoted	
<b>Activity 2.1.2.1:</b> Continuous dissemination of the SaverAsia portal and mobile application among various migrant communities and to regional stakeholders through targeted and coordinated communication and outreach activities to increase their uptake and reach, including tracking of impact.	
<b>Activity 2.1.2.2:</b> Expand and improve features of SaverAsia portal and mobile app, including adding more relevant content and services in local languages.	

<b>Immediate Objective / Outcome 2.2:</b> Women and men migrant workers' access to services that help them manage their resources and successfully reintegrate is improved	# of remittance products developed by financial institutions with ILO support. Reports from financial institutions and UNCDF. ➤ Frequency/intensity of use of SaverAsia portal
<b>Output 2.2.1:</b> Training and services to enhance women and men migrant workers' ability to manage their finances before and during migration is provided	# of migrant workers and their family members who are provided with training on financial literacy. Partner progress reports
<p><b>Activity 2.2.1.1:</b> Roll out SaveSmart gender-responsive financial literacy trainings for prospective migrant workers through MRCs and other partners in countries of origin (using the financial planner and MRC training manual)</p> <p><b>Activity 2.2.1.2:</b> Develop and implement SaveSmart financial literacy curricula for migrant workers in countries of destination</p>	
<b>Output 2.2.2:</b> Development and implementation of reintegration policies, programmes, training and services is promoted	# of return migrant workers and their family members who are provided with support services to assist them with reintegration. MRC progress reports (but is national level...)
<p><b>Activity 2.2.2.1:</b> Support development and implementation of reintegration policies and programmes through regional level platforms such as the ACMW activities</p> <p><b>Activity 2.2.2.2:</b> Develop and implement SaveSmart financial literacy curricula for returnees, focusing among others on entrepreneurship</p> <p><b>Activity 2.2.2.3:</b> Raise awareness and knowledge among regional stakeholders and ASEAN general public on the benefits and importance of reintegration policies and programmes</p>	
<b>Intermediate Objective / Outcome 3 Mobility</b> Labour mobility systems are gender-responsive and increase the efficiency of labour markets	% of migrant workers who are matched with jobs for which they have relevant skills. End-Line Survey in 2023. ➤ Mixed methodology research applying a quasi-experimental design through the use of control sites.

	% of women and men among migrant workers employed in a regular legal status.	Official statistics from the Department of Employment in Thailand (June 2016) and the Immigration Department in Malaysia (Oct 2015)
	Extent to which policies and practices on labour migration governance are in-line with international principles and guidelines on labour mobility.	Desk review of policy and practice in 2020.
<b>Immediate Objective / Outcome 3.1:</b> Regional standards and systems for skills recognition for women and men migrant workers are developed and implemented	# of skills standards or certification and recognition arrangements adopted for women and men migrant workers with ILO inputs.	Consultation minutes, technical comments provided and government gazettes/ comms. ➤ Pilot on MRS.
<b>Output 3.1.1:</b> The development and implementation of Mutual Recognition of Skills (MRS) systems to enhance migrant workers' access to skilled jobs is supported		
<b>Activity 3.1.1.1:</b> Promote MRS through regional level platforms such as the Regional Skills Technical Working Group (RSTWG) and ACMW activities.		
<b>Activity 3.1.1.2:</b> Pilot MRS implementation in selected occupations and corridors		
<b>Output 3.1.2:</b> The development and implementation of Recognition of Prior Learning (RPL) systems to support certification of migrant workers' informally gained skills is supported		



<b>Activity 3.1.2.1:</b> Promote migrant workers' access to RPL through regional level platforms	
<b>Activity 3.1.2.2:</b> Pilot RPL implementation in selected occupations and corridors	
<b>Output 3.1.3:</b> Facilitating mobility of low and medium-skilled workers in the ASEAN region is supported	
<b>Activity 3.1.3.1:</b> Support development and implementation of the ASEAN Human Resources Development Declaration (to be adopted in 2020) to ensure it facilitates mobility of low and medium skilled workers in the region.	
<b>Immediate Objective / Outcome 3.2:</b> Regional and national capacity to produce statistical data and match supply and demand for migrant labour is improved	% of a complete sex-disaggregated dataset produced by governments on labour migration statistics
<b>Output 3.2.1:</b> Production, collection and sharing of statistical data on labour migration (ILMS) is supported	
<b>Activity 3.2.1.1:</b> Support inter-ministerial coordination and harmonization of statistical methods to sustain collection and sharing of statistical data on labour migration in ASEAN (ILMS database)	
<b>Activity 3.2.1.2:</b> Carry out further analysis of regional ILMS data, among others on skills and migration	
<b>Activity 3.2.1.3:</b> Advisory services to improve survey and administrative data on labour migration and return migration in AMS (ILMS)	
<b>Output 3.2.2:</b> Development and implementation of methods for conducting labour market assessments to inform labour migration policies is supported	

<b>Activity 3.2.2.1:</b> Develop gender-sensitive methodologies to assess and project supply and demand for migrant workers, particularly for women migrants		
<b>Activity 3.2.2.2:</b> Implement studies to assess and project demand for migrant workers in specific sectors and occupations, especially those impacted by the Future of Work transitions		
<b>Immediate Objective / Outcome 3.3:</b> Labour mobility systems are more efficient, inclusive, gender-responsive and accessible to all migrant workers, in particular low- and medium-skilled workers	# of policies restricting women or men's migration for employment.	Consultation minutes, technical comments provided and government gazettes/ comms.
	# of MOUs and bilateral agreements reached on mobility of low and semi-skilled workers with support from the ILO and social partners.	Consultation minutes, technical comments provided and government gazettes/ comms.
<b>Output 3.3.1:</b> Regional and bilateral agreements on labour mobility, including establishing corridors for low and medium skilled migration within the region is supported	# of women and men migrant workers whose skills are certified for low and semi-skilled jobs.	Partner progress reports
<b>Activity 3.3.1.1:</b> Build capacity of government officials and social partners on negotiating bilateral and regional MOUs and other mobility-related instruments for women and men migrant workers at all skill levels (in particular low and medium) and provide support to drafting processes		
<b>Output 3.3.2:</b> Capacities of regional employers' organizations (ACE) and industry associations to engage on labour migration and mobility are enhanced	# of private sector firms and associations that are provided with advisory services by the Regional Resource Platform of ACE	Progress reports from the Regional Resource Platform ➤ Submission by ACE's Secretariat (i.e. ECOT) of the proposal for the Platform ➤ Development of Action Plan
<b>Activity 3.3.2.1:</b> Operationalize the Employers' Regional Resource Platform (hosted by ACE's Secretariat)		
<b>Activity 3.3.2.2:</b> Engage with employers and industries on studies to assess and project demand for migrant workers in specific sectors and occupations		

<b>Output 3.3.3:</b> Discriminatory barriers to migration for women and men are removed	
<b>Activity 3.3.3.1:</b> Promote removal of discriminatory barriers to migration for women and men migrant through regional level platforms such as ACMW activities  <b>Activity 3.3.3.2:</b> Carry out organizational gender audits/review on regional partner organizations, especially ACE and ATUC	
<b>Cross-cutting Strategy of WEGES: Gender equality and women's empowerment</b>	% of the annual programme activity budget that is spent on women's empowerment. Coding within programme expenditure reports. ➤ % of activity budget spent on Track 1 and 2 activities.
<b>Advocacy, Awareness-raising and Communication</b>	# of persons reached with programme research and communication materials. MRC progress reports, quarterly briefing notes, YouTube views, social media statistics, ILO website visitors, etc.

## Annex 6 Update of the follow-up on the MTE Recommendations

### TRIANGLE in ASEAN: Safe and Fair Labour Migration

#### Internal Forward Looking Evaluation

#### Update of the follow-up on the MTE Recommendations

Theo van der Loop, The Hague, 13 November 2019

The 12 Recommendations by the Mid-Term Evaluation (dated 9 May 2019) were discussed in the official TRIANGLE in ASEAN Management Response (dated July 2019). Below is an update provided by the Forward-Looking Evaluation.

MTE Recommendations	TRIANGLE in ASEAN Management Response (MR)	Update of the Forward Looking Evaluation (FLE)
<b>Evaluation Criteria 1: Relevance and Strategic Fit</b>		
<b>1 Continue to leverage cost-sharing with other (labour) migration projects and selected international organisations by maintaining a high level of pro-active collaboration</b> , 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.	<b>Fully agree with this recommendation</b> There are several areas where TRIANGLE intersects with the ILO/UN Women Safe and Fair project. To avoid overlaps and build synergies, we coordinate actively and maintain close working relationships at both regional and national levels. One area that is important for both TRIANGLE and Safe and Fair is service delivery to migrant workers through migrant workers resource centres (MRCs) which is discussed further under recommendation 11. However, TRIANGLE management is also mindful of the agreed branding protocol and the “ownership” of different TRIANGLE products as agreed in the inception report (Annex 11).	<b>Update:</b> <b>Safe and Fair</b> , being an EU Spotlight initiative and thus monitored from New York, is deliberately going forward carefully making sure that all stakeholders (i.e. EU Spotlight, EU Bangkok, ILO, UN Women, UNODC) remain on board. Joint activities with TRIANGLE are being gradually developed (MRCs, ILMS, KAP) and regularly discussed.  <b>ASEAN-Australia Counter-Trafficking (ASEAN-ACT)</b> seems to be well-funded but the budget has to be distributed over 8 countries and 10 years as well as over an ASEAN and a Non-State Actor (NSA) component. It started in November 2018,

TRIANGLE coordinates with the DFAT funded AACT/AAPTIP and actively seeks areas for collaboration. Given the partly different focus of the two programmes with AACT/AAPTIP focussing on criminal justice, collaboration has centred around the ACMW trainings on trafficking and forced labour in 2017 and 2019. As AACT is just starting up, there might be further areas for collaboration in the future. Likewise, with SHIFT, TRIANGLE coordinates and exchange information, particularly around remittances broadly and the SaverAsia platform. Similarity, TRIANGLE engages with IOM and in particular the PROMISE project with which the baseline survey was cost-shared. One area for joint work might be a study on the working conditions in export processing zones in Thailand that both projects have foreseen.

**Action undertaken in response to the recommendation by 17 May 2019:**

Coordination with other ILO and non-ILO projects is an ongoing feature of TRIANGLE implementation.

**Further action to undertake:**

TRIANGLE will continue to actively explore possibilities for coordination and collaboration.

and areas for cooperation with TRIANGLE in ASEAN are still in development: It depends on what TRIANGLE needs from the Justice sector, and cooperation is envisaged around legal aid, labour trafficking and collaboration with existing MRCs, e.g. claiming rights through the justice sector and the right to legal information.

**IOM** would prefer a more formalized and structural role in TRIANGLE in ASEAN from June 2020, but in view of crucial budget insecurities and restraints this does not seem feasible at this point in time.

The FLE found that it will be advisable to liaise with **2 new projects in development:**

- EU follow-up project to Ship to Shore, which will be broader than Thailand and broader than fishing (including seafood processing).
- ADB project on health of migrants in special economic zones.

There are **two separate groups for coordination:**

- The Regional *Implementers* Group for Trafficking meets regularly; ILO will chair the next meeting (October 2019) about the BOHOL WP. It includes: AACT, ILO, IOM, PROSPECT (US), TAF, UNDP, UN Women, UNODC.
- The *Donor* Group on Trafficking.

EU proposes regular ad hoc meetings where donors and implementers (CTAs) around labour migration come together, especially of TRIANGLE and Safe and Fair, and in a later stage also the follow-up project to Ship to Shore, and the ADB project, which is endorsed by the programme.

At the **National Level**, there are the Networks on Migration (NoM) being set up in the programme's target countries under the **Global Compact on Migration**. For example, in Thailand, all UN agencies involved with migration have been meeting quarterly for years in a working group called UN Thematic Working Group on Migration (chaired by IOM), and the idea is that the NoM will replace this working group, and in fact TORs for the NoM are being developed.

### Evaluation Criteria 2: Validity of Intervention Design

<p><b>2 Prioritize the different components of the originally highly ambitious Research Agenda;</b> 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&amp;E Expert is likely to be immersed in M&amp;E work once appointed and is not expected to be an expert on research as the predecessor.</p>	<p><b>Fully agree with this recommendation. Action undertaken in response to the recommendation by 17 May 2019:</b></p> <p>In immediate response to this recommendation, the product list, which among others contains the agreed research projects, was revised and a total of six publications removed. The revised product list was submitted to DFAT and GAC for approval together with the Annual Technical Progress Report on 28 February 2019.</p> <p><b>Further action to undertake:</b></p> <p>TRIANGLE management agrees that conducting both a 2020 mid-line survey and a 2025 end-line survey will not be optimal use of programme resources and thus supports the recommendation to cancel the plans for the mid-line survey. However, instead of doing the end-line in 2025, we propose to launch it during 2023. Conducting the end line in 2023 would ensure (a) sufficient time for it to be published; and (b) serve as a basis for design of future projects building on the successes of the current phase of TRIANGLE in ASEAN.</p>	<p>This is in line with the recommendation, but in the original <b>Theory of Change (ToC)</b> there were a large range of references to research and studies to be undertaken; these are currently being further limited in the revised ToC that accompanies the FLE report.</p> <p>Fully agree to drop the Mid-Line Survey and conduct the End-line survey in <b>2023</b>.</p>
<p><b>3 Streamline and Prioritize two design elements in the Theory of Change</b></p>	<p><b>Partially agree to this recommendation</b></p>	

<p><b>(ToC) and the M&amp;E Plan which have proven to be rather ambitious</b> (to be coordinated by the International M&amp;E Expert once appointed): Firstly, <b>streamline and prioritize the 50 activities</b> 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, <b>streamline the 33 indicators of the M&amp;E Plan</b> and Performance Framework (PF) which are too numerous and contain relatively few qualitative indicators (as compared to quantitative ones).</p>	<p>While agreeing to the sentiment of the recommendation, TRIANGLE management does not foresee taking any immediate action. However, as noted in the response to recommendation 7, the current GAC funding is ending by June 2020. Regardless of whether GAC will support a third phase of the programme or not, the ToC, M&amp;E plan and other documents submitted as part of the TRIANGLE in ASEAN inception report will have to be reviewed.</p> <p><b>Action undertaken in response to the recommendation by 17 May 2019:</b></p> <p>Added to the 2020 work plan</p> <p><b>Further action to undertake:</b></p> <p>Changes to the ToC and M&amp;E plan, including streamlining of activities and indicators will be considered as plans for post-June 2020 are conceptualised by the forward-looking evaluation planned for second semester of 2019.</p>	<p>The importance of this recommendation was reiterated by <b>DFAT</b> at the latest RPAC in September 2019.</p> <p>The streamlining of both activities and indicators has currently been set in motion by the FLE and will be taken further by the new M&amp;E Officer of TRIANGLE in ASEAN in the coming year.</p>
<p><b>4 Involve more pro-actively the employers' and workers' organisations (EO/VO).</b> This applies in particular to those EO/VO <b>at the national level</b> 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.</p> <p><b>At the regional level</b>, attention should be increased by giving <i>priority</i> to supporting ASEAN Confederation of Employers (ACE) Enterprise</p>	<p>Workers and employers organisations are important partners and stakeholders of TRIANGLE in ASEAN and significant efforts and resources are allocated to increasing their capacity at both regional and national level. However, TRIANGLE management also acknowledge that there has been some delays in some regional activities and that at the national level, the involvement of employers' organisations can be further strengthened where joint priorities can be identified.</p> <p>At the <b>regional level</b>, our support to ATUC is quite significant and formalized in a 24 month implementation agreement with a budget of USD 171,500. TRIANGLE has also earmarked USD 150,000 in support to the ACE resource platform and other regional ACE activities. While the ATUC work plan is moving forward more or less in line with plan, the establishment of the ACE resource platform has been delayed, caused by disagreements between the ACE members on the format of the resource platform, and</p>	<p>The strategic importance of the support by the programme to the EO/VO preparatory meetings for the AFML is explicitly recognized by both MTE and FLE.</p> <p>The 4<sup>th</sup> Recommendation was directed in particular at the <b>national level</b> and was based on the feedback from the EO and VO in two countries visited (Thailand and Cambodia). This feedback should be addressed as it was explicit, it was the same in both countries and it could harm the programme in the longer term. The recommendation underlined to explore ways to enhance their engagement, also with the mediation of the employers' and workers' experts in ROAP.</p> <p>At the <b>regional level</b>, indeed a lot of work was already done with ATUC through the implementation agreement. The recommendation</p>

Resources Centre, ASEAN Trade Union Council's (ATUC) 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 ILO Decent Work Team for Southeast Asia (DWT) experts, they also appreciate direct relations with the project team.

where it shall be housed. These issues have now been resolved and it is expected that the platform will go live by the end of 2019.

TRIANGLE management also acknowledge that there was a delay in the conduct of the 2<sup>nd</sup> **ATUC/ACE regional dialogue**. While originally scheduled for 2018 (supposed to be held every two years), various circumstances partially beyond the control of TRIANGLE, lead to it being postponed to May 2019.

Further, every year, TRIANGLE also supports some 28 representatives from national and regional workers and employers organisations to participate in **AFML**, including the conduct of half-day separate Workers and Employers preparatory meetings.

At the **national level**, and consistent with the ILO tripartite nature, workers and employers are consistently invited to all meetings and workshops, with the aim to ensure that they are properly consulted and given opportunity to voice the perspectives of their members. Trade unions are also important implementing partners of migrant workers resource centres (MRCs) and outreach services in Cambodia, Lao PDR, Malaysia, Myanmar and Thailand. In Viet Nam, while not providing traditional MRC/outreach services, TRIANGLE has supported the development of an MOU on the protection of Vietnamese migrant workers in Malaysia between VGCL and the leading trade union partner in Malaysia (MTUC).

**Action undertaken in response to the recommendation to date:**

**The second ATUC/ACE regional dialogue** was held 4-5 April 2019 in Manila, the Philippines.

**Some progress has also been made as concerns the ACE resource platform.** During an ACE board meeting held in April 2019, ACE members finally agreed to the format and housing arrangements of

therefore only specified priority support for a few *innovative* initiatives:

- a) ACE's ASEAN Employer Online Platform
- b) ATUC's Women and Youth Committee
- c) the ACE-ATUC Dialogue.

a) TRIANGLE in ASEAN is supporting the setting up of ACE's '*ASEAN Employer Online Platform*' based on a proposal submitted in July 2019. The current President and Secretariat of ACE is the Employers' Confederation of Thailand (ECOT) which will serve also as the focal point and administrator of the Employer Platform.

b) ATUC has 18 affiliates in 10 countries (9 in ASEAN countries plus Timor Leste). Each of these 18 have a Youth and Women Committee. The original recommendation focused on support to Y&W Committees as an innovative activity in the world of trade unions in ASEAN

c) It is important to mention that following the 2<sup>nd</sup> Dialogue on 4-5 April 2019, the 3<sup>rd</sup> has now also been proposed for January 2020, preceding the ACMW Meeting being organized by the new ASEAN Chair Vietnam. This is really excellent progress!



	<p>the resource platform. In a meeting with TRIANGLE 7 May 2019, the Employers' Confederation of Thailand (ECOT), as the new ACE Secretariat for 2019-2020, committed to submitting a proposal to TRIANGLE covering the operationalization of the resource platform. This proposal is now almost finalised, just awaiting final confirmation on the budget.</p> <p><b>Further action to undertake:</b></p> <ul style="list-style-type: none"> <li>Continue to support ATUC in line with implementation agreement.</li> <li>Intensify support to ACE resource platform with the aim of it being live by latter half of 2019.</li> <li>Continue to support workers and employers organizations to participate in AFML and support their preparatory meetings.</li> <li>Continue to support trade unions at the national level to operate MRCs and outreach services to migrant workers etc. in line with current activities.</li> <li>Explore how to increase support to national employers' organisations.</li> </ul>	<p>There is a need to strengthen ATUC's organizational structure as now it relies a lot on support from TRIANGLE in ASEAN (cf. ACTRAV).</p> <p>Investigate jointly with ACT-EMP.</p>
<b>Evaluation Criteria 3: Intervention Progress and Effectiveness</b>		
<p><b>5 Continue the organization of the flagship ASEAN Forum on Migrant Labour (AFML) which is a Good Practice to be replicated</b> in specific circumstances (considering the substantial investments in time and money required), and <b>continue to track the progress in the implementation of the by now 149 Recommendations</b> that have been formulated by the 11 AFML's so far, and <b>consider</b> having these recommendations revisited by a consultant to come up with a limited</p>	<p><b>Fully agree to continue support to the organization of AFML; but disagree to the proposal to revisit the AFML recommendations.</b></p> <p>Support to AFML is a key feature of TRIANGLE, and we intend to <b>maintain</b> the current level of support in the years to come.</p> <p>Since 2014, TRIANGLE has divided the expanding number of AFML recommendations into thematic clusters for monitoring purposes, and is assessing implementation progress based on a series of questions on each theme/cluster. TRIANGLE feel that hiring a consultant to "define a limited number of main recommendations" is duplicative of the clusters already defined, and is therefore</p>	<p>It is crucial that support to the <b>AFML</b> continues indeed.</p> <p>On the issue of AFML Recommendations, it is, however, not clear on what basis <b>the 8 thematic Clusters</b> have been selected in 2014, nor which criteria have been used. These Clusters are very diverse and are not mutually exclusive categories. For example, Cluster C is 'Providing Decent Work Conditions' which is a very broad topic and thus includes no less than 40 of the 149 recommendations, while Cluster F is 'Public education campaigns' and includes just 4 recommendations. Many recommendations are also</p>

<p>number of <b>main</b> 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.</p>	<p>not necessary. The programme is compiling a progress review background paper every second year, and will continue and further enhance this approach.</p> <p><b>Action undertaken in response to the recommendation by 17 May 2019:</b></p> <p>None</p> <p><b>Further action to undertake:</b></p> <p>TRIANGLE intends to continue to support the AFML process along the same parameters as currently.</p>	<p>outdated, and to name just one example Nr. 13 of the 4<sup>th</sup> AFML: “Encourage a speedy development of the ASEAN instrument...” which has already been finalized as the ASEAN Consensus.</p> <p>The development of a <b>progress review background paper</b> every second year is an important achievement! FLE recommends continuing with such a background paper and proposes to restructure the clusters in the next paper due in 2020 in close cooperation with the ASEAN secretariat.</p>
<b>Evaluation Criteria 4: Efficiency of Resource Use</b>		
<p><b>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.</b></p>	<p><b>Fully agree and almost fully completed</b></p> <p>The proposal for restructuring (which was approved by DFAT 6 December 2018) is being implemented. The note priorities the following: (a) action aimed to reduce expenditures by reconfiguring regional and country programme offices and teams; (b) re-allocation of funds from year 10 to year 5-7 (i.e. front-loading); and (c) cost sharing of MRCs with other ILO projects.</p> <p>See response to recommendation 7 for details on the plans beyond June 2020, the end date of the current GAC grant arrangement.</p> <p><b>Action undertaken in response to the recommendation:</b></p> <p>The TRIANGLE in ASEAN offices in Malaysia and Viet Nam, including staffing, were phased out as of 1 April 2019 and 1 March 2019 respectively. Further, one of the three regional Administrative Assistant positions were phased out in late 2018.</p> <p>The funding for the Senior Programme Manager position, which initially was funded 100% under the DFAT budget, is now cost-shared on a 50% basis with the GAC investment for the Oct 2018-June 2019 period.</p> <p>Discussions with the ILO/UN Women project Safe and Fair on options for cost-sharing of MRCs is completed</p>	<p>Useful measures were taken to restructure the DFAT investment:</p> <ul style="list-style-type: none"> <li>• Two offices were closed, and <i>national staff</i> phased out.</li> <li>• Frontloading is an important measure.</li> <li>• So is the cost sharing of the SPM position (although this may have to be reversed again if sufficient GAC funding is not forthcoming after June 2020).</li> <li>• Cost sharing of MRC's is a slow process: see also under recommendation 11.</li> </ul>

for four of the six countries. This is further discussed under recommendation 11 below.  
DFAT has agreed to the front-loading suggestion which would reallocated a total of AUD 900,000 from year 10 to be equally distributed over year 5, 6 and 7.

#### Evaluation Criteria 5: Effectiveness of Management Arrangements

<p><b>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&amp;E Technical Officer as soon as possible.</b> In case the support of GAC or another donor is not forthcoming from 2020, <b>DFAT's priorities will be at the regional level.</b> 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.</p>	<p><b>Fully agree.</b> As noted in the response to recommendation 6, a total of five positions were removed as a result of the approval of the restructuring proposal. With the exception of adjustments in areas of responsibility between team members at the regional office, no further changes are expected to the TRIANGLE team until the current phase of GAC ends in June 2020. It should be noted, however, that in line with the resources allocated under the GAC contribution, the P2 Communications Position (Helene Thor) will end in November 2019, and the P3 ASEAN Liaison Officer post (Anjali Fleury) will end in March 2020. The main uncertainty that needs to be addressed is plans beyond June 2020. While the ILO is hoping that GAC will support a third phase of the programme, no decisions will be made ahead of the October 2019 elections. DFAT has indicated that should no additional funding from GAC be available beyond June 2020, their priority would be to support regional activities and further reduce action at the national levels. The forward looking evaluation scheduled for second semester of 2019 aims to identify priorities for a new project document to be pitched to GAC or other interested donors. <b>Action undertaken in response to the recommendation:</b> The recruitment of the M&amp;E officer took longer than anticipated, but the lack of dedicated M&amp;E capacity has been mitigated by hiring of M&amp;E expertise under an excol contract. The new M&amp;E officer joined the programme as of 15 July 2019.</p>	<p>Apart from the phasing out of five national staff positions, there are also two international positions funded fully by GAC being phased out earlier than originally anticipated:</p> <ul style="list-style-type: none"> <li>• The P2 Communications Position will now end on 3 January 2020, and</li> <li>• the P3 ASEAN Liaison Officer post will end in March 2020.</li> </ul> <p>The information acquired from GAC after the elections of 21 October 2019 indicates that GAC's available budget is already heavily prescribed with seemingly little space left for other things (which currently is being assessed in detail). If GAC is able to find such space at all, it will not be at the same level as before, but at a much more modest level.</p> <p>In case <b>DFAT</b> is the only donor remaining, their <b>priority</b> would indeed be to maintain the regional component, but also to maintain the support to the MRC's at the national level (albeit at a reduced level as much as is possible considering the reduced budget).</p> <p>It is good to note that the new full-time M&amp;E Officer, Mr. Andreas Schmidt, has started work as of 15 July 2019.</p>
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	<p>Further restructuring of regional and national staff beyond what is discussed in response to recommendation 6, will be considered as soon as there are further clarity on the issue of funding beyond the end of the current GAC funded project (June 2020).</p> <p><b>Further action to undertake:</b> In line with the GAC Grant Arrangement, TRIANGLE in ASEAN needs to undergo an external, final evaluation. The TORs for this exercise have been developed and are now waiting final approval from the two donors. Given that a comprehensive mid-term evaluation was completed by March 2019, the final evaluation will be more forward looking than a traditional final evaluation. The objective of this evaluation will be to guide TRIANGLE in ASEAN programme strategy for remaining five years of implementation. It will involve 2 parts:</p> <ol style="list-style-type: none"> <li>1. <b>Identify and document lessons learned and good practices</b> from the programme's initial years of implementation that should be prioritized going forward, and</li> <li>2. <b>Identify, prioritize and draft programme strategies for two future scenarios:</b> <ol style="list-style-type: none"> <li>a. GAC continues its support to the programme through a third phase or another donor steps in with a similar budget which allows spending to be maintained more or less at par with current levels for the 2020-2025 period;</li> <li>b. a reduced programme with DFAT as the only donor for 2021-2025.</li> </ol> </li> </ol>	<p>These actions have been initiated by TRIANGLE in ASEAN by means of the ongoing FLE.</p>
8	<p><b>Maintain close relations with ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW) and ASEAN Secretariat (ASEC) and</b></p> <p><b>Fully agree to maintaining the close relationship with ASEC; but disagree with the recommendation to increase the frequency of RPAC meetings.</b> The relationship with ACMW and ASEC are very important to TRIANGLE in ASEAN as we support a number of</p>	<p>Close relations have been maintained with <b>ACMW</b> and <b>ASEC</b>, although not in terms of more frequent visits. The importance of such visits needs to be kept in mind in the coming year of transition, in particular as not only the responsible unit of GAC is located in Jakarta, but the responsible position of</p>

**increase the frequency of the Regional Programme Advisory Committee (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 12<sup>th</sup> AFML in late 2019, as well as more frequent visits from the Senior Programme Manager and others to Jakarta to meet with ASEC.

activities under the ACMW work plan 2016-2020, and intend to continue the support to ACMW as the new Consensus Action Plan will be rolled out and eventually absorb the activities under the ACMW work plan. The RPAC provides very important technical and strategic guidance and governance to TRIANGLE in ASEAN with the aim to ensure that the programme remains aligned with ASEAN priorities and regional frameworks. The TORs of RPAC specifies that RPAC should convene once a year, if possible back-to-back to the yearly AFML meetings. RPAC can also meet on an ad-hoc basis as and when need occur.

It is not clear where the recommendation to increase the number of RPAC meetings is coming from or on what basis it was made. ASEC summarises this well in their comments to the draft MTE on 20 March 2019: *“ASEAN Secretariat never recommended for an increased frequency of RPAC Meetings nor conducting it in June 2019. ASEAN Secretariat’s proposal was to organise RPAC Meeting with longer time to allow more in-depth information sharing and discussion. This can be done by convening it as a stand-alone event or one day after the AFML (not in the afternoon of day-2 of AFML). We also did not recall any recommendation from delegates of the 3<sup>rd</sup> RPAC Meeting on 24 Jan 2019 to increase frequency of meeting.”*

The TRIANGLE in ASEAN management agrees with ASEC that convening RPAC once a year is generally sufficient and agrees with ASEC that the next RPAC will be convened the day after the AFML.

**Action undertaken in response to the recommendation by 17 May 2019:**

None

**Further action to undertake:**

The next RPAC will be convened in Bangkok on 27 September 2019, the day after AFML (25-26 September).

DFAT will also be moved from Bangkok to Jakarta in early 2020.

The MTE recommendation to increase the number of RPAC meetings was an assessment of the MTE based on the interviews with stakeholders which are in principle confidential. In the meantime opinions have become explicit, and it can be explained that the recommendation was based on the following:

1. The explicit recommendation of DFAT to have more regular RPAC meetings, as was again reiterated at the latest RPAC meeting in September 2019 (see the minutes of that meeting); and
2. The first meeting with ASEC in January 2019 in which it was very evident that there was a substantial information gap about TRIANGLE whereby ASEC was largely unaware of the extent of Triangle’s national level activities.

In view of DFAT’s proposal at the RPAC it needs to be **considered** at a later stage whether it will be useful to have an extra RPAC in April/May 2020 to discuss ways forward since GAC may not continue after June 2020 or have a reduced contribution.

In itself conducting the RPAC on the day after the AFML has worked very well.

<p><b>9 Streamline and update the cross-cutting strategies</b> which are <i>useful means</i> to enhance attention for the topics involved:</p> <p>1) <b>Streamline and update several important visibility and procedural issues of the Communications for Advocacy and Visibility Strategy (CAVS) strategy</b>, which in itself has clearly been shown to be effective in raising the profile of the programme within the ASEAN region. In particular, <b>design communication materials in straightforward language</b> 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 <b>enhance the distribution</b> of Quarterly Briefing Notes (QBN) 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.</p> <p>2) <b>Organize a workshop with the donors and other relevant</b></p>	<p><b>Partially agree</b></p> <p>While the three cross-cutting strategies were approved by DFAT and GAC in February 2018, there is an understanding that these are 'living' documents and can be updated as and when needed, subject to approval from GAC and DFAT.</p> <p><b>CAVS:</b> The Quarterly Briefing Notes (QBNs) are distributed to an audience of some 1300 stakeholders through inclusion in the quarterly electronic TRIANGLE newsletter. In addition, the QBNs are made available online. To further enhance the distribution of QBNs to national stakeholders would require translation which in turn would require resources currently not available in the programme budget.</p> <p>TRIANGLE in ASEAN was granted permission to place donor logos on the front cover of publications already in April 2018. Hence no action needed. The TRIANGLE Communications Officer will review the CAVS and update it as needed.</p> <p><b>PSES:</b> The PSES attempts to marry the ILO and donors PSE approaches. In line with the institutional set-up of the ILO, private sector engagement is largely centred around national and regional employers' organizations (see response to recommendation 4 for a brief overview of initiatives). In addition, the PSES is heavily focussed around the promotion of ethical recruitment. TRIANGLE management believes there is an understanding between the donors and the programme on the PSES and do not believe a workshop at this stage is desirable. However, for future phases, a workshop to develop a common understanding of PSE strategies is a well-received recommendation.</p>	<p><b>CAVS:</b> Translation of the QBNs into local languages was indeed not budgeted. However, remains the fact that some stakeholders indicated never to have seen them, so the national officers may put in extra efforts to bring them to their attention.</p> <p>A revised communication strategy was drafted, but at the same time it became clear that there was really no need for this strategy to be a <i>cross-cutting</i> strategy and it is proposed to have it mainstreamed in the activities also because the international position will be phasing out at the end of 2019.</p> <p><b>PSES:</b> Its position was discussed with DFAT, GAC and the programme team, and it was concluded that there is no reason to maintain it as a cross-cutting strategy as long as two activities will continue as integrated parts of the ToC and the LogFrame:</p> <ol style="list-style-type: none"> <li>1. The focus on the involvement of regional and national employers' organisations, and</li> <li>2. the important work with the recruitment agencies</li> </ol>
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<p><b>stakeholders on how to arrive at a common understanding on taking the Private Sector Engagement Strategy (PSES) forward</b>, 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.</p> <p>The third strategy, WEGES, is the subject of Recommendation 12 below</p>	<p><b>Action undertaken in response to the recommendation by 17 May 2019:</b></p> <p>While preliminary discussions have been held, further discussions with DFAT and GAC will be scheduled on suitable materials to be developed for their respective audiences.</p> <p><b>Further action to undertake:</b></p> <p>Respond to request for specific/tailor-made communications materials from DFAT and GAC for their respective audiences as and when they arise.</p>	<p>Therefore, it is proposed to remove both <b>CAVS</b> and <b>PSES</b> as cross-cutting strategies, and to integrate the activities in the regional and national work plans.</p> <p>The only cross-cutting strategy remaining is therefore the <b>WEGES</b>, which will be discussed under Recommendation 12.</p>
<b>Evaluation Criteria 6: Impact Orientation and Key Stakeholder Populations</b>		
<p><b>10 Revise the Sustainability and Impact Strategy</b>, 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&amp;E Expert has been engaged in TRIANGLE for some time.</p>	<p><b>Fully agree.</b></p> <p>As noted under recommendation 7, the TRIANGLE in ASEAN programme framework, including the inception report, will have to be reviewed in 2020 to respond to the future of the GAC funding. Changes to the Sustainability and impact strategy will be part of this revision.</p> <p><b>Action undertaken in response to the recommendation by 17 May 2019:</b></p> <p>None</p> <p><b>Further action to undertake:</b></p> <p>The sustainability and impact strategy will be reviewed in 2020 following a decision about the GAC funding.</p>	<p><b>Fully agree.</b></p>
<p><b>11 Explore the design of ways forward for the Migrant Worker Resource Centre (MRC) Network in terms of sustainability including cooperating</b></p>	<p><b>Fully agree.</b></p> <p>The Safe and Fair project allocates a significant amount of funds to support MRCs in eight ASEAN member states, including all six TRIANGLE priority countries. Given Safe</p>	<p>The cost sharing with <b>Safe and Fair</b> is progressing slowly, as Safe and Fair is progressing cautiously as explained in the above. As a positive example, In</p>

**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.

and Fair's (S&F) specific focus on women migrant workers, MRC approaches and objectives differs somewhat between the two projects. Nevertheless, it is clear that the two projects need to coordinate closely to ensure that existing MRC capacity is maximised and sustained and suitable services provided. This can be done through a combination of the following:

- TRIANGLE fully phases out a few MRCs to S&F;
- S&F adds specific services/capacity to TRIANGLE MRCs (such as staff dedicated to do outreach services); and/or
- S&F sets up new MRCs in addition to those already supported by TRIANGLE.

Within these different options, it is very important to consider (a) donor branding; and (b) solid reporting mechanisms (i.e. how the reporting between the two projects of the number of beneficiaries and financial compensation awarded by MRCs will be managed). In identifying its MRC partners, S&F is conducting mapping exercises in each of the eight countries to map existing and potential MRC partners and identify needs for further capacity building. While some of these mapping exercises have been completed, some are still ongoing. Based on these, decisions have been made for Lao PDR, Malaysia, Myanmar, Thailand and Viet Nam as follows:

- **Lao PDR:** TRIANGLE currently supports four MRCs, two implemented by the Lao Federation of Trade Unions and two by the Ministry of Labour. S&F will take over one of these MRCs (LFTU MRC in Savannakhet) from Aug/Sept 2019.
- **Malaysia:** TRIANGLE will phase out the MRC work with Tenaganita. The MRC work with MTUC will be shared with S&F.
- **Myanmar, Thailand & Viet Nam:** No implications for TRIANGLE.

October 2019, Safe and Fair and TRIANGLE in ASEAN established a joint monitoring and reporting framework for the Malaysian MRCs (with MTUC), where it was agreed that TRIANGLE maintains support to two of the MRCs and S&F takes over one of the centres.

In addition, the programme team has very regular meetings with the Safe and Fair team, and progress is monitored very closely.

This is the more important since DFAT has indicated that if GAC funding will not continue, funding for the national level will not be sufficient to fund all 28 MRCs and decisions have to be made about the reduction of support and the criteria to select those MRCs which remain eligible for support.



The above proposals for Lao PDR and Myanmar would result in cost-savings (for Lao PDR), but not have any noticeable impact on the overall numbers of clients as the clients in the Lao MRCs are significantly lower than other countries. The numbers in Malaysia would be slightly reduced with the phase-out of Tenaganita.

**Action undertaken in response to the recommendation by 17 May 2019:**

The above has been discussed and agreed with S&F

**Further action to undertake:**

TRIANGLE will continue to engage with S&F on collaboration around MRCs, in particular Cambodia where S&F is likely to take over one or two centers.

### Evaluation Criteria 7: Gender Equality and Non-Discrimination

**12 Discuss *urgently* the new Women's Empowerment and Gender Equality Strategy (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.

**Fully agree and done.**

**Action undertaken in response to the recommendation by 17 May 2019:**

A revised version of the WEGES including a table of interventions for auctioning the WEGES (i.e. the action plan) was prepared and submitted to DFAT and GAC on 28 February 2019 as an annex to the 2018 Annual Technical Report.

GAC submitted a minor comment on the WEGES on 18 March 2019. After the comment was addressed, GAC had no further comments to the WEGES.

**Further action to undertake:**

TRIANGLE in ASEAN is awaiting comments from DFAT on the revised WEGES, and will respond to comments as necessary.

As noted above, WEGES, as other cross-cutting strategies, is considered a living document and might be subject to updates in the years to come.

The **revised WEGES Action Plan** was part of the 2018 Annual Technical Report **submitted** to DFAT and GAC on 28 February 2019 (as Annex N). Table 1 of this Action Plan lists **four performance indicators**: one for the programme as a whole and one each for the three intermediate outcomes. For each of these four indicators a series of **targets** are defined (**16** in total).

This framework offers **a clear and appropriate basis** for monitoring Track-1 and Track-2 activities related to gender equality and women's empowerment. However, there are a few remarks to be made on the way it has been implemented and/or calculated:

1. The 2018 Annual Report (p.67) lists the budget allocation for track-2 activities, but **Cambodia** is lacking (while it needs in fact more support in this area than other countries; see e.g. p.66). This was however an oversight in the Annual Report, and in fact Cambodia expanded the gender trainings given in 2017 to its MRCs in 2018 and these conducted trainings with over 100

participants from state and non-state institutions; the trainings also led to the establishment of women's peer-support networks in Cambodia. For the future it is very good that a Technical Officer Research and Gender (Alexandra Shepherd) has just started to support the team in Cambodia under the Australian Volunteers Programme.

2. The largest single amount is for 'Track-two expertise' which is a bit vague; if this means regular staff inputs, then its inclusion seems improper as the indicator is calculated as a % of ***total expenditure-for-activities minus staff***.

The key framework for action is formed by the **national and regional work plans**, set annually (national) or biannually (regional); this provides the required **monitoring** moments and also the **flexibility** to adjust specific WEGES activities.

