



Evaluation Summary



International
Labour
Office

Evaluation
Office

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

Quick Facts

Countries: *ASEAN Countries*

Midterm Evaluation: *June-July 2014*

Mode of Evaluation: *Independent, External*

**ILO Office Administratively backstopping the
Project:** *ROAP, Bangkok*

ILO Technical Backstopping Office: *MIGRANT*

Evaluation Manager: *Thomas Kring*

Evaluation Consultant: *Pierre Mahy*

Project End: *March 2016*

Project Code: *RAS/12/01/CAN*

Donor & Project Budget: *DFATD Canada (US\$
5,420,000)*

Keywords: *Migrant worker; labour migration;
workers' rights; labour protection; ASEAN*

govern labour migration and protect the rights of women and men migrant workers, in a gender responsive manner;

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

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

Background & Context

Summary of the project purpose, logic and structure

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

- O1: strengthened regional legal and policy framework to more effectively

Present Situation of the Project

The project is being implemented by ILO since March 2012 with a budget of US\$ 5,420,000 provided by the Department of Foreign Affairs, Trade and Development (Canada).

The project Senior Project Officer/Project Coordinator (SPO/PC) was officially nominated on 1 September 2012.

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

Purpose, scope and clients of the evaluation

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

The scope of the evaluation is from project start (April 2012) until July 2014; key users and targets for this evaluation are the management team of the ASEAN TRIANGLE project, at the regional and country level, the technical unit (MIGRANT), the administrative unit (ROAP), and the donor (Canadian Government).

Methodology of evaluation

The MTE has been conducted from 25 June to 26 July 2014, in accordance with ILO Evaluation Policy Guidelines.

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

A **survey** was launched reaching out to participants at key events organized by the project during the second half of 2013; the survey was designed in such a way that useful information on the developments generated by the activities could possibly be collected.

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

The evaluation referred to the Logic Model and the Performance Measurement Framework as the main basis for the evaluation.

Main Findings & Conclusions

Relevance and design

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

The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013, it links to the regional outcome on migration defined in the Multilateral Framework for Labour Migration and is coherent with and supports the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers signed in 2007.

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

lacks precision in quantifying and/or qualifying indicators.

Effectiveness

The activities proposed in the project document and in the Logic Model are being delivered, though with some delay on Outcome 3.

All activities contribute to the achievement of immediate outcomes (e.g. promoting the ratification of ILO conventions or the adoption of national policies in line with international standards contributes to enhanced policy frameworks).

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

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

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

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

Efficiency

The ATP has delivered an impressive number of activities despite an obvious staff shortage both at headquarters level as in the field. The project was able to call on the NPCs of the

GMS TRIANGLE project in the framework of an efficient coordination between the two projects.

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

Emerging Impact and sustainability

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

With regard to capacity building of governments and social partners, training materials and tools prepared or being prepared, as well as workshops delivered, have not yet resulted in any tangible impact, other than the interest and willingness of beneficiaries to make use of the knowledge acquired.

The sustainability of the intervention at policy level mainly lies in the developments which will follow the different meetings and events, i.e. in the implementation of the recommendations adopted during the events.

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

A sustainability plan as such has not yet been defined, but different options are being considered in combination with a possible

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

(TRIANGLE) and working both at regional and national levels.

10. Bring policy closer to the people with the help of trade unions and civil society.

Recommendations & Lessons Learned

Main recommendations and follow-up

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

Important lessons learned

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