

**EVALUATION OF ILO PROJECT:  
TRIPARTITE ACTION TO PROTECT THE RIGHTS OF MIGRANT  
WORKERS WITHIN AND FROM THE GREATER MEKONG  
SUBREGION (GMS TRIANGLE PROJECT)**

**ILO REGIONAL OFFICE FOR ASIA AND THE PACIFIC  
ILO CAMBODIA  
ILO LAO PDR  
ILO MALAYSIA  
ILO MYANMAR  
ILO THAILAND  
ILO VIET NAM**

**INCEPTION REPORT**

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## Acronyms

Association of South East Asian Nations – ASEAN  
ASEAN Committee on the Implementation of the Protection and Promotion of the Rights of Migrant Workers - ACMW  
ASEAN Tripartite Action to Protect Migrants Workers from Labour Exploitation - the ASEAN TRIANGLE project  
Australian Aid Programme - AusAID  
Australian Dollar - AUD  
Canadian International Development Agency – CIDA  
Coordinated Mekong Ministerial Initiative to Combat Human Trafficking - COMMIT  
Country Programme Outcome - CPO  
Community Service Organisation - CSO  
Decent Work Country Programme - DWCP  
European Union – EU  
International Labour Organisation - ILO  
International Labour Organisation, Regional Office for Asia and the Pacific - ILO ROAP  
ILO's International Migration Programme at Headquarters – MIGRANT  
International Organisation for Migration – IOM  
IOM's campaign to encourage safe migration - IOM X  
Lao Peoples Democratic Republic – Lao PDR  
Legal Services for Women and Children - LSCW  
Malaysian Trade Union Congress - MTUC  
Monitoring and evaluation - M&E  
Migrant Worker Resource Centre - MRC  
Mid Term Review – MTR  
Non Governmental Organisation - NGO  
National Project Coordinator – NPC  
Occupational Safety and Health – OSH  
Project Advisory Committee – PAC  
Project to Combat Trafficking in Children and Women - TICW  
Project to Prevent Trafficking in Girls and Young Women for Labour Exploitation within China - CP-TING  
South Asian Association for Regional Cooperation – SAARC  
Sub-regional Advisory Committee - SURAC  
Terms of Reference - TOR  
Tripartite Action to Protect Migrants Workers from Labour Exploitation - the GMS TRIANGLE project  
United Nations - UN  
United Nations Action for Cooperation against Trafficking in Persons - UN-ACT  
United Nations Development Assistance Framework – UNDAF  
United Nations Development Fund for Women – UNIFEM  
United Nations Inter-Agency Project against Human Trafficking - UNIAP  
United Nations Office on Drugs and Crime – UNODC  
Worst Forms of Child Labour - WFCL

## **i) Background, Objectives and Scope of Evaluation**

This inception report details the evaluator's understanding of what is being evaluated and why. It sets out the evaluation instruments, including the work plan, methodology, data sources, key questions for the interviews, data gathering and analysis methods, and the draft report format. It also includes a review of the available documents.

### **a) *Project background***

Labour migration is an established and growing structural feature of the economies in the Greater Mekong Subregion (GMS) and neighbouring Malaysia. For over two decades, migrant workers have made a significant contribution to growth in countries of origin and destination. However, inadequate protection policies and practices have had a limiting effect on the positive impact of labour migration and increased the vulnerability of migrants to exploitation and abuse.

For many women and men migrants, the obstacles to migrating through legal channels continue to outweigh the potential benefits. Information is not easily accessible, the procedures are lengthy and complicated and the costs involved force many migrants into debt. As a result, the majority of workers within the GMS continue to migrate irregularly, denying them access to many legal protections and support services. Due to ineffective enforcement of labour laws for migrant workers, even migrating legally often provides little guarantee against rights violations.

From 2010-2015, the ILO has been implementing the Tripartite Action to Protect Migrants Workers from Labour Exploitation (the GMS TRIANGLE) project, funded by the Australian Aid Programme with a budget of AUD \$10 million. The project has been implemented in Cambodia, Lao PDR, Malaysia, Thailand and Vietnam, with activities in Myanmar also initiated in 2013.

The project aimed to strengthen the formulation and implementation of recruitment and labour protection policies and practices in the GMS to ensure safer migration that results in decent work. The project had three immediate objectives:

1. Migrant recruitment and labour protection policies strengthened, reflecting the interests of tripartite constituents and gender-specific concerns.
2. Capacity of tripartite constituents enhanced to close the gap between intention and implementation of national policy, bilateral agreements and regional commitments related to the recruitment and protection of women and men migrant workers.
3. The rights of women and men migrants and potential migrants are protected through increased access to support services.

ILO's partners in this collaboration were labour ministries, workers' and employers' organisations, recruitment agency associations, and civil society organizations in the six countries. The project team provided technical assistance and monitored the implementation of sub-contracted activities to ensure they were carried out as planned in TORs and contributed to achieving the results outlined in the project's logical framework. Annual work plans were developed in consultation with tripartite constituents and implementing partners through the Project Advisory Committees (PACs) in each project

country. These were guided by the objectives outlined in the project design document, with the PACs prioritising the needs in their country context. Project activities were then either directly carried out by the ILO or implemented in partnership with government agencies responsible for migration management and protection of migrant workers, as well as with trade unions, employer associations, non-government organizations, research institutions, and other service providers.

## ***b) Evaluation background***

This is an independent final evaluation of the GMS TRIANGLE project. Its purpose is to document key achievements, challenges, lessons learned and good practices for future applicable programmes and projects. It aims to:

- Assess the achievement of the project against the approved logframe and workplan
- Identify gaps, limitations and/or challenges
- Identify good practices and lessons learned.

This evaluation is carried out over 49 working days from early April to end July 2015. The evaluation will look at all project activities implemented from June 2010 to June 2015. It will cover six project countries – Cambodia, Lao PDR, Malaysia, Myanmar, Thailand, and Viet Nam. The geographical scope of the evaluation will be the capitals in the six countries plus a selection of provinces where project activities have been carried out in each country.

The primary end users of the evaluation's findings will be the management team of the GMS TRIANGLE project, the ILO technical unit (MIGRANT), the administrative unit (ILO ROAP) and the donor (DFAT). Secondary parties making use of the results will include tripartite constituents and civil society organizations who have partnered with the project, as well as other agencies working on labour migration and human trafficking at national and regional levels. Actors from other regions working on these issues may also take an interest in the evaluation's assessment.

The evaluation has three phases – (1) desk reviews and preparation of inception report; (2) interviews with ILO constituents, donor, and key project partners; and (3) report drafting and finalization.

## **ii) Methodology**

### ***a) Evaluation criteria***

The evaluation will address OECD/DAC evaluation criteria, including:

- **Development Effectiveness:** The extent to which the project's objectives and intended results were achieved
- **Resource Efficiency:** The extent with which resources were economically converted into results, including mention of alternative more cost-effective strategies when applicable
- **Impact:** Positive and negative, intended and unintended long-term effects
- **Relevance:** The extent to which project interventions met beneficiary requirements, country needs, global priorities and partners' and donors' policies

- **Sustainability:** The immediate benefits and probability of continued long-term benefits after the project has ended.

In addition, the evaluation will assess gender equality, and monitoring and evaluation.

### ***b) Evaluation methods and data collection instruments***

To strengthen the credibility and usefulness of evaluation results, the evaluation will use a mix of data sources collected through multiple methods. This will include **primary data** which will be collected directly from stakeholders about their first hand experience with the intervention. This data will be collected through interviews, focus group discussions, and some observation. It will also include **secondary data** consisting of documentary evidence that has direct relevance for the evaluation, such as nationally and internationally published reports, project documents, monitoring reports, previous reviews, country strategic plans, and research reports. This data will be collected through a desk review of project documents and other relevant materials. The desk review is included in this inception report. It will be used to verify qualitative data gathered directly from stakeholders.

The evaluation methodology will include multiple methods with analysis of both quantitative and qualitative data, where possible. It will include but will not be restricted to the following:

- **Review of key project documents** (including the project design document, mid-term evaluation report, annual progress reports, quarterly briefing notes and biannual updates, features, reports from the Subregional Advisory Committee meetings and national Project Advisory Committee meetings, regional communications plan, sustainability plan, results assessment framework, management information system, M&E guide, publications, etc.)
- **Review of relevant ILO and DFAT documents** (such as Decent Work Country Programmes, ILO regional migration strategy, Conclusions from the Tripartite Technical Meeting on Labour Migration, ILO Director-General's Fair Migration Agenda, DFAT Aid Programme Priority Areas, etc.)
- **Site visits, key informant interviews and focus group discussions** with stakeholders and beneficiaries in Cambodia, Lao PDR, Malaysia, Myanmar, Thailand and Vietnam. Field visits to the central and provincial levels will be organized to coincide with a scheduled activity where possible and the donor may attend some visits. A tool for the qualitative data collection is included below.

Data collection during the evaluation will obtain the perspective of both women and men beneficiaries and stakeholders, as well as of marginalized groups such as irregular migrants and ethnic or religious minorities. All data will be disaggregated to allow for a thorough gender analysis of the evaluation's findings. Gender equality has been identified by the ILO as a cross-cutting issue of the strategic objectives of its global agenda of Decent Work. To the extent possible, data collection and analysis will be disaggregated by gender as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes.

The evaluation process will be participatory. The ILO, tripartite constituents and other parties involved in the execution of the project will have the opportunity to be consulted,

provide inputs and use the evaluation findings and lessons learnt, as appropriate. Stakeholder participation will be ensured through the following:

- formal consultations at the outset of the evaluation
- their review of the draft report
- consultations include all tripartite representatives
- consultations with women and men stakeholders
- interviews with direct recipients of project services, including the Ministries of Labour, and social partners
- interviews with key project staff and backstopping staff at country and regional levels.

The evaluation is limited by the short time available for conducting field interviews. This has meant that the evaluator has been unable to visit all project sites, which are widespread in six countries of South East Asia. Therefore, the project coordinators have selected a sample of project sites for the evaluator to visit based on the amount of activity that has been carried on at each site, and accessibility of travel within the time period available for the field mission.

The evaluation is carried out in line with the norms, standards and ethical safeguards as elaborated upon in the document “Standards for Evaluation in the UN System”, United Nations Evaluation Group, 2005.

### **c) Key evaluation questions**

The following are key evaluation questions, as drawn from the Terms of Reference:

#### **1. Relevance (including strategic fit and validity of design)**

- Did the project address the major causes of vulnerability and respond to prevalent forms of exploitation among migrant workers in the GMS?
- Was the project evidence-based in its approach? In particular, were the results of the baseline studies, mid-term evaluation and research studies taken into account in formulating and implementing the activities?
- Did the project activities align with or influence government policy and planning, as well as social partner programming and priorities, on labour migration?
- Was the project consistent with or influential to ILO national, regional and global strategic priorities and programming on labour migration and make effective use of its comparative advantages?
- Was the project design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) appropriate for achieving its intended development impact?

#### **2. Effectiveness (including achievement of objectives and project management)**

- Were the three immediate objectives clear and realistic?
- To what extent did the project achieve the three immediate objectives set forth in its logical framework?
- How effective was the internal management of the project? (including strategy and work planning, staffing arrangements and capacities, governance and oversight, etc.)
- Was the project successful in obtaining the support and cooperation of government

and social partners at national and regional levels?

- How effective was the collaboration and coordination with other project's working on labour migration issues in the region? (including by the ILO or external organizations). To what extent did the project collaborate and coordinate with others and b) how did this collaboration and coordination impact on the project achieving its stated objectives.
- Were implementing partners effective in carrying out the project activities? i.e. a) did implementing partners have necessary skills to manage project activities; b) Did implementing partners apply the necessary skills and experiences in their roles to deliver the required outputs and objectives of the project.

### **3. Efficiency (including use of resources and value for money)**

- Was the project's use of resources optimal for achieving its intended results? (financial, human, institutional and technical, etc.)
- Were activities and outputs delivered on time/according to workplan?
- Was the projects planned funding and timeframe sufficient to achieve the intended outcomes?
- Which project activities represented the greatest value for money in terms of protecting migrant workers?
- Were cost-sharing arrangements or in-kind contributions sought from partners to complement the project's resources? (from other ILO projects, inter-agency initiatives, cooperation with tripartite constituents and CSO partners, etc.) Which were the most effective for leveraging project resources?

### **4. Impact (including realized and prospective changes)**

- What impact did the project activities contribute to vs. its baseline desk reviews of policy and practice? What additional impacts do stakeholders foresee emerging after its completion? Key areas to consider should include the following (see the results assessment framework in Appendix 2 for more detail):
  - Policies and legislation developed to which the project has contributed for strengthening the protection of rights and gender equity for migrant workers, and their realized and prospective impact.
  - Institutionalization of tripartite consultation in developing protection policies and practices for migrant workers.
  - Complaint mechanisms, labour inspections, self-regulation initiatives, pre-departure orientation and other institutional tools developed or strengthened for protection of migrant workers (including capacity development to enhance implementation at all levels).
  - Tripartite participation in formulation and implementation of recommendations at the ASEAN Forum on Migrant Labour, the Subregional Advisory Committee, and other bilateral and regional dialogues on labour migration.
  - Capacity of MRCs to deliver support services to women and men migrant workers and conduct M&E.
- What changes did the project contribute to for women and men potential migrants vs. its baseline surveys?



## **5. Sustainability (Including local ownership and stakeholder participation)**

- Were strategic plans developed and implemented to ensure the sustainability of the project's results?
- Which project-supported tools have been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?
- – local, private sector which is being used to support the project.
- Which project activities and partners at national and local levels is there evidence to support that they will likely continue after external funding is discontinued? (Particularly, which MRC sites?)
- Have there been any local and/or private sector which is being used to support the project?
- Did the project use local systems and processes and strengthen the capacity of local institutions?
- Has the project been successful in supporting the development of an enabling policy and institutional environment for sustainable changes in labour migration management to take place?
- Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?

## **6. Gender equality**

- Did the project activities benefit women and men equally? (Including migrant workers and government and social partner representatives)
- Has the project supported governments to adopt gender-sensitive labour migration policies? (reflecting the ILO Multilateral Framework and the provisions of the relevant international labour standards)
- Has the project been effective at addressing the vulnerabilities of migrants in highly gendered sectors of work? (Domestic work, fishing, etc.)
- Were risks to gender equality identified and appropriately managed?

## **7. Monitoring and evaluation**

- Has the project developed methods for monitoring the outcomes of activities in addition to the tangible outputs produced?
- Have the capacities of partner organizations been nurtured and supported on collection and analysis of M&E data?
- Has a management information system been established to ensure that data is regularly analysed and incorporated in management decision-making?
- Has M&E data been disaggregated to show the project results by gender, country, stakeholder group and other criteria?

### **d) *Interview guidelines for key stakeholders***

The following interview guidelines have been developed to elicit responses to the relevant guiding evaluation questions. Where possible, the same interview questions will be posed to multiple stakeholders to allow for triangulation and verification of findings.

### **Interview Questions**

The list below comprises 10 main evaluation questions which stakeholders are requested to answer. In addition, each main question is accompanied by a subset of prompts based on the questions listed in the evaluation terms of reference. Stakeholders may wish to answer some or all of these.

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1. What was your **role** and involvement in the project? (Briefly describe)
2. How **effective** was the project? What worked? What didn't work? Why/why not?

Consider for example:

- 2.1. Were the project outcomes achieved, and if so to what extent?
- 2.2. Is there any way in which the project has not met expectations? Have any activities not been achieved?
- 2.3 How effective did you find the internal management of the project? (E.g. strategy and work planning, staffing arrangements and capacities, governance and oversight)
- 2.4 Did the project obtain the support and cooperation of government and social partners at national and regional levels? How?
- 2.5 To what extent did the project collaborate and coordinate with others? Did this help to achieve the project objectives?
- 2.6 Did implementing partners have the necessary skills to manage project activities?
- 2.7 Have there been any unintended consequences of the project (either positive or negative)?

#### **Cross-cutting issues**

- 2.8 Did the project activities benefit women and men equally? What level of female participation was there from migrant workers, government departments, social partners?
- 2.9 Has the government of your country adopted a gender-sensitive labour migration policy?
- 2.10 Do you think the project has been effective at addressing the vulnerabilities of migrants in highly gendered sectors of work? (e.g. domestic work, manufacturing, agriculture, fishing, construction)
- 2.11 How were risks to gender equality identified and managed?
3. Was the project **relevant**?
  - 3.1. How were the results of the baseline studies, mid-term evaluation and research studies taken into account in implementing the activities?
  - 3.2 Did project activities influence government policy and planning, or social partner programming and priorities?
4. What is the lasting **impact** of the project? Will the activities of the project or its effects continue once the project has finished?

Consider for example:

- 4.1 What changes has the project helped to make to labour migration laws and policies in your country?
- 4.2 What do you think the long term impact of these laws and policies is likely to be? Why?
- 4.3 Can you describe the implementation arrangements that are in place to give these laws and policies practical effect?
- 4.4 Do you foresee anything changing as a result of these laws or policies? How?
- 4.5 To what extent has the project influenced institutional capacity and performance improvements within key partner agencies?
- 4.6 What do you think the long term impact of institutional capacity building is likely to be? Why?
- 4.7 What do you think the long term impact of Migrant Worker Resource Centres in your country will be? Why?
- 4.8 Do you think the project made any lasting impact for women migrant workers? How?
- 4.9 Do you think the project made any lasting impact for men migrant workers? How?

5. Is the project **sustainable** and if so, in what way? Consider for example:

- 5.1 To what extent are the project results (outcomes and impact, if any) likely to continue / be sustained after the project has finished?
- 5.2 Is stakeholders' engagement likely to continue, be scaled up, replicated or institutionalized after external funding ceases?
- 5.3 Are there any Migrant Worker Resource Centres in your country that are likely to continue after project funding ceases?
- 5.4 Were any strategic plans developed and implemented to ensure the sustainability of the project's results?
- 5.5 Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?
- 5.6 Which project-supported tools been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?
- 5.7 Did the project use any local systems or processes to strengthen the capacity of local institutions?
- 5.8 Has the project been successful in supporting the development of an enabling policy and institutional environment for sustainable changes in labour migration management to take place?

6. How **efficient** has the project been? Consider for example:

- 6.1 Were financial, human, institutional, and technical resources used efficiently?

- 6.2 Were there any delays in project activities? Anything not achieved? Why/why not?
  - 6.3 Which project activities represented the greatest value for money in terms of protecting migrant workers?
  - 6.4 Is there any evidence of partner cost sharing and local commitment to / ownership of project activities and objectives?
7. What **lessons learned** are there from project implementation that should be factored in to the design and management of any future phase of support for this kind of work?
8. Have any **best practices** been employed / developed during project implementation that could be usefully shared with other practitioners in this area of work?
9. Do you have any **recommendations** for future work in this area?
10. How effective was **monitoring and evaluation** for the project?

Consider for example:

- 10.1 Did the project develop methods for monitoring the outcomes of activities in addition to the tangible outputs produced?
- 10.2 How were the capacities of partner organizations nurtured and supported on collection and analysis of M&E data?
- 10.3 Was a management information system established to ensure that data was regularly analysed and incorporated in management decision-making?
- 10.4 Has M&E data been disaggregated to show the project results by sex, country, stakeholder group and other criteria?

### **e) *Proposed evaluation report structure***

The evaluation report will include the following components:

- 1. Title page
- 2. Table of contents
- 3. Executive summary
- 4. Acronyms
- 5. Project background and description
- 6. Evaluation purpose
- 7. Methodology and evaluation questions
- 8. Findings
- 9. Gender Issues Assessment
- 10. Tripartite Issues Assessment
- 11. International Labour Standards Assessment
- 12. Conclusions
- 13. Lessons learned and potential good practices
- 14. Recommendations
- 15. Appendices.

### iii) Proposed work plan

As elaborated upon in the External Collaborator Agreement and the Terms of Reference, the following deliverables are due at the dates indicated below. The timeframe for this evaluation is 49 working days during early April to July 31, 2015.

Task	Responsible person	Timeframe
Inception report	Evaluator	By May 10
Interviews with key stakeholders and constituents	Evaluator	May 11-June 26
Presentation to ILO and DFAT of findings	Evaluator	26 June
Draft evaluation report	Evaluator	By July 3
Sharing the report with key stakeholders, comments consolidated and sent to evaluator	Evaluation Manager	By July 17
Revised report submitted	Evaluator	By July 22

### iv) Document review

This document review compiles secondary data as relevant for the key evaluation questions in the Terms of Reference. It will be used to verify primary data collected from project personnel and stakeholders in Cambodia, Lao PDR, Malaysia, Myanmar, Thailand, and Viet Nam. A list of documents referred to appears at the end of this document.

#### 1. Relevance (including strategic fit and validity of design)

- Did the project address the major **causes of vulnerability** and respond to **prevalent forms of exploitation** among migrant workers in the GMS?
  - The project addressed risk sectors for women, namely domestic work, manufacturing and agriculture, and for men fishing, seafood processing, and construction.
  - The project added a Myanmar extension from March 2013-May 2015 at a budget of AUD \$701 357 to address Burmese migration to Thailand, Malaysia, Singapore, Korea, and the UAE.
- Was the project evidence-based in its approach? In particular, were the **results of the baseline studies, mid-term evaluation and research studies** taken into account in formulating and implementing the activities?

- MTR recommendations were implemented (e.g. sustainability plan, recruitment of M&E officer, quarterly project updates, more frequent site visits to MRCs and Lao PDR, policy and advocacy plan).<sup>1</sup>
- Did the project activities align with or influence **government policy and planning**, as well as **social partner programming and priorities**, on labour migration?
  - Thailand - Regulation on Domestic Workers – technical comments
  - Thailand – Regulation on Fishers – technical comments
  - Cambodia – Prakas on Sending Khmer Workers Abroad – technical comments
  - Cambodia – Labour Migration Policy and Action Plan 2015-2018 – technical assistance
  - Cambodia – Cross Border labour migration in Cambodia: Considerations for the national employment policy – policy paper
  - Viet Nam – Circulars on Ceiling of Deposit Paid by MW and MW Contracts, Overseas Employment Fund – technical comments
- Was the project consistent with or influential to **ILO national, regional and global strategic priorities and programming on labour migration** and make effective use of its comparative advantages?
  - TRIANGLE was designed to link to a number of outcomes of the ILO Global Programme and Budget 2010-2011, to tie in closely with national development priorities and with the Decent Work Country Programmes, and is in line with a number of partnership commitments outlined in the Partnership Agreement between the Australian Government and the ILO (2010-2015), in particular the encouragement of tripartite constituents to be equal participants in labour, employment and social protection dialogue, as well as the promotion of gender focussed activities.<sup>2</sup>
  - The overall strategy of the project is based on supporting the development of legal, safe and orderly recruitment channels and improved labour protection mechanisms. The project is coherent with national policies and development plans and has developed a rational approach in line with the respective plans in each country where migration was specifically referred to.<sup>3</sup>
  - The objectives of TRIANGLE, determined after a comprehensive problem and country situation analysis are consistent with the overall objective to increase labour rights protection and promote decent work opportunities while addressing priorities and concerns of migrants as well as the need of partners to improve the situation of migrants.<sup>4</sup>
  - Objectives 1 and 2 of TRIANGLE and the proposed strategy suggesting the promotion of social dialogue and tripartism to improve working conditions of migrant workers are very relevant.<sup>5</sup>
  - ILO's Regional Outcome on migration based on the Multilateral Framework for Labour Migration "improved capacities of governments and social partners to manage labour migration" has also been considered in the project design, in particular in suggesting increased tripartite engagement,

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<sup>1</sup> Management response to MTR.

<sup>2</sup> MTR p 6-7.

<sup>3</sup> *Ibid.*

<sup>4</sup> *Ibid.*

<sup>5</sup> *Ibid.*

fair and ethical recruitment policies and practices as well as advocacy for better social protection.<sup>6</sup>

- The TRIANGLE project will link to the ILO Strategic Framework and Results for 2010-2011, primarily under Outcome 7 on Labour Migration: *more migrant workers are protected and more migrant workers have access to productive employment and decent work*. The ILO will support the selected participating countries to adopt gender-sensitive labour migration policies to protect migrant workers that reflect the ILO Multilateral Framework (a) and the provisions of relevant international labour standards; and (b) with a view to promoting productive employment and decent work for migrant workers. The project will also contribute to Outcome 15 on the elimination of forced labour, by implementing specific policies, programmes or actions leading to improved application of Conventions, principles and rights on the elimination of forced labour.<sup>7</sup>
- Based on the Multilateral Framework for Labour Migration, the ILO Regional Office for Asia and the Pacific (ILO ROAP) has defined a consolidated regional strategy on migration, interweaving twin policy goals: (a) the inclusion of migration policy concerns in national development planning; and (b) the protection of migrant workers' rights and their social protection. The strategy is accompanied by an internal ILO Asian Action Plan with four priority areas of action that link with the TRIANGLE project objectives: Policy research with emphasis on labour market complementation; increased tripartite engagement; fair and ethical recruitment policy and practices; and advocacy for better social protection of women and men migrants from abuse and exploitation, including human trafficking.<sup>8</sup>
- The strategy identifies the ASEAN, SAARC and COMMIT as key regional platforms for advocating ILO fundamental principles and rights at work and international labour standards. It also calls for intensified country-specific efforts to place migration policy discussions in the context of national development, gender and employment strategies and to give special attention to those groups of workers in the most precarious situations. This includes women and men in domestic and informal work, as well as young migrants, who are often trapped in work outside of national labour and social protection laws in both sending and receiving countries.<sup>9</sup>
- The ILO Global Decent Work Agenda and in particular the Asian Decent Work Decade (2006-2015) further provides a unique platform to address the exploitation of labour migrants in the region. During the 14th Asian Regional Meeting of the ILO - worker, employer and government leaders concluded by launching an 'Asian Decent Work Decade' aimed at linking the goal of decent work for men and women with the global poverty reduction agenda. The Decent Work Decade will contribute to the achievement of the Millennium Development Goals, and promote the ILO Decent Work Agenda, which stands on the pillars of labour standards, employment promotion, social protection and social dialogue. The ILO's work on migration cuts across these four strategic objectives.<sup>10</sup>

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<sup>6</sup> *Ibid.*

<sup>7</sup> Prodoc p 38.

<sup>8</sup> *Ibid.*

<sup>9</sup> *Ibid.*

<sup>10</sup> Prodoc p 39.

- At the national level, the TRIANGLE project's objectives tie in closely with those under the six Decent Work Country Programmes (DWCPs), as well as the UN Development Assistance Framework (UNDAF). Given the central role that tripartism and social dialogue play in the project, it will contribute to an outcome identified in all of the six countries; for example, Country Programme Outcome (CPO) 4.3 in Malaysia: *Increased capacities of employers' and workers' organisations to participate effectively in the development of social and labour policy*.<sup>11</sup>
- In Cambodia, CPO 2.3 is the adoption and implementation of the National Plan of Action on Trafficking. The complaints mechanisms developed by the project will link the CPO 2.4 on the strengthened dispute resolution, prevention and conciliation institutions.<sup>12</sup>
- In Lao PDR, the TRIANGLE project's most apparent link is with CPO 2.3: *National Policy to promote safe migration and prevent trafficking in children and women is formulated and implemented*. The project's work to support coherent policy formulation (CPO 1.3) is also relevant.<sup>13</sup>
- The DWCP in Thailand includes strategies to promote the implementation of ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers, raise awareness among all stakeholders on this issue, and promote social dialogue and consultation on the protection of migrant workers. CPO 1.1 is *"labour migration management policy is broadened and strengthened to extend protection among migrant workers"*. CPO 1.3 on strengthening OSH law and policy is particularly relevant to migrant workers in certain risk sectors, as is CPO 3.3 on enhancing national capacity to implement C.138 and C.182 to prevent and eliminate child labour and its WFCL.<sup>14</sup>
- In Viet Nam, in addition to the work to support more coherence between migration, employment and development strategies (CPO 1.1 and 4.1), the TRIANGLE project will support strengthened capacity of the Government, social partners and key stakeholders to realize the National Target Programme for Employment to 2010 (CPO 4.2); one of the targets of which is to send 400,000-500,000 women and men to work overseas.<sup>15</sup>
- The ILO is the only international body with a mandate for international labour migration. The ILO is also unique in that it is a tripartite organization, representing governments, workers' and employers' organizations. It is therefore ideally placed to help build consensus among the partners in countries of origin and destination, to develop the policies and programmes that will allow them to better govern labour migration and protect migrant workers.<sup>16</sup>
- The TRIANGLE project will benefit from the ILO's long experience and expertise in the area of migration management and combating trafficking and labour exploitation. The project will build on established relationships, institutional mechanisms, a solid knowledge base, and good practices. Annex

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<sup>11</sup> Prodoc p 41.

<sup>12</sup> *Ibid.*

<sup>13</sup> *Ibid.*

<sup>14</sup> *Ibid.*

<sup>15</sup> *Ibid.*

<sup>16</sup> *Ibid.*



K contains a number of lessons learned that were gleaned from a broad range of ILO past and ongoing activities.<sup>17</sup>

- In April 2010, the ILO and Australia entered into a five-year Partnership Agreement. Through the Partnership Agreement, the Australian Government and the ILO Regional Office for Asia and the Pacific are working together to help achieve the region's Decent Work Agenda and the Millennium Development Goals. The Partnership Agreement aims to reduce poverty by promoting environmentally sustainable employment and decent work opportunities for women and men across the Asia-Pacific region while promoting social dialogue between government, worker and employer organizations.<sup>18</sup>
- AusAID Goals and Objectives: The TRIANGLE project feeds into three of the five strategic goals and individual development objectives of Australia's aid program, namely: Promoting opportunities for all (Empowering women to participate in the economy, leadership and education); Sustainable economic development (Improving incomes, employment and enterprise opportunities for poor people); and Effective governance (Improving governance in developing countries to deliver services, improve security, and enhance justice and human rights for poor people).<sup>19</sup>
- The project also links to AusAID's East Asia Regional Strategy, one of the aims of which is to promote cooperation in cross-border movement of goods and people. The Australian Government and AusAID also have a policy to strengthen regional organizations such as ASEAN to better response to transboundary challenges.<sup>20</sup>
- Comparative advantages: The ILO is the United Nations agency with a constitutional mandate to protect migrant workers. This mandate, first articulated in its Constitution of 1919, has been re-affirmed by the 1944 *Declaration of Philadelphia* and the 1998 *ILO Declaration of Fundamental Principles and Rights at Work*. The ILO pioneered the development of ILS to guide migration policy and protection of migrant workers. The ILO *Conventions on Migration for Employment (Revised)*, 1949 (No.97), *Migrant Workers (Supplementary Provisions)*, 1975 (No. 143) and *Private Employment Agencies*, 1997 (No.181) are widely recognized as lead instruments for the protection of migrant workers in addition to the UN *Convention on the Protection of the Rights of All Migrant Workers and their Families*, 1990. Labour migration is a cross-cutting issue addressed by all four sectors of the ILO – Standards, Employment, Social Protection and Social Dialogue.<sup>21</sup>
- Within the UN Strategic Framework (2012-2015), the TRIANGLE project will contribute to Strategic Priority 1: *Encourage inclusive growth, including agricultural development and enhancement of employment opportunities*; and Strategic Priority 4: *Promote good governance and strengthen democratic institutions and human rights*. The ILO will develop synergies with international organizations, projects and NGOs that are working on migration and trafficking issues in Myanmar. This includes the International Organization on Migration (IOM), UN Inter-Agency Project on Human

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<sup>17</sup> *Ibid.*

<sup>18</sup> Concept note Myanmar p 5.

<sup>19</sup> *Ibid.*

<sup>20</sup> *Ibid.*

<sup>21</sup> Concept note Myanmar p 9.

Trafficking and WorldVision International. The ILO is an active member of UN Country Team in Myanmar.<sup>22</sup>

- At the regional level, the ILO is closely engaged in supporting the workplan of the ASEAN Labour Ministers and the ASEAN Committee on the Implementation of the Protection and Promotion of the Rights of Migrant Workers (ACMW). The project also promotes integration of the labour migration context and the role of tripartite constituents in the work of the national task forces and regional meetings of the Coordinated Mekong Ministerial Initiative to Combat Human Trafficking (COMMIT).<sup>23</sup>
- Was the **project design** (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) appropriate for achieving its intended development impact?
  - The TRIANGLE project will contribute to the development of legal, safe and orderly recruitment channels and improved labour protection mechanisms in the Greater Mekong Sub-region and Malaysia. The project will adopt two mutually reinforcing approaches: direct assistance to migrant women, men and children through the tripartite constituents and CSOs; and policy formulation and capacity building, which will reach a much larger number of migrants long into the future.<sup>24</sup>
  - Some of the strategies proposed in the original concept note are not included in this project design document. The concept note laid out a more comprehensive project that covered a broad range of interventions at each stage of the migration cycle. The principal concern with this approach was that it would spread project funds and focus too thin.<sup>25</sup>
  - The concept note also implied that the project would target internal as well as cross-border migrants. The ILO does have projects in several GMS countries that address the key vulnerabilities of internal migrants. Cross-border migrants are more vulnerable, the problem is far more complicated and it requires the full attention of this project.<sup>26</sup>

## 2. Effectiveness (including achievement of objectives and project management)

- Were the three immediate **objectives clear and realistic**?
  - Good practice: The interlinking nature of the three project objectives.<sup>27</sup>
- To what **extent did the project achieve the three immediate objectives** set forth in its logical framework?
  - Overall, good progress has been made by the project. At the institutional level, TRIANGLE has adapted activities to prevailing circumstances and requirements in a resourceful way, taking into account the priorities given by governments and providing support to policy adjustments and policy formulation within the developments taking place in each country. Major achievements relate to the drafting of legislative tools to strengthen the regulation of recruitment practices in Cambodia and Vietnam, the input on the Employment Decree in Lao PDR and

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<sup>22</sup> Concept note Myanmar p 10.

<sup>23</sup> *Ibid.*

<sup>24</sup> Prodoc p 13.

<sup>25</sup> Prodoc p 11.

<sup>26</sup> *Ibid.*

<sup>27</sup> MTR p 9.

on the Ministerial Regulation on Domestic Work in Thailand in line with elements of ILO Convention 189, as well as on the preparation of the Draft Ministerial Regulation on Fishing in line with elements of ILO Convention 188. At the highest level of ministries where the project has provided support on legislative issues, the expertise of ILO has been well received and is considered to be very useful; the project's advocacy efforts are leading to real improvements of legal frameworks. Benefits have also been taken on board by implementing partners through exposure to new tools and approaches of dealing with migration and protection issues.<sup>28</sup>

- TRIANGLE provided capacity development support where it was needed, both at central and provincial levels to authorities and to trade unions. It has provided an efficient platform to involve all tripartite constituents and other stakeholders. Due to its regional approach, it also allowed the sharing of information on the situation in the countries of destination and the countries of origin, and the sharing of practices and tools between countries.<sup>29</sup>
- With regard to direct support services, Migrant Worker Resource Centres (MRCs) set up under different management arrangements have made good progress in most of the 19 locations (all MRCs in Cambodia, Thailand and Vietnam, Penang in Malaysia). Most of the MRCs started within the past year and the coming months will allow improving the delivery of support services and the outreach to the migrant workers community.<sup>30</sup>
- The support provided through the project on legal cases has been well received, both in sending and receiving countries. Information provided to potential migrants in sending countries is found to be useful and provides the workers planning to work abroad with more confidence. In receiving countries the migrant workers similarly acknowledge the value of information provided to them, but face difficulties to make best use of it in dealing with their problems. The value of regional approach in the cross-country case referrals and in the provision of end-to-end support is apparent and has proven to have even greater potential.<sup>31</sup>
- China was originally part of the countries targeted by the project, but activities were delayed and eventually priority was given to extending activities to Myanmar, where activities will start in 2013.<sup>32</sup>
- How effective was the **internal management** of the project? (including strategy and work planning, staffing arrangements and capacities, governance and oversight, etc.)
  - MTR recommended addressing management weaknesses re Lao PDR and monitoring; project responded by sending Technical Officer to Lao PDR on a periodic basis, and hiring an M&E officer.<sup>33</sup>
- Was the project successful in obtaining the **support and cooperation of government and social partners at national and regional levels**?
  - In most cases, the main partner in the government will be the ministry of labour, which will coordinate with other line ministries and social partners in defining a common strategy and coordinating project implementation. The lead ministry will ensure linkages, coordination and tripartite participation with

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<sup>28</sup> MTR p 7

<sup>29</sup> *Ibid*

<sup>30</sup> *Ibid*

<sup>31</sup> *Ibid*

<sup>32</sup> MTR p 5

<sup>33</sup> Management response to MTR.

other national level mechanisms, such as National Committees or Working Groups on Trafficking or Migration Management, depending on country specific structures. In some cases it may be necessary to establish new working groups for relevant government agencies and social partners. The project will promote NGO participation in these meetings, to ensure that the interests of women and men migrants are represented. Donor representatives will be invited to certain meetings in an observer/consultative capacity.<sup>34</sup>

- The project will also cooperate with the national networks of trade unions and NGOs working to protect the right of migrant workers. These national networks will be further strengthened by systematic exchange of information and experiences.<sup>35</sup>
- The regional approach of TRIANGLE has shown its value in the sharing of approaches and experiences with constituents across countries and in being a reliable dialogue partner with regional and sub-regional bodies and on GMS and ASEAN issues, given the knowledge of the situation within five countries.<sup>36</sup>
- Good practice: The involvement of labour ministries and social partners in the process of designing and reviewing research.<sup>37</sup>
- Good practice: The approach of bringing together constituents on commonly agreed issues.<sup>38</sup>
- How effective was the **collaboration and coordination with other projects working on labour migration issues in the region?** (including by the ILO or external organizations). To what extent did the project collaborate and coordinate with others and b) how did this collaboration and coordination impact on the project achieving its stated objectives.
  - Good practice: The cooperation with partners with a shared interest.<sup>39</sup>
  - The ILO's CIDA-funded ASEAN TRIANGLE project (2012-2016), which supports regional and multi-country activities, has recently been authorized to add Myanmar as a recipient country for project support. The GMS and ASEAN TRIANGLE projects are coordinated to ensure efficiencies and harmonization in the delivery of technical advisory services, analytical work, reporting, monitoring and evaluation. This joint approach of like-minded donors reflects the principles of the Paris Declaration (2005) and the Accra Agenda for Action (2008). It would be more effective and efficient if the GMS TRIANGLE project could dovetail with the ASEAN TRIANGLE project in Myanmar in the same way that it does with the other five countries, where the ASEAN TRIANGLE project's activities both build on and contribute to the outcomes and outputs of the GMS TRIANGLE project.<sup>40</sup>
  - *For ASEAN TRIANGLE:* The main areas in which the project can sustain the results of the GMS project are in:
    - exposing implementing partners of the GMS project to the "Filipino model" as already planned by the project under the specific programmes for the CLMV countries
    - networking trade unions in sending and receiving countries
    - further supporting the participation of tripartite constituents in

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<sup>34</sup> Prodoc p 42

<sup>35</sup> Prodoc p 42

<sup>36</sup> MTR p 9

<sup>37</sup> MTR p 9

<sup>38</sup> MTR p 9

<sup>39</sup> MTR p 9

<sup>40</sup> Concept note Myanmar p 4

international forums in the framework of ASEAN integration.<sup>41</sup>

- *Sub-regional Networks*: Since 2001, the SURAC (Sub-regional Advisory Committee) meeting has served as a platform for tripartite constituents to share information, experiences and provide guidance on anti-trafficking and migration management. Under the TRIANGLE project, SURAC will continue to serve this function, but will also play more of a project governance role in terms of commissioning cross-country comparable research, proposing interventions, and taking an active role in monitoring and evaluation.<sup>42</sup>
- The project will work closely with the COMMIT sub-regional process through collaboration with the secretariat, the UN Inter-Agency Project against Human Trafficking (UNIAP). Since 2006, the ILO has been a member of the UNIAP Management Board and has co-sponsored sub-regional events and initiatives, together with other UN agencies and international NGOs, including Save the Children, World Vision, IOM, UNODC and UNIFEM. The ILO is also an active member of the Regional Thematic Working Group on International Migration including Human Trafficking.<sup>43</sup>
- *ASEAN-ILO Cooperation Agreement*: In March 2007, ASEAN and the ILO signed a cooperation agreement, the purpose of which is to facilitate collaboration in areas of common interest, such as information exchange; cooperation in the implementation of programmes and projects, including labour migration; conducting research and data collection on matters of mutual interest. The ASEAN Secretariat and ILO agreed to further dialogue through participation in meetings such as the ASEAN Senior Labour Officials' Meeting (SLOM) and in workshops convened by the ILO on employment and labour issues, including the SURAC meeting.<sup>44</sup>
- In addition to working with the ASEAN governments and secretariat, the project will work with the Task Force on ASEAN Migrant Workers - a regional trade union-NGO alliance that has put forward a draft Framework Instrument for the ASEAN Committee on Migrant Workers to consider. THE TF-AMW proposal is based on 4 principles: (1) cover all migrants, regardless of legal status (as stated in Bangkok Declaration on Irregular Migration in 1999); (2) Joint responsibility of sending and receiving countries; (3) non-discrimination – equal access to treatment and services (including freedom of movement and freedom of association); (4) Guided by gender sensitive policies, processes and practices on migration.<sup>45</sup>
- From 2000-2008, the Project to Combat Trafficking in Children and Women (TICW) played a leading role in the effort against trafficking and labour exploitation in the GMS. In China, the (CP-TING) Project to Prevent Trafficking in Girls and Young Women for Labour Exploitation within China built on lessons learned from three years of pilot interventions in Yunnan under the TICW project. These two projects have spearheaded a comprehensive approach to preventing trafficking and labour exploitation in girls and young women, which recognized the centrality of migration to their vulnerability.<sup>46</sup>

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<sup>41</sup> MTR Rec p 11.

<sup>42</sup> Prodoc p 42.

<sup>43</sup> *Ibid.*

<sup>44</sup> *Ibid.*

<sup>45</sup> Prodoc p 43.

<sup>46</sup> Prodoc p 11.

- Other relevant ILO projects on migration include the Asian Programme on the Governance of Labour Migration (2006 to 2009) and Managing Cross-border Movement of Labour in Southeast Asia project (2006-2010), which operated in Cambodia, Indonesia, Lao PDR and Thailand. These projects have promoted dialogue, strengthened the knowledge base on migration issues for policy makers, and built up the capacity of governments to manage orderly labour migration.<sup>47</sup>
- In the project formulation phase, the design team consulted with the main international organizations and CSOs in all six countries and at the regional level that are working in this field. None are taking such a comprehensive approach to developing and implementing policies and practices on recruitment and labour protection.<sup>48</sup>
- In many cases the project will link with other activities and initiatives to address the supply side vulnerabilities of migrants – for example, the ILO has ongoing and pipelined activities in the region on skills training, employment services, micro-finance, etc. The project will also link up with the ‘victim’ assistance and reintegration support run by IOs and CSOs, as well as the ILO return and reintegration project for Thai and Filipino workers returning from the EU (Annex M).<sup>49</sup>
- UNIAP, UNIFEM, IOM, UNODC, civil society
- **Were implementing partners effective** in carrying out the project activities? i.e. a) did implementing partners have **necessary skills** to manage project activities; b) Did implementing partners apply the necessary skills and experiences in their roles to deliver the required outputs and objectives of the project.
  - Implementing partners require more backstopping and capacity building than expected. Regular coaching from National Project Coordinators is essential to ensuring that they are able to provide quality support services and meet reporting requirements.<sup>50</sup>
  - Good practice: The cooperation with NGOs in undertaking baseline surveys.<sup>51</sup>
  - Good practice: The support given to trade unions to develop and implement focused actions plans.<sup>52</sup>

### 3. Efficiency (including use of resources and value for money)

- Was the project’s **use of resources** optimal for achieving its intended results? (**financial, human, institutional and technical**, etc.)
  - The operational planning of the project is made by means of successive annual work plans in which activities are agreed between all stakeholders and corresponding budgets defined. Budgeted resources have been correctly managed according to ILO procedures; corrective actions have been taken when required.<sup>53</sup>

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<sup>47</sup> Prodoc p 12.

<sup>48</sup> *Ibid.*

<sup>49</sup> *Ibid.*

<sup>50</sup> MTR p 9.

<sup>51</sup> *Ibid.*

<sup>52</sup> *Ibid.*

<sup>53</sup> MTR p 7-8.

- In order to implement the TRIANGLE project, the team worked with and through 21 key implementing partners to provide services to (potential) migrant workers and their families.<sup>54</sup>
- While the project works with the different partners individually, the project has been able to develop some cooperation between all stakeholders involved in each country in order to mainstream efforts to achieve better results.<sup>55</sup>
- **Human resources:** The Project Management Team will be led by a Chief Technical Advisor (P5), responsible for the overall management of the project, and supported by a Technical Officer (P3) to provide quality control, assist in monitoring and reporting, and liaise with the country offices. Two assistants will provide administrative and financial support. The full regional team will be based in the Regional Office for Asia and Pacific in Bangkok, Thailand, and will work under the administrative supervision of the Regional Office Director and technical supervision of the Senior Regional Migration Specialist.<sup>56</sup>
- The project will also receive technical guidance from the International Migration Programme (MIGRANT) in ILO headquarters, and additional expertise will be sought from other technical departments (Special Action Programme on Forced Labour, International Programme on the Elimination of Child Labour, etc.) and ILO specialists on gender, labour standards, workers' and employers' activities, etc. In addition to ILO specialists, the project will bring in gender and communications advisors to support specific activities.<sup>57</sup>
- At the country level, a National Project Coordinator (NPC) (at National Officer A level) will be responsible for day-to-day management of the project, including providing technical support, overseeing implementation, and maintaining strong relations with project partners. An assistant will provide support to the NPC on all administrative matters, including internal financial reporting, organization of meetings, etc.<sup>58</sup>
- Good practice: The provision of quality advisory support of a broad range of ILO specialists and staff.<sup>59</sup>
- Were activities and outputs **delivered on time**/according to workplan?
- Was the project's **planned funding and timeframe sufficient** to achieve the intended outcomes?
  - The budget for the project is AUD10 million, and will be implemented over five years - 2010 to 2015. In other ILO technical cooperation projects, national counterparts have provided in-kind contributions of staff time and office space, but these specific contributions will be determined during the Pre-Implementation Phase.<sup>60</sup>
- Which project activities represented the **greatest value for money** in terms of protecting migrant workers?
- Were **cost-sharing arrangements or in-kind contributions sought** from partners to complement the project's resources? (from other ILO projects, inter-agency initiatives, cooperation with tripartite constituents and CSO partners, etc.) Which were the most effective for leveraging project resources?

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<sup>54</sup> *Ibid.*

<sup>55</sup> *Ibid.*

<sup>56</sup> Prodoc p 41.

<sup>57</sup> *Ibid.*

<sup>58</sup> *Ibid.*

<sup>59</sup> MTR p 9.

<sup>60</sup> Prodoc p 43.

- Key regional development partners include UN Women, the Australia-Asia Programme to Combat Trafficking in Persons, the IOM, IOM X (campaign to encourage safe migration), UN Action for Cooperation against Trafficking in Persons (UN-ACT)

#### 4. Impact (including realized and prospective changes)

- What **impact did the project activities contribute to vs. its baseline desk reviews** of policy and practice?
  - As a result of a better follow-up of activities and the introduction of a results measurement system, the project should be able to report more specifically about the potential and/or expected direct and indirect impact of activities, with a more precise indication of the project outreach in relation to the three main objectives. Evaluating impact, not outputs, could include measuring the potential impact of e.g. a ministerial regulation, a communications campaign or the training of peer leaders.<sup>61</sup>
- What **additional impacts** do stakeholders foresee emerging **after its completion**? Key areas to consider should include the following (**see the results assessment framework** in Appendix 2 for more detail):
  - **Policies and legislation** developed to which the project has contributed for strengthening the protection of rights and gender equity for migrant workers, and their **realized and prospective impact**.
    - At the policy/legislative level, the project is providing support to governments in revising existing labour laws and regulations or in helping to define new ones in line with national policies and priorities. This is expected to provide a significant contribution to the positive long-term effects of better policies. The TRIANGLE project and ILO's involvement with governments and tripartite constituents beyond the project itself secures a better alignment of national policies with international conventions.<sup>62</sup>
  - **Institutionalization of tripartite consultation** in developing protection policies and practices for migrant workers.
    - More investment is required in building the capacity of partners at local levels.<sup>63</sup>
  - **Complaint mechanisms, labour inspections, self-regulation initiatives, pre-departure orientation and other institutional tools developed or strengthened** for protection of migrant workers (including capacity development to enhance implementation at all levels).
    - The practical tools developed by the project (e.g. Codes of Conduct, Good Labour Practice Guidelines, Training modules on OSH) are likely to produce a direct impact if their use is extensively promoted, or even better enforced.<sup>64</sup>
    - The legal training provided in all countries aims at a better implementation of laws and regulations, which will lead to better outcomes for migrant workers.<sup>65</sup>

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<sup>61</sup> MTR p 10.

<sup>62</sup> *Ibid.*

<sup>63</sup> MTR p 9.

<sup>64</sup> MTR p 8.

<sup>65</sup> *Ibid.*



- Capacity development activities (training, workshops) implemented by the project are essential but face a lack of knowledge management in benefiting organizations. The project could promote basic knowledge management tools and techniques, like e.g. setting up IT or non-IT based libraries, suggesting the formal nomination of a “knowledge manager” in receiving organizations who could develop learning reviews or IT-based Knowledge Bases, blogs or search tools offering access to all staff to resources acquired from capacity development activities.<sup>66</sup>
- Direct support services (e.g. supporting legal cases) are useful and provide an immediate direct impact on the beneficiaries and have the potential to influence policy discussions leading to a more favorable environment for migrant workers.<sup>67</sup>
- In sending and receiving countries, migrant workers are often reluctant to participate in a lengthy, drawn out trial because of the complexity of the procedures and prefer to get compensation in an out of court settlement.<sup>68</sup>
- Irregular migrants need to be systematically supported to enable them to file grievances, access compensation or bring criminal charges in the host countries.<sup>69</sup>
- In most cases, beneficiaries are primarily reached through outreach to communities. MRC staff are building relationships with local authorities, community leaders, civil society actors, etc. to promote the MRC and its services.<sup>70</sup>
- **Tripartite participation in formulation and implementation of recommendations** at the ASEAN Forum on Migrant Labour, the Subregional Advisory Committee, and other bilateral and regional dialogues on labour migration.
  - ILO’s support is vital for promoting the tripartite approach and the involvement of trade unions and civil society in migration related issues, in particular in policy discussions.<sup>71</sup>
- **Capacity of MRCs to deliver support services** to women and men migrant workers **and conduct M&E**.
  - Direct support to migrant workers facing difficult situations in receiving countries and to potential migrants and their family members in countries of origin provides a direct short-term impact for the beneficiaries and a potential longer-term impact through the reporting mechanisms feeding into advocacy campaigns, media coverage and policy dialogue. Improvements in policy and policy implementation have been observed when the project has been able to reference individual cases and trends observed within the target sites. The project provides a good platform to develop the necessary linkages.<sup>72</sup>
  - Several MRCs need particular attention in order to improve the

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<sup>66</sup> *Ibid.*

<sup>67</sup> *Ibid.*

<sup>68</sup> MTR p 9.

<sup>69</sup> *Ibid.*

<sup>70</sup> *Ibid.*

<sup>71</sup> MTR p 8.

<sup>72</sup> *Ibid.*

outreach activities and delivery of services.

- MRC Savannakhet: develop outreach activities beyond the 5 districts.
  - MRC Penang: review contractual arrangements and improve reporting.
  - MRC Kuala Lumpur/Selangor: request the designation of a new Coordinator, develop a focused action plan and foster better commitment with MTUC.
  - MRC Johor: request stricter and more accurate reporting as well as the appointment of a new coordinator.
  - MRCs Champasak and Xaiyaboury: request a full report of activities and provide intensive coaching.<sup>73</sup>
- **What changes** did the project contribute to for women and men potential migrants **vs. its baseline surveys**?
    - Collection and use of sex-disaggregated data in the project & monitoring the gender aspect of the project: Baseline research and data collection has been made on sex-disaggregated basis and reported as such, in pointing out gender related vulnerabilities already identified from previous projects.
    - The project however is dependent on data reported by the implementing partners who have not always provided the information in the requested format.
    - As can be seen from the overview of beneficiaries assisted until December 2012 (see Table 1, section 4.4), about 20% of beneficiaries remain “unspecified”. The project team continuously encourages partners to disaggregate data and implementing partners who have not done so yet at the time of the evaluation, declared their intention and willingness to do so in the future.<sup>74</sup>

## ***5. Sustainability (Including local ownership and stakeholder participation)***

- Were **strategic plans developed** and implemented to ensure the sustainability of the project’s results?
  - It is important for the project to define a comprehensive sustainability plan clearly pointing out what needs to be done, where, when and by whom in the months to come in order to maintain the benefits of all interventions, further advance the impact of all activities undertaken and suggest options for longer-term sustainability.<sup>75</sup>
- Which **project-supported tools been solidly institutionalized by partners**? Have any been replicated or adapted by external organizations?
  - Self-regulation tools allow industry associations to raise the bar – particularly in the absence of tight legislation or monitoring – and demonstrate the commitment of good actors within these industries.<sup>76</sup>

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<sup>73</sup> MTR p 10.

<sup>74</sup> MTR p 42.

<sup>75</sup> MTR p 10.

<sup>76</sup> MTR p 9.

- Which project activities and partners at national and local levels is there evidence to support that they **will likely continue** after external funding is discontinued? (Particularly, **which MRC sites**?)
  - The services provided through the MRCs in the job centres in all three sending countries are potentially sustainable and scalable.
  - Migrants and potential migrants are sometimes unwilling to visit the MRCs run by government partners.
  - Even after receiving counseling at the MRCs, some migrants will still use irregular channels to migrate because of the complexity and delays in processing documents and the costs of the legal channel.<sup>77</sup>
- Did the project **use local systems and processes** and strengthen the capacity of local institutions?
  - Good practice: The process of developing tools and resources that fit with local needs and circumstances through extensive consultation with partners at central and local levels.<sup>78</sup>
- Has the project been successful in supporting the development of an **enabling policy and institutional environment** for sustainable changes in labour migration management to take place?
  - In order to ensure sustainability of the project's impact, the project will emphasize the ownership and participation of local governments, social partners, and key stakeholders, including women and men migrants. The project objectives fit with national and regional priorities. These partners have been thoroughly consulted in the design and preparatory phase, and will continue to play a role in guiding the direction of the project through national level working groups and the SURAC mechanism.<sup>79</sup>
  - The tripartite approach, the policies and practices developed, the capacity building tools and capacities enhanced – all of these will continue to protect migrant women and men long into the future. The project will give substantial attention to monitoring and evaluation of the direct assistance, and the documentation of good practices and lessons learned that will be disseminated towards the end of the project for possible adjustment and replication by other agencies and further mainstreaming into the policy framework.<sup>80</sup>
- Were **tools, research, outcome documents and other knowledge products developed and broadly disseminated** under the project?
  - Simply delivering practical messages on knowledge of safe migration and rights at work is insufficient. Knowledge needs to be taught with communication skills.
  - In addition to targeting the general public, there is a need for campaigns on promoting a positive image of migrants to also influence government, employer and union partners.
  - Good practice: The outreach to large numbers of migrant workers through campaigns and networks.<sup>81</sup>

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<sup>77</sup> MTR p 9.

<sup>78</sup> *Ibid.*

<sup>79</sup> Prodoc p 46.

<sup>80</sup> *Ibid.*

<sup>81</sup> MTR p 9.

## 6. Gender equality

- Did the project **activities benefit women and men equally?** (Including migrant workers and government and social partner representatives)
  - Specific efforts will be made to ensure that women benefit from capacity building efforts under the project in equal number with men, and training materials will raise gender awareness. The project will promote women's groups participation in policy dialogue and in delivering direct assistance, and a gender balance will be sought in working groups, migrant associations and other project-related forums.<sup>82</sup>
  - Effectiveness of the project in mainstreaming gender and in responding to gender-specific aspects of migration management and the protection of migrant workers: The project has been able to tailor responses, reporting and monitoring to substantiate the commitment to a gender-sensitive approach. Importantly, TRIANGLE has highlighted the importance of sex-disaggregated statistics within baseline research and implementing partner reporting, to ensure that the impact of the project on male and female migrant workers will be quantifiable at all stages of the project.
  - The project has ensured that the benefits of the project equally reach out to male and female migrant workers. This has allowed making adjustments to project activities when inequitable results were identified, in particular at the level of the MRCs. For example, in several of the outreach activities held by the MRCs, a disproportionate number of men were being reached, meaning that the approach, timing or design of the outreach activities needed to be reconsidered, or supplemented by additional outreach that was able to reach more women.
  - The "reality" of the migration population however has not always made it possible to reach an equal balance. This is for example the case in Vietnam where the migrant population consists of 80% men and 20% women; MRCs have provided services to 77% men and 23% women which reflects roughly the actual configuration of migrants.<sup>83</sup>
- Has the project **supported governments to adopt gender-sensitive labour migration policies?** (reflecting the ILO Multilateral Framework and the provisions of the relevant international labour standards)
  - As a result, policies relating to the supply and demand of migrants will be analysed with a gender lens. Also, in delivering direct assistance, it is essential to consider when, where and how to reach out to young men and women at origin, in transit and in destination. For example, differences in the educational attainment and literacy levels may have a direct impact on the delivery of pre-departure training.<sup>84</sup>
  - The project will actively work towards integrating gender equality concerns into migration policies and management practices. In order to ensure a gender-sensitive approach, the project will prioritize sex-disaggregated data collection when conducting research or monitoring direct assistance. Whenever specific gender inequalities are identified through research, gender specific measures will be designed and implemented.<sup>85</sup>

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<sup>82</sup> Prodoc p 16.

<sup>83</sup> MTR p 41.

<sup>84</sup> Prodoc p 15.

<sup>85</sup> Prodoc p 16.

- Attempts of the project address broader gender inequalities: The project has promoted equal gender balances in working groups and/or committees designing interventions and policies with the aim to prevent potential gender inequalities. Gender balances have also been encouraged in all capacity development activities (workshops, seminars) with a special focus on activities at provincial or local level, where men represent the majority of participants. In order to address this, the project promotes the involvement of women organizations (unions and/or NGOs) in the activities e.g. in Cambodia, the project has developed different activities with the NGO Legal Services for Women and Children.<sup>86</sup>
- The proportion of men and women participating in capacity development activities at the local levels reflects the dominant position of men in village/commune management authorities; further campaigning of the project for a more intensive participation of women and exploring ways to make women more participatory in workshops will contribute to a better involvement of women in policy discussions.
- Has the project been effective at **addressing the vulnerabilities of migrants in highly gendered sectors of work? (Domestic work, fishing, etc.)**
  - The project was designed with a gender sensitive approach distinctively described in the project design document (Chapter 3, pages 20-21). Gender was mainstreamed within the overall objectives and outputs; for example, the project objective on strengthening the policy and legislative framework specifically mentions the need to reflect gender-specific concerns; and outputs highlight the need to respond to specific concerns of both male and female migrant workers.
  - Activities have been implemented in accordance with this approach, e.g. in analysing policies with specific gender issues in mind, in focussing on sectors in which women (e.g. domestic workers) or men (e.g. fishermen, construction workers) are the most vulnerable.
  - Domestic workers have been given particular attention in Malaysia (direct support provided by Tenaganita on rescue operations and legal support to Cambodian domestic workers) and Thailand (the project supported the creation of the first National Domestic Workers Association and organized workshops to prepare technical comments during the process of preparing the Ministerial Regulation on Domestic Work, adopted in November 2012).
  - In Thailand, male migrant workers predominantly benefit from project interventions in the fishing industry.<sup>87</sup>
  - The policies and practices developed under this project will address the specific needs of male and female migrants and potential migrants. The migration experiences of men and women are different, in terms of labour supply and demand. Work sectors are highly-gendered, with women overwhelmingly in domestic work, and men in construction and fishing. Both men and women work in manufacturing – although the lower skilled jobs tend to be carried out by women because of disparities in access to skills training. The level of protection in all of these industries is generally low, but because of their

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<sup>86</sup> MTR p 42.

<sup>87</sup> MTR p 41.

isolated working conditions, domestic workers have even less access to legal assistance and collective action.<sup>88</sup>

- It is also important to consider the specific gender vulnerabilities of men. Men in the fishing sector, for example, are extremely hard to reach and often in dire need of assistance. However, because of the stigma of being labelled a 'failure' or a 'victim', men are often reluctant to acknowledge that they have been exploited or trafficked, and therefore may not be inclined to seek out or accept support services. Moreover, in several countries, the current anti-trafficking legislation does not cover adult men as potential victims.<sup>89</sup>
- Were **risks to gender equality** identified and appropriately managed?
  - Contribution of gender-specific aspects of the project to outcomes for male and female migrant workers: TRIANGLE's approach to gender issues recognises the different workplaces that are dominated by men and by women. Gender-specific needs are being addressed in different ways, e.g. in the training materials on pre-departure, particular attention is paid to addressing the different needs of male and female migrant workers. Discussions of risk awareness and dangers that can befall migrant workers is tailored to the typical experiences of women and men. Where baseline studies have shown differing levels of understanding on contracts and how to seek assistance, for example, gender-specific lessons are included to address these differences.
  - Domestic work has been a main focus of the project in addressing needs of female migrant workers. In Thailand, the recently adopted Ministerial Regulation on Domestic Work, which the project has supported, provides better working conditions and protection to domestic workers in entitling them to a weekly rest day, sick leave and paid holidays. The project has also supported the creation of a Domestic Workers' Network.
  - In the fishing sector the promotion of legislation in line with ILO Convention 188 on Work in Fishing, the development of guidelines for labour inspectors and other regulatory bodies, as well as training on occupational safety and health directly benefits male migrant workers.<sup>90</sup>
  - Because much of the migration is not registered, there is limited sex-disaggregated data. However, in line with Asian regional and global trends, there is some evidence of a feminization of migration in the GMS. Between 1998 and 2004, for example, the proportion of registered female migrants in Thailand from Myanmar, Lao PDR and Cambodia increased from 29% to 44%.<sup>91</sup> In 2009, 46% of the registered migrants from these countries were women. Women now make up 75% of documented Laotian workers in Thailand and 75% of Cambodian workers in Malaysia (Figure 3, Annex J).<sup>92</sup>

## 7. Monitoring and evaluation

- Has the project developed **methods for monitoring the outcomes of activities** in addition to the tangible outputs produced?
  - **Monitoring** is an ongoing process throughout the life of the project that allows for checks on progress, informs actions, and demonstrates

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<sup>88</sup> Prodoc p 15.

<sup>89</sup> Prodoc p 16.

<sup>90</sup> MTR p 41-42.

<sup>91</sup> Phetsiriseng, I. Gender Concerns in Migration in Lao PDR: A Review of Trends, Policy and Programme Initiatives, UNIFEM (2007).

<sup>92</sup> Prodoc p 6.

accountability to stakeholders. Such monitoring is envisaged at a central (regional office) and national (country office) level and at stakeholder level.<sup>93</sup>

- **Performance**-based central-level monitoring, focusing on efficiency, quality and effectiveness, will cover:
  - Adherence to deadlines;
  - Use of allocated budget;
  - Stakeholder engagement;
  - Gender sensitivity of processes and outputs;
  - Information flows;
  - Outputs against workplan.
- These will be monitored against a checklist which will be reviewed in the Pre-Implementation Phase. In addition to quarterly application of the checklist at regional level, the checklist will be used monthly by national offices to report country-level progress to the regional office.
- At national and sub-national levels, in line with the ILO's emphasis on participatory approaches to M&E, **participatory monitoring** will take the form of stakeholder-generated verification using a box of simple tools (Annex D). Migrants will participate in the monitoring process through qualitative surveys and focus group discussions. These will be reviewed in the Pre-Implementation Phase, in consultation with stakeholder representatives.
  - They will cover:
    - Appropriateness of actions (including cultural and gender sensitivity);
    - Consultation and collaborative processes;
    - Indications of change as a result of project actions;
    - Observed obstacles to success;
    - Unanticipated achievements/problems.
- The tools will allow for a numeric value to be applied to essentially qualitative results that can be measured against set quantitative indicators. These will at mid-term and final evaluation be fed into the logframe as part of measurement of achievement against objectives.
- Appropriate capacity-building sessions will be included in the project workplan to ensure that stakeholders are adequately prepared to use the tools provided and have an overall understanding of the purpose and value of M&E.
- **Evaluation** is a stock action that is undertaken at specific intervals in order to check interim progress or final achievements and to contribute to the overall lessons from the project. It will be logframe-based, incorporating both 'standard' Means of Verification and the quantitative stakeholder-generated MoV.
- To ensure evaluation independence, at mid-term and project end, ILO and AusAID will jointly select the evaluation teams and co-organize the field visits.
- The logframe will form the basis of a mid-term evaluation (29<sup>th</sup> and 30<sup>th</sup> months) that will in particular generate interim lessons to be used in a review of project strategy and actions in subsequent months. The mid-term

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<sup>93</sup> Prodoc pp 44-46.

evaluation will be undertaken by an independent team, and carried out in cooperation with the project team and in consultation with the stakeholder representative group (SURAC). It will cover national and regional activities and outputs. The independent evaluation team will recommend steps that may need to be taken to modify project activities in order to achieve desired outcomes, and will also assess the continuing relevance/applicability of M&E arrangements. The evaluation team will additionally document interim lessons learned from the project, including those that relate to desirable actions outside the scope of project activity and that may be of broader value to the ILO and/or donor.

- A final evaluation will be conducted in the 57<sup>th</sup> – 59<sup>th</sup> months of the project and will include assessment against the project logframe, consideration of all stakeholder reporting using the tools developed and other project-generated reports, and taking into account recommendations and lessons learned from the mid-term evaluation. It will be conducted by an evaluation team independent of all preceding M&E activities.
- **Annual Plans** submitted to AusAID will reflect the outcomes of regional and country-level monitoring and will describe and justify shifts in project activity, time and budget allocation (within agreed parameters, having been previously discussed and agreed with the donor), and management of key risks.
- Given differences in the status of legal and policy frameworks, engagement of stakeholders and initiatives already undertaken or in progress in the participating countries (Cambodia, China, Lao PDR, Malaysia, Thailand and Viet Nam), national specificities will be integrated into the logframe matrix during the Pre-Implementation Phase. Country-specific baselines and interim and project-end targets will be determined in consultation with national stakeholders. Where necessary, baseline surveys will be conducted to collect up-to-date sex- and age-disaggregated data.
- The M&E arrangements outlined above will also be reviewed and modified as necessary, taking into account also specific reporting requirements of the donor. The participatory monitoring tools will be focus-group tested by women and men migrants during the Pre-Implementation Phase and revised if necessary to take into account applicability and ease of use as well as other relevant concerns that arise.<sup>94</sup>
- Have the **capacities of partner organizations** been nurtured and supported on collection and analysis of M&E data?
  - The M&E Officer developed the “M&E Guide for MRCs” and delivered over 20 workshops in the six project countries.
- Has a **management information system** been established to ensure that data is regularly analysed and incorporated in management decision-making?
- Has **M&E data been disaggregated** to show the project results **by gender, country, stakeholder group** and other criteria?
  - Collection and use of sex-disaggregated data in the project & monitoring the gender aspect of the project: Baseline research and data collection has been made on sex-disaggregated basis and reported as such, in pointing out gender related vulnerabilities already identified from previous projects.

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<sup>94</sup> *Ibid.*



- The project however is dependent on data reported by the implementing partners who have not always provided the information in the requested format.
- As can be seen from the overview of beneficiaries assisted until December 2012 (see Table 1, section 4.4), about 20% of beneficiaries remain “unspecified”. The project team continuously encourages partners to disaggregate data and implementing partners who have not done so yet at the time of the evaluation, declared their intention and willingness to do so in the future.<sup>95</sup>

## v) List of documents reviewed

### 1. Key Project Documents:

- 1.1 Project Design Document (DROP BOX)
- 1.2 Concept Note for TRIANGLE Myanmar, Strategy and outline of the project’s expansion of activities to Myanmar in mid-2013
- 1.3 GMS TRIANGLE Project Brief (online)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_181062/lang--en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_181062/lang--en/index.htm)
- 1.4 ASEAN TRIANGLE Project Brief (online)  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/projectdocumentation/wcms\\_184959.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/projectdocumentation/wcms_184959.pdf)

### 2. Reports

- 2.1 Mid-term evaluation report
- 2.2 Management Response to Mid Term Evaluation
- 2.3 Annual Reports, includes country workplans; progress against indicators; annexes on capacity building, visibility and beneficiaries, etc. (DROP BOX 2013 2014)
- 2.4 Management Information System on beneficiaries / capacity building
- 2.5 Project Updates, biannual summary of project progress
- 2.6 Quarterly Briefing Notes, summary of activities in each country, for DFAT posts and internal monitoring
- 2.7 Reports of the Project’s Sub-Regional Advisory Committee (SURAC) meetings, held in December 2011, June 2013 ([http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_219763.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_219763.pdf)) and March 2015 (will be online shortly)
- 2.8 DFAT report on project: Regional Report

### 3. Planning documents

- 3.1 Policy Advocacy Plan, Review of policies and practices within the project scope, based on a review of the Baseline Desk Reviews (draft)
- 3.2 Performance Plan (included in mid-term evaluation report)
- 3.3 Results Assessment Framework
- 3.4 Sustainability Plan (DROP BOX)

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<sup>95</sup> MTR p 42.

3.5 M&E Guide for Migrant Worker Resource Centres  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms\\_313606.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_313606.pdf)

3.6 Regional communications plan  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms\\_228085.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_228085.pdf)

#### **4. DFAT Policy and Strategy Documents**

4.1 Australia's Comprehensive Aid Policy Framework to 2015–16

4.2 Australian aid: Promoting prosperity, reducing poverty, enhancing stability  
<http://dfat.gov.au/about-us/publications/Pages/australian-aid-promoting-prosperity-reducing-poverty-enhancing-stability.aspx>

4.3 Gender Thematic Strategy (new DFAT gender strategy under development)  
<http://dfat.gov.au/about-us/publications/Documents/gender-equality-strategy.pdf>

#### **5. Research / Papers:**

5.1 Baseline Survey on Safe and Legal Labour Migration (Cambodia, Lao PDR, Vietnam)

5.2 Summary of key end-line survey findings (Cambodia and Vietnam)

5.3 Baseline Survey on Employment and Working Conditions of Migrant Workers (Thailand, Malaysia)

5.4 Safe Migration Knowledge, Attitudes and Practices in Myanmar (online)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_340260/lang-en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_340260/lang-en/index.htm)

5.5 Assessment of the Effectiveness of the MOUs on Labour Migration between Thailand and Countries of Origin  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_356542.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_356542.pdf)

5.6 Employment practices and working conditions in Thailand's Fishing Sector (Online)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_220596/lang-en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_220596/lang-en/index.htm)

5.7 Baseline Desk Reviews on Policy and Practice (6 countries – missing Lao, Myanmar)

5.8 Four-Country Survey on Public Attitudes towards Migrant Workers (presentation summarizing the key findings)  
<http://apmagnet.ilo.org/resources/ilo-four-country-study-on-public-attitudes-to-migrant-workers>

5.9 Article on public attitudes to migrant workers in Asia (DROPBOX)

5.10 Discussion paper on recruitment practices (based on first AP-MAGNET online discussion)

5.11 Regulating Recruitment of Migrant Workers: An Assessment of Complaint Mechanisms in Thailand (online)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_226498/lang-en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_226498/lang-en/index.htm)

5.12 Policy brief on migrants' access to complaints mechanisms and social security (Thailand) (online)  
[http://www.ilo.org/asia/WCMS\\_343798/lang-en/index.htm](http://www.ilo.org/asia/WCMS_343798/lang-en/index.htm)

5.13 Chapters in UN TWG Thailand Migration Reports (2011 and 2014) (online)  
2011 - [http://publications.iom.int/bookstore/free/TMR\\_2011.pdf](http://publications.iom.int/bookstore/free/TMR_2011.pdf)  
2014 - <http://reliefweb.int/report/thailand/thailand-migration-report-2014>  
(Social protection, Complaint Mechanisms and ASEAN Integration)

5.14 Policy brief on irregular migration from Vietnam (DROP BOX)

- 5.15 Study on complaints mechanisms for migrant workers in Vietnam (DROP BOX)
- 5.16 Labour Migration Policy and Action Plan (Cambodia) (online)
- 5.17 BSR Report on monitoring codes of conduct (online)  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms\\_319024.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_319024.pdf)
- 5.18 Assessment of institutional capacity (Cambodia, Lao PDR, Vietnam) (unpublished)
- 5.19 Literature Review on Labour Migration from GMS countries to China (unpublished)
- 5.20 Migrants' Rights and Natural Disasters: Drawing Lessons from the 2011 Floods in Thailand (English - draft)
- 5.21 Cross-border labour migration in Cambodia: Considerations for the national employment policy [http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_228484.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_228484.pdf)
- 5.22 Cambodian Complaints Mechanism: Evaluation and Recommendations (draft)

## **6. Legislative Analysis/Technical Comments:**

- 6.1 Technical Comments on draft Ministerial Regulation on Domestic Work (Thailand)
- 6.2 Technical Comments on draft Ministerial Regulation on Work in Fishing (Thailand)
- 6.3 Technical Comments on the draft Prakas (Cambodia)
- 6.4 Technical Comments on draft Circulars and Prime Minister's Decision (Vietnam)
- 6.5 Recommendations for Strengthening the Labour Migration Policy of the Royal Government of Cambodia
- 6.6 Analysis of draft Employment Decree (since revised) (Lao PDR)
- 6.7 Summary of Emigration Procedures in the Philippines (draft)
- 6.8 Summary of Emigration Procedures in Vietnam (draft)

## **7. Technical Notes**

- 7.1 Note on Resources and Reference Materials on Standard Employment Contracts for Migrant Workers (unpublished)
- 7.2 Note on Migrant Workers and Pregnancy (unpublished)
- 7.3 Note on Labour Exploitation (draft)
- 7.4 Note of seasonal worker programmes in France
- 7.5 Note of seasonal worker programmes in Germany
- 7.6 Note of seasonal worker programmes in Mexico
- 7.7 Fact Sheet on Thailand's New Ministerial Regulation on Domestic Work

## **8. 'Features of TRIANGLE' – Two-page briefs on TRIANGLE's work on:**

- 8.1 Improving conditions in the fishing sector  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_315475.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_315475.pdf)
- 8.2 Promoting protection for migrant domestic workers  
[http://www.ilo.org/asia/WCMS\\_323416/lang--en/index.htm](http://www.ilo.org/asia/WCMS_323416/lang--en/index.htm)
- 8.3 Role of trade unions in the protection of migrant workers  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/presentation/wcms\\_218103.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/presentation/wcms_218103.pdf)
- 8.4 Monitoring recruitment agency associations' codes of conduct
- 8.5 Gender and migration
- 8.6 Promoting a positive image of migrant workers

- 8.7 Protecting migrant workers through labour inspection  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms\\_249418.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_249418.pdf)
- 8.8 Migrant Worker Resource Centres (MRCs)  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms\\_234459.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_234459.pdf)
- 8.9 Tripartism and the protection of migrant workers
- 8.10 Alleviating poverty through protecting migrant workers
- 8.11 The trafficking and migration nexus  
[http://www.ilo.org/asia/info/WCMS\\_223304/lang--en/index.htm](http://www.ilo.org/asia/info/WCMS_223304/lang--en/index.htm)
- 8.12 Enhancing the Role of Labour Attachés in the Protection of Migrant Workers

## **9. Capacity Building Tools / Training:**

- 9.1 Trade Union Action Plan on the Protection of the Rights of Migrant Workers (Cambodia, Lao PDR, Malaysia, Thailand, Vietnam)  
 Thailand - [http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms\\_319022.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_319022.pdf)
- 9.2 Report on Good Practices of Trade Unions in the Protection of Migrant Workers  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_301215/lang--en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_301215/lang--en/index.htm)
- 9.3 VAMAS Code of Conduct Report (Vietnam)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_219762/lang--en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_219762/lang--en/index.htm)
- 9.4 Pre-departure training materials (4 countries)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_314224/lang--en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_314224/lang--en/index.htm)
- 9.5 MRC Operations Manual (4 countries)  
<http://apskills.ilo.org/apmagnet/resources/migrant-worker-resource-centre-operations-manual>
- 9.6 Labour Inspection Training Materials, Thailand: Inspecting Forced Labour, Child Labour and Hard to Reach Sectors
- 9.7 Operations Manual on Emigration Procedures for Three Ministries (Lao PDR)  
<http://apmigration.ilo.org/resources/lao-pdr-operations-manual-on-the-protection-and-management-of-migrant-workers>
- 9.8 OSH in Fishing Training Manual - Main (Thailand)  
[http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/documents/publication/wcms\\_329102.pdf](http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/documents/publication/wcms_329102.pdf)
- 9.9 Code of Conduct for the National Fisheries Association of Thailand
- 9.10 MEF Guidelines on the Recruitment, Employment and Repatriation of Foreign Workers  
[http://www.mef.org.my/AttGeneralNews/MEFReport\\_PGERPERFWM.pdf](http://www.mef.org.my/AttGeneralNews/MEFReport_PGERPERFWM.pdf)
- 9.11 Prakas Training Facilitation Manual and Slides (Cambodia) (English)
- 9.12 Migrant Resource Centre Operations Manual Training Notes and Slides (Cambodia) (English)

## **10. Awareness Raising Tools / Advocacy and Reference Materials**

- 10.1 PSA for Migration Works (Malaysia)  
<https://www.youtube.com/watch?v=DVMjDwFVrPY>
- 10.2 PSA / Videos for Saphan Siang (Thailand)  
<https://www.youtube.com/channel/UCAbIsk3jXfCZ3RmzEs6hltg>

- 10.3 Domestic worker advocacy campaign materials (Thailand)  
<http://www.saphansiang.org/domesticworkers>
- 10.4 Safe Migration Tips (flyer/poster) (Cambodia, Lao PDR, Vietnam)  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_191764.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_191764.pdf)
- 10.5 Referral booklet for returned migrants (Cambodia) (first and second editions) (online) [http://chabdai.org/download\\_files/Chab%20Dai%20-%20Booklet%202012%20%28En%29\\_approved.pdf](http://chabdai.org/download_files/Chab%20Dai%20-%20Booklet%202012%20%28En%29_approved.pdf)
- 10.6 Travel Smart, Work Smart (all countries, multiple languages)  
[http://www.ilo.org/asia/whatwedo/publications/WCMS\\_219758/lang--en/index.htm](http://www.ilo.org/asia/whatwedo/publications/WCMS_219758/lang--en/index.htm)
- 10.7 My Name is Saray (film on safe migration, used in community-based training) (Cambodia and Lao PDR in translation) (HARD COPY – Anna’s office)
- 10.8 Tenaganita flyers (Malaysia)
- 10.9 Recommendations from Mekong Youth Forum 2010  
<http://apmigration.ilo.org/resources/resource-content/mekong-youth-forum-recommendations-2010>
- 10.10 Youth Statement at IMM/SOM3 in 2012 (DROP BOX)
- 10.11 Factsheet on Ministerial Regulation on Domestic Workers (Thailand)  
[http://www.ilo.org/wcmsp5/groups/public/@ed\\_protect/@protrav/@travail/documents/publication/wcms\\_208703.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@travail/documents/publication/wcms_208703.pdf)
- 10.12 Saphan Siang webpage [www.saphansiang.org](http://www.saphansiang.org)
- 10.13 Feature story on MAP Radio <http://www.youtube.com/watch?v=Cle9hvnunizo>
- 10.14 Video prepared by NEA on MRC/job centres
- 10.15 TV broadcasts for IMD in Cambodia and Lao PDR
- 10.16 Feature story on Job Fair <http://www.youtube.com/watch?v=Ay39-h1kbDo&feature=youtu.be>
- 10.17 Slideshow of Photos from Saphan Siang Exhibition  
[http://www.youtube.com/watch?v=groZ74RIMTA&list=PL2D54FCE4F85FAC6A&index=189&feature=plpp\\_video](http://www.youtube.com/watch?v=groZ74RIMTA&list=PL2D54FCE4F85FAC6A&index=189&feature=plpp_video)
- 10.18 AP-Migration: Asia Pacific Migration Network (online discussion board and resource hub) <http://apmagnet.ilo.org/>

## **11. Mission Reports**

Set of mission reports from Nilim Baruah (Regional Migration Specialist), Max Tunon (Senior Project Officer/Project Coordinator), Anna Olsen (Technical Officer), Khleang Rim (National Project Coordinator, Cambodia), Kolakot Venevankham (NPC, Lao PDR), Nguyen Thi Mai Thuy (NPC, Vietnam), Anni Santhiago (NPC, Malaysia) and Kuanruthai Siripattanakosol (NPC, Thailand).