

Annex 11: Terms of Reference
Final Independent Evaluation
RAS/10/01/AUS
MMR/13/52/AUS

Project title: Tripartite Action to Protect the Rights of Migrant Workers within and from the Greater Mekong Subregion (GMS TRIANGLE project)

Budget: AUD9.4 million

Donor: Department of Foreign Affairs and Trade (DFAT), Australian Government

Duration: 10 June 2010 – 31 May 2015 (60 months)

Coverage: Cambodia, Lao PDR, Malaysia, Myanmar, Thailand and Vietnam

Evaluation mission schedule: April - July 2015

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1 INTRODUCTION AND RATIONALE

In accordance with International Labour Organization (ILO) policy governing technical cooperation projects, an independent final evaluation is required for the GMS TRIANGLE project. Building on the assessment conducted for the project's mid-term evaluation during December 2012 to March 2013, the final evaluation will apply the key criteria of relevance, effectiveness, efficiency, impact, sustainability, gender equality and monitoring and evaluation to determine the completed results of the intervention.

The evaluation will be carried out from April to May 2015, with a finalized report expected by June 2015. It will be conducted in compliance with the principles, norms and standards for project evaluation set forth in the *ILO Policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations*, per the agreement between the ILO and the Australian Government on the GMS TRIANGLE project.

An assessment of the impact of the project's activities, triangulating the views of tripartite and civil society stakeholders, will be a particular emphasis of the evaluation. It is also expected that the final evaluation will document good practices and lessons learned that were revealed during the project cycle, and make recommendations for additional interventions on labour migration within the region. In particular, the findings of the evaluation will be considered in the finalization of the design of a proposed second phase of the project, and in its possible inception phase.

Responsibility for management of the evaluation will be assigned to an ILO official with no prior involvement in the project, with further oversight provided by the ILO's Regional Evaluation Officer. The GMS TRIANGLE project will bear the entire cost of the evaluation, including the fee of the Evaluation Consultant and any travel, meetings, translation or other expenses incurred.

2 BACKGROUND ON THE PROJECT

2.1 *Origin and content of the project*

Labour migration is an established and growing structural feature of the economies in the Greater Mekong Subregion 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 Subregion 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.

In June 2010, the ILO initiated the GMS TRIANGLE project to strengthen the formulation and implementation of recruitment and labour protection policies and practices, in order to ensure safer migration that results in decent work. The project has been implemented in six countries: Cambodia, Lao PDR, Malaysia, Thailand and Vietnam, with activities in Myanmar also initiated in 2013.

To contribute towards the development impact of increased labour rights protection and decent work opportunities for women and men migrant workers in the GMS and Malaysia, the project aimed to achieve 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.

These results support the realisation of ILO Decent Work Country Programme Outcomes in all project countries where they have been adopted,¹ which have set a goal for government and social partners to develop and implement policies to manage migration, protect migrant workers and combat human trafficking in line with ILO principles.

At the international level, the project activities contribute to the achievement of ILO Global Outcome 7 on Labour Migration: More migrant workers are protected and more migrant workers have access to productive employment and decent work.

2.2 Management arrangements

The overall management and implementation of the project is the responsibility of the Senior Program Officer/Project Coordinator (SPO/PC) based in the ILO Regional Office for Asia and the Pacific (ROAP). The SPO/PC works under the technical and strategic guidance of the ILO Regional Migration Specialist. Two Technical Officers provide backstopping on project implementation and monitoring and evaluation to national staff and partners, with specific focuses on policy and legislative development and project activities in Myanmar, respectively. National project coordinators in Cambodia, Lao PDR, Malaysia, Myanmar, Thailand and Vietnam oversee implementation at the national level, in close cooperation with tripartite constituents and other partners.

ILO specialists from ROAP, the Decent Work Team for South East Asia and the Pacific (DWT) and ILO Headquarters in Geneva provide additional technical support on labour standards, workers' and employers' activities, gender, skills and employability, child labour, forced labour, occupational safety and health, labour administration, social protection and communications. The GMS TRIANGLE project is backstopped in Geneva by the International Migration Branch (MIGRANT).

Several Australian Youth Ambassadors and external collaborators have also been recruited to provide additional human resource capacity to the project, particularly for assistance with implementation of activities, advocacy campaigns, research and monitoring and evaluation.

2.3 Implementation arrangement

Annual work plans are developed in consultation with tripartite constituents and implementing partners through the Project Advisory Committees (PACs) in each project country. These are guided by the objectives outlined in the project design document, with the PACs prioritising the needs in their country context. Project activities are 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.

The project team provides technical assistance and monitors the implementation of sub-contracted activities to ensure they are carried out as planned in TORs and contribute to achieving the results outlined in the project's logical framework.

2.4 Progress to date

Key achievements under the project's three objectives include the following:

Immediate Objective 1: Migrant recruitment and labour protection policies strengthened, reflecting the interests of tripartite constituents and gender-specific concerns.

- Support was provided to strengthen government policy and legislation on labour migration in all six project countries:

¹ Myanmar does not have a full Decent Work Country Programme in place as of yet and Thailand's Programme is currently at draft stage.

- Eight ministerial orders (*prakas*) to supplement Sub-Decree 190 on sending workers abroad entered into force in Cambodia in September 2013.
- The second national policy on labour migration for 2015-2018 was developed with project support in Cambodia and was launched on International Migrants Day 2014, building on successful collaboration during the drafting of Cambodia's first policy in 2010.
- Comments on the Private Employment Agencies Bill and the Regulation for Domestic Workers were submitted to the Malaysian Government and social partners.
- Comments on a National Action Plan on the Management of International Labour Migration were submitted to the Myanmar Government.
- A Ministerial Regulation on Domestic Workers was passed in Thailand in November 2012 and a revised Ministerial Regulation on Sea Fisheries Work was passed in December 2014.
- An assessment and series of consultations have been carried out on the MOUs on employment cooperation between Thailand and Cambodia, Lao PDR and Myanmar. These are currently under review, with new MOUs anticipated for 2015. An additional MOU between Thailand and Vietnam is also being considered.
- Comments have been provided on the draft MOU between Cambodia and Malaysia.
- Two circulars setting a ceiling for deposits from migrant workers and establishing standard contracts were passed in Vietnam in October 2013 after a tripartite consultation process facilitated by the project.
- To promote a more positive image of migrants, the Saphan Siang (Bridge of Voices) campaign held several publicity events and placed 12 Thai university students in professional volunteer positions with organisations working to assist migrant workers through the Saphan Siang Youth Ambassadors program.
- Annual International Migrants Day activities have been implemented in all project countries to raise awareness of migrant worker issues.
- In Malaysia, the 'Migration Works,' campaign launched a Public Service Announcement and held an art exhibition with the support of the UN Resident Coordinator and Human Rights Commission in Kuala Lumpur.
- Publication of research on regulating recruitment of migrant workers in October 2013 contributed to the Department of Employment requiring registration of Thai recruitment agencies placing inbound migrant workers with employers.
- A research study released in August 2013 on Thailand's fishing sector received extensive media attention and has been an important factor in increasing attention on the need to improve working conditions and reduce trafficking and forced labour in the industry.

Immediate Objective 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.

- As of January 2015, capacity development for implementation of labour migration policy and legislation in the six project countries has included provision of training to 2,259 government officials (601 women) from central and provincial levels. At district, commune, and village levels, 9,020 local leaders and volunteers (2,731 women) received training.
- Standard pre-departure training curricula have been finalized in all countries of origin under the project (Cambodia, Lao PDR, Myanmar and Vietnam) and training of trainers for delivery of the content have been completed in Cambodia, Lao PDR and Vietnam and are underway in Myanmar.
- Trade union action plans in all six project countries have been developed to promote their role in the protection of migrant workers.
- The Cambodian Trade Union Committee on Migration (CTUC-M) signed a Memorandum of Understanding with Thai Trade Unions, the first bilateral agreement of its kind within the GMS. A similar agreement has been drafted between the Vietnamese and Malaysian trade union national centres.
- A mechanism for monitoring the Vietnamese Association of Manpower Supply (VAMAS) Code of Conduct has been institutionalized, providing ratings for 47 recruitment agencies. Collectively, these agencies are responsible for approximately half of all Vietnamese migrant workers sent abroad.
- A Manual on Emigration Procedures for Three Ministries in Lao PDR has been published and initial and refresher trainings provided in several provinces.
- A number of tools and processes to improve the protection of workers in the Thai fishing sector have been developed, including training materials and guidelines, as well as training for labour inspectors (112 labour inspectors from all 22 coastal provinces have received a five-day training); training materials on occupational

safety and health; a Code of Conduct for the National Fisheries Association of Thailand and support for the activities of the Labour Coordination Centres. A number of these initiatives have been included in the Thai Government's Action Plan to Combat Trafficking.

- A series of provincial and national consultations on migrant access to complaint mechanisms and social security and worker's compensation benefits led to the development of a list of key recommendations and actions taken for strengthening equality of treatment in Thailand.
- Regular meetings among labour attaches (from all countries sending workers to Malaysia) are being held with the Malaysian Bar Council, facilitating sharing and cooperation with the Government on specific issues.
- Support has been provided to enhance cooperation and coordination among civil society and international organisations in several countries, including through the 'Forum to Address Labour Migration and Trafficking' in Cambodia; a network meeting of NGOs, international agencies, recruitment agencies and Government officials initiated in Lao PDR, a CSO group established with ILO assistance in Myanmar and quarterly email newsletters to provide updates to partners on project activities.
- A practical guideline on the recruitment and employment of migrant workers in Malaysia was developed in collaboration with the Malaysian Employers Federation and launched in December 2014.

Immediate Objective 3: The rights of women and men migrants and potential migrants are protected through increased access to support services.

- As of January 2015, 26 implementing partners in the six project countries provided support services to migrants, potential migrants and members of their families. A total of 51,734 women and men have been assisted to date, including 32,547 potential migrants and migrants in countries of origin; and 19,187 migrants in countries of destination. Of the 49,409 beneficiaries for whom their sex has been documented, 41 per cent are women and 59 per cent are men. These figures have been disaggregated by sex and categorized by the type of assistance received.
- As of January 2015, over US\$1.2 million in financial compensation has been ordered for complainants.
- An MRC Operations Manual has been finalized in Cambodia, Lao PDR, Myanmar and Vietnam, and the rollout in Cambodia and Vietnam will include additional services providers beyond the established MRCs to encourage the expansion and sustainability of the model.
- Capacity building efforts on M&E at MRCs have assisted implementing partners with presenting a clearer picture of how project activities have protected migrant workers, as well as supported long-term improvements in their ability to apply a more results-based approach to their work. In particular, beneficiary tracing of recipients of safe migration counselling systematically tracked the service outcomes for over 700 women and men potential migrants in Cambodia and Vietnam and detailed legal assistance outcomes were documented for 2,826 migrants, potential migrants and members of their family.
- Over 50,000 information, education and communication materials have been distributed, including the *Safe Migration Tips* and *Travel Smart, Work Smart* booklets for Thailand and Malaysia. In addition, awareness has been raised on the risks of migration and strategies for reducing vulnerability through a variety of videos, radio and TV broadcasts, brochures and other communications.

3 EVALUATION PURPOSE, CRITERIA, SCOPE AND CLIENTS

3.1 Purpose

The evaluation will objectively assess the GMS TRIANGLE project's performance in order to contribute to organizational learning and knowledge sharing through distillation of:

1. An understanding and validating of the achievements and challenges faced in implementing the project, and its prospective long-term impact.
2. Good practices revealed during the project cycle for replication and scaling by the ILO or other actors.
3. Recommendations/lesson learned for strengthening of future interventions on labour migration within the region, including specific recommendations to shape the design of a potential second phase of the GMS TRIANGLE project.

3.2 Criteria

The following set of key criteria should be applied in determining the results of the project:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Gender equality
- Monitoring and evaluation

The impact and sustainability of the project's activities should be particular areas of focus during the final evaluation.

3.3 Scope

The evaluation will seek to assess the implementation of the project from its initiation in June 2010 until the final evaluation in April-May 2015. It will include all six project countries within its geographic scope, with more time during the evaluation mission spent in the countries where activity has been most intensive: Cambodia, Thailand and Vietnam.

3.4 Clients

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 (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.

4 EVALUATION QUESTIONS

The final evaluation will seek to answer the key questions listed below as measures of the project's performance. Adaptation is encouraged where necessary but any fundamental changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report.

4.1 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? Were the three immediate objectives for the project clear and realistic?

4.2 Effectiveness (including achievement of objectives and project management)

- 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? (Extent and results)
- Were implementing partners effective in carrying out the project activities? (i.e. possess the necessary project management skills and achieve the objectives outlined)

4.3 *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 completed on-time/according to work plans?
- Was the 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?

4.4 *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?

4.5 *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 been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?

- Which project activities at national and local levels show evidence that they will likely continue after external funding is discontinued? (Particularly, which MRC sites?)
- Has there been any local and/or private sector support provided for the project activities?
- 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? Did the project work through local systems and processes and strengthen the capacity of these institutions?
- Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?

4.6 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?

4.7 Monitoring and evaluation

- Has the project developed methods for measuring the outcomes and impact 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 for women and men and different stakeholder groups?

5 EVALUATION METHODOLOGY

The *ILO policy guidelines for results-based evaluation* provide the general framework for carrying out the evaluation and writing the evaluation report, including the requirements for the recommendations made, lessons learned and good practices documented in the report (http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm). These guidelines adhere to the evaluation norms and standards of the United Nations system, as well as to the OECD/DAC Evaluation Quality Standards. In addition, the *UNEG Ethical Guidelines for Evaluation* are to be followed by all parties involved with the process.

The evaluation is to be carried out independently and the final methodology and evaluation questions will be determined by the evaluator, in consultation with the evaluation manager. The following primary and secondary data collection techniques are recommended:

The evaluation process will be participatory. The Office, 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.

- **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, rather than organizing separate stakeholder workshops;
 - DFAT may wish to attend some of these visits and every effort will be made by the evaluator and the project to accommodate such requests.

Data collection during the evaluation must 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 should 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.

6 MAIN OUTPUTS

The main outputs expected from the evaluation are as follows:

- Inception report with finalized data collection tools and methodology;
- Submission of the draft evaluation report for review by the ILO and other stakeholders;
- Presentation of key findings for discussion with DFAT and ILO;
- Submission of the final evaluation report after revision.

The evaluator will draft a short inception report after reviewing the available documents and holding an initial discussion with the project management staff. This report should provide a well-refined evaluation methodology and data collection tools (including the evaluation questions, data collection and analytical techniques, questionnaires and discussion guidelines and the site visit/sample selection). Any substantial changes from the terms of reference for the evaluation will need to be approved by the evaluation manager.

The main output of the evaluation will be a report assessing the project's results, to be revised based on the comments of the ILO and other stakeholders. The report should be no longer than 50 pages (excluding appendices) and will include an evaluation summary of no more than five pages and appropriate for publication on the ILO website (including recommendations and a summary of lessons learned and good practices).² The contents of the report must meet the requirements of the *Quality Checklist for Evaluation Reports*, to be provided by the evaluation manager.

The evaluator will give a presentation of the findings for discussion with the ILO and DFAT. The power-point presentation should highlight the project's achievements and challenges, lessons learned and good practices, prospective long-term impact and recommendations for strengthening future interventions on labour migration. The evaluator will revise the report based upon the comments received and submit a finalized report, which will then be reviewed for approval by the ILO Evaluation Unit.

² The evaluation summary will be based on an ILO provided template.

The project staff will prepare a management response to the recommendations made in the evaluation report stating the actions to be taken in response, which will be reported to the ILO Evaluation Unit.

7 MANAGEMENT ARRANGEMENTS AND WORK PLAN

7.1 Roles and responsibilities

Evaluation manager: The evaluation manager will be Ivanka Mamic from the ILO Decent Work Team for South East Asia and the Pacific. She will be responsible for finalizing the Terms of Reference and the selection of the Evaluator in consultation with EVAL. The evaluation manager will also provide a briefing on the ILO's Evaluation Policy to the selected evaluator, be involved in the presentation of findings and sharing of the final report with ILO and DFAT as well as reviewing the final report and sharing it with EVAL. The project office in Bangkok will handle all contractual arrangements with the evaluator and provide any logistical or other assistance that may be required.

Annexed to the evaluator's employment contract, the evaluation manager will provide the following documents: (1) The Terms of Reference for the assignment; (2) A list of individuals pertinent to the evaluation with contact details; (3) A copy of the Code of Conduct for ILO evaluations (to be signed and returned); and (4) A list of supplemental information that can be accessed through the internet.

Evaluator: An international consultant who has no prior involvement with the project or conflicts of interest will undertake the evaluation and will be responsible for delivering the above evaluation outputs using the methods provided. Interpreters who are not permanently affiliated with the project will be recruited in the project countries to provide translation support during the evaluation field mission.

The consultant selected for the assignment will be an evaluation specialist with experience evaluating similar complex regional projects on labour migration and expertise in gender analysis. Work experience within the Southeast Asian region is required. Knowledge of one or more national languages with the subregion will be considered advantages.

Stakeholders: Stakeholders will be engaged throughout the project evaluation process, providing inputs to the evaluation terms of reference, interviews during field work and commenting on the draft evaluation report. This includes the project team, ILO regional and national staff, ILO technical units in Geneva, DFAT staff in Bangkok and Canberra, Canada Department of Foreign Affairs, Trade and Development staff (as donor for the ASEAN TRIANGLE project), tripartite constituents, CSOs and other project partners.

Tripartite stakeholders and DFAT will be provided with an opportunity to comment on the Terms of Reference before they are finalized and will be provided with a copy of the evaluator's CV. Representatives of DFAT will also be invited to participate in the site visits during the evaluation and to attend the stakeholder workshops presenting the preliminary findings.

Project staff: The GMS TRIANGLE project team will provide logistical support to the evaluator during the evaluation and will prepare a detailed agenda for the field work. The project team will also ensure that all relevant documentation is up to date and available for the evaluator. It is expected that project staff will provide full cooperation and answer all questions as candidly as possible during the evaluation process.

7.2 Tentative work plan

Task	Responsible parties	Time frame
Preparation of the first draft of the TOR	Evaluation Manager/ Project Coordinator	January 2015
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager / Project Coordinator	February 2015
Finalization of the TOR	Evaluation Manager	February 2015
Approval of the TOR	EVAL	February 2015

Selection and contracting of evaluator	Evaluation Manager	Feb/March 2015
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project Coordinator	March 2015
Briefing of evaluator on ILO evaluation policy	Evaluation Manager	March 2015
Develop the final methodology and evaluation questions	Evaluator	April 2015
Inception report submitted to evaluation manager	Evaluator	April 2015
Evaluation mission (Review of documentation, field visits and stakeholder meetings)	Evaluator / Project Team	May – June 2015
Submission of the draft report to the evaluation manager	Evaluator	June 2015
Presentation of the findings and sharing of the draft report with the ILO and DFAT	Evaluation Manager	June 2015
Consolidate comments on the draft report and send to the evaluator	Evaluation Manager	July 2015
Submission of the final report to evaluation manager	Evaluator	July 2015
Review of the final report	Evaluation Manager/ROAP	July 2015
Submission of the final report to EVAL	Evaluation Manager/ROAP	July 2015
Approval of the final evaluation report	EVAL	July 2015
Follow up on recommendations	EVAL Director/ILO Country Directors	August 2015 and onwards

7.3 Workdays

The evaluator will be engaged for a total of forty-eight (48) work days as indicated below:

Preparatory work (8 work days)	
April 2015	Preparation time off-site, including review of documentation and development of the final methodology and data collection tools. Attendance at the Thailand Project Advisory Committee meeting on April 7.
Site visits and interviews at the ILO Regional Office and in Thailand (6 work days)	
May 2015	Discussions with the project team at the ILO Regional Office for Asia and the Pacific and interviews with other relevant ILO Specialists and regional partners.
May 2015	Stakeholder meetings and field visits in Thailand
Site visits and interviews in Cambodia, Lao PDR, Malaysia, Myanmar and Vietnam (19 work days)	
May - June 2015	Discussions with the project staff at ILO country offices.
May - June 2015	Stakeholder meetings and field visits in Cambodia, Lao PDR, Malaysia, Myanmar and Vietnam
Report writing, presentation and revision (15 work days)	
June 2015	Produce a draft report for submission to the evaluation manager, who will disseminate it to the relevant partners for comments.
June 2015	Presentation of the key findings to the ILO and DFAT.
July 2015	Finalize the report based upon the feedback received and prepare the evaluation summary for submission to the evaluation manager.

8 RESOURCES REQUIRED

The following resources are required for the assignment:

- Cost of external international evaluator (Daily fee, DSA and air travel expenses)

- Cost of local transportation in the field
- Cost of various stakeholder workshops (or sessions at already planned stakeholder meetings)
- Cost of local interpreters

9 LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

10 LIST OF RELEVANT EVALUATION GUIDELINES

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary:

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

ILO Emerging Good Practice Template

Project Title:

Project TC/SYMBOL:

Name of Evaluator:

Date:

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	
Establish a clear cause-effect relationship	
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

ILO Lesson Learned Template

Project Title:

Project TC/SYMBOL:

Name of Evaluator:

Date:

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	
Context and any related preconditions	
Targeted users / Beneficiaries	
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	

APPENDIX 2: GMS TRIANGLE PROJECT RESULTS ASSESSMENT FRAMEWORK

Objective/output	Methodology	Rationale	Responsible	Completion	Dissemination
Objective 1: Migrant recruitment and labour protection policies and practices strengthened, reflecting the interests of tripartite constituents and gender-specific concerns.	Policies and practices: Qualitative analysis of policies and practices amended/enacted, in relation to project supported inputs, to identify areas of uptake and consider their potential impacts (including the perspective of tripartite constituents, UN agencies, and CSOs such as women's groups and migrant networks).	Assess policies and practices to reveal specific changes to which the project has contributed and their prospective impact on labour rights protections for migrant workers.	Desk review: Regional and national staff Qualitative interviews: Independent evaluator	May 2015	Impact Assessment report
Output 1.1: Advocacy campaign conducted among policy makers and public to influence improved recruitment and labour protection policies and practices.	Research reports: Quantitative and qualitative analysis of user data from ILO website, hard copies disseminated, media coverage, citations in research/policy forums, and attributable changes to policy and practice. Advocacy campaigns: Qualitative and quantitative analysis of participation in events; changes in perspective documented among participants; estimated viewership of PSAs and user data from websites; baseline survey on public perceptions cited in research/policy forums; organizations providing financial support/hosting Youth Ambassadors. General communications and external relations: Qualitative and quantitative analysis of the readership for communications materials, media reports on project activities/quoting project staff, membership and participation in external technical working groups and policy dialogue, shifts in stakeholder approaches towards exploitation of migrants.	Assess the level of influence for research, advocacy, communications, and external relations activities on target groups.	Regional and national staff	May 2014 and 2015	Annual reports and Impact Assessment report
Output 1.2: Tripartite constituents take on prominent roles in strengthening recruitment and labour protection policies and practices.	Roles in strengthening policies and practices: Qualitative and quantitative analysis of social partner engagement in the development of policy and practice vs. baseline, case studies of tripartite consultation institutionalized, representation of tripartite constituents (plus CSOs and UN agencies) in consultations.	Assess representation, engagement, and institutionalization of tripartite consultation.	Data analysis and case studies: Regional and national staff Qualitative interviews: Independent evaluator.	May 2014 and 2015	Annual reports and Impact Assessment report

Objective 2: Capacity of tripartite constituents enhanced to improve implementation of national policy, bilateral agreements and regional commitments related to the recruitment and protection of women and men migrant workers.	<p>National level capacity building: Qualitative and quantitative analysis of the number, gender, and organizational affiliation of participants; public officials trained, pre- and post-testing results of participants; concluding plenary discussions of how the participants plan to apply what they have learned when they return to work, and event outcomes.</p> <p>Local level capacity building: Qualitative and quantitative analysis of the number and gender of participants, public officials trained, pre- and post-testing of participants, and measures of practical application of knowledge (e.g. referrals made to MRCs for support services by communications networks trained, etc.)</p> <p>Service provider capacity building: Qualitative and quantitative analysis of the capacity of targeted service providers to deliver effective support services and conduct M&E vs. mid-term evaluation results.</p>	Assess participation, knowledge gained, outcomes produced, and practical demonstrations of enhanced capability.	<p>National level Regional and national staff</p> <p>Local level: Migrant Worker Resource Centres</p> <p>Service providers: Independent evaluator</p>	May 2014 and 2015	Annual reports and Impact Assessment report
Output 2.1: Mechanisms developed and promoted to improve regulation, transparency and accountability in the recruitment process for women and men migrants.	<p>Recruitment complaint mechanisms: Qualitative and quantitative analysis of the functionality of complaint mechanisms for resolving recruitment-related abuses.</p> <p>Self-regulation initiatives: Qualitative and quantitative analysis of the implementation and monitoring of recruitment industry Codes of Conduct and compliance with employer association Codes of Conduct and guidelines.</p> <p>Tools institutionalized: Case studies of the development and institutionalization process and consideration of the potential impact in sending countries (including the perspective of tripartite constituents).</p>	Assess improvements to the effectiveness of complaint mechanisms, self-regulation, and other institutional tools, as well as their potential long-term impacts on protecting migrant workers during recruitment.	<p>Data analysis and case studies: Regional and national staff</p> <p>Qualitative interviews: Independent evaluator</p>	May 2014 and 2015	Annual reports and Impact Assessment report
Output 2.2: Mechanisms developed and training delivered to improve the labour protection of women, men and children migrants.	<p>Labour rights complaint mechanisms: Qualitative and quantitative analysis of the functionality of complaint mechanisms for labour rights abuses and benefit claims (and compensation amounts received).</p> <p>Labour inspections: Qualitative and quantitative analysis of the inspections carried out in risk sectors by labour officials, and violations identified against migrant workers, in targeted provinces of Thailand.</p> <p>Tools institutionalized: Case studies of the development and institutionalization process and consideration of the potential impact in destination countries (including the perspective of tripartite</p>	Assess improvements to the effectiveness of complaint mechanisms, labour inspections, and other institutional tools, as well as their potential long-term impacts on protecting migrant workers during employment.	<p>Data analysis and case studies: Regional and national staff</p> <p>Qualitative interviews: Independent evaluator</p>	May 2014 and 2015	Annual reports and Impact Assessment report

	constituents).				
Output 2.3: Regional tripartite cooperation and influence increased to support implementation of bilateral and multilateral commitments.	Regional and bilateral tripartite cooperation: Qualitative analysis of the contribution made to the development and implementation of the ASEAN TRIANGLE project, and to the quality of participation and operationalization of recommendations at the ASEAN Forum on Migrant Labour, the Subregional Advisory Committee, and other tripartite forums.	Assess inputs and follow-through provided to strengthen the influence of tripartite cooperation on the implementation of inter-state agreements.	Qualitative interviews: Independent evaluator	May 2015	Impact Assessment report
Objective 3: The rights of women and men migrants and potential migrants are protected through increased access to support services.	Access to support services: Qualitative and quantitative analysis of the number, gender, location, and “CLIENT” classification of support service beneficiaries.	Assess increased access by range, level, locality, and equity of service utilization.	Migrant Worker Resource Centres	May 2014 and 2015	Annual reports and Impact Assessment report
Output 3.1: Women and men migrants and potential migrants are empowered through improved safe migration and rights awareness, and increased representation and social inclusion.	Safe migration: Quantitative analysis of the results of annual beneficiary tracing studies by MRCs in sending countries. Representation: Case studies of associations formed, trade union membership drives, and collective actions taken. Awareness: Qualitative and quantitative end-line surveys to assess changes from baseline and determine the level of attribution via control groups.	Assess the effects of safe migration counselling, organizing activities, and information campaigns on migrant worker awareness and behavior.	Beneficiary tracing and case studies: Migrant Worker Resource Centres End-line surveys: Local research institutes	May 2014 and 2015	Annual reports and Impact Assessment report
Output 3.2: Legal assistance made available to migrant women, men and children working in or withdrawn from exploitative conditions.	Legal assistance: Qualitative and quantitative analysis of legal assistance outcomes for cases closed (Number, gender, subject, duration, mechanism, compensation or other remedy, sanction, satisfaction).	Assess the effectiveness of MRC legal assistance in protecting migrant workers’ rights.	Migrant Worker Resource Centres	May 2014 and 2015	Annual reports and Impact Assessment report

