

**Independent Mid-Term Evaluation of the Tripartite Action to Protect Migrants within
and from the GMS from Labour Exploitation (TRIANGLE) Project
MANAGEMENT RESPONSE**

Initiative Summary

Initiative Name	Tripartite Action to Protect Migrants within and from the GMS from Labour Exploitation (TRIANGLE) project		
AidWorks initiative number	INJ332		
Commencement date	June 2010	Completion date	May 2015
Total Australian \$	A\$10.9 million		
Total other \$	N/A		
Delivery organisation(s)	International Labour Organization (ILO)		
Implementing partner(s)	International Labour Organisation and 19 sub-grantees across project countries.		
Country/Region	Greater Mekong Sub-region: Cambodia, Lao PDR, Thailand, Vietnam, Malaysia, Myanmar		
Primary sector	Governance; migration and development; human rights		
Initiative objective/s	<p>1. To Strengthen and improve recruitment and labour protection policies in both sending and destination countries by drawing on a sound evidence base.</p> <p>2. To close the gap between policy intention and policy implementation at the national, bilateral and regional levels as they relate to the recruitment and protection of women and men migrant workers.</p> <p>3. To protect the rights of women and men and potential migrants by increasing their access to support services.</p>		

Evaluation Summary

Evaluation Objective

- To assess whether the project is on track to deliver outcomes with respect to time and budget
- To highlight the project's strengths, areas for improvement and recommendations for sustainability
- To assess the project's relevance, effectiveness, efficiency, and gender equality
- To identify lessons learnt and good practices for knowledge-sharing purposes, and
- To inform approaches or strategy shifts for the remainder of the project.

This was an independent partner (ILO)-led evaluation.

Evaluation Completion Date: 26 April 2013

Evaluation Team

- Pierre Mahy, Evaluator (external consultant)
- Richard Howard, Evaluation Manager (ILO)
- AusAID oversight provided by the following staff: Neal Forster, Aid Performance and Quality Advisor; Bronwyn Wex, Senior Regional Program Manager; Amber Parkes, Regional Program Manager.

AusAID's response to the evaluation report

- Overall, the TRIANGLE independent mid-term review was a thorough and generally high-quality program evaluation and report. The review's assessment of progress towards program objectives was sound and supported sufficiently by evidence from field interviews in each project country.
- While the review highlights key program achievements it also makes practical recommendations to improve the delivery of TRIANGLE throughout the remainder of the program. AusAID supports six of the review's eight recommendations in full, and partially agrees to the remaining two recommendations. We note that any response to the recommendations should consider the principal recommendation for the project to consolidate results and defines priorities, rather than expand activities.
- The review findings will be shared by the ILO with project stakeholders at the TRIANGLE Sub-Regional Advisory Committee (SURAC) meeting on 10 – 11 June 2013. The ILO, in consultation with AusAID, has started implementing the agreed-upon and most pressing recommendations. These include regional management support from ILO to the Lao PDR project office, and the appointment of monitoring and evaluation human resource. AusAID will remain engaged with the ILO on taking the remainder of the recommendations forward through regular meetings and field visits to project sites.
- The review highlights the many good practices of the TRIANGLE project. This analysis will be particularly useful in assisting AusAID's planning for future human security initiatives. While the review did not specifically consider future programming options, the good practices and lessons learned will provide a solid basis for guiding the design, scope and delivery of future work in this sector.

AusAID's response to the specific recommendations made in the report

Recommendation	Response	Actions	Responsibility
<p>1. Consolidate results and define priorities to maximize the impact and sustainability of activities undertaken and/or initiated by the project. Suggested areas of prioritisation / focus:</p> <p>i. Cross-border cooperation between trade unions.</p> <p>ii. Involvement of trade unions in policy issues and legislative development.</p> <p>iii. Support to areas ILO see as ripe for policy and legislative change.</p> <p>iv. Representation of</p>	<p>Agree</p> <p>AusAID agrees there is value in the project defining priorities for the remainder of its time in order to maximise its impact and end of project outcomes. We propose that AusAID, as well as project constituents, are involved in identifying these priority areas. We recognise that priorities may differ between project countries.</p>	<p>AusAID will consult with ILO in the second quarter of 2013 to agree on priority activities for the remainder of the project.</p>	<p>ILO (in consultation with AusAID and implementing partners)</p> <p>Project Advisory Committees (PACs)</p>

<p>migrants in unions.</p> <p>v. Monitoring and coaching to MRCs, in particular where weaknesses were observed.</p> <p>vi. Strengthening outreach activities.</p> <p>vii. Training of local level authorities.</p> <p><i>For ILO to address in consultation with its constituents.</i></p>			
<p>2. Address project management weaknesses by:</p> <p>i. Reinforcing the Lao PDR project office by means of a temporary re-assignment of the Technical Officer to Vientiane.</p> <p>ii. Reinforcing the Malaysia project office in appointing a part- or full-time administrative and financial assistant.</p> <p>iii. Strengthening the overall follow-up of activities (monitoring) in all countries and develop a methodology aiming at results measurement of activities.</p> <p><i>For ILO to address.</i></p>	<p>Agree</p> <p>AusAID agrees there is a need to strengthen the technical capacity of the Lao PDR project office. We agree that this support can be provided through direct training and mentoring from the TRANGLE regional Technical Officer. We note that ongoing attention to Lao PDR will be required after the intensive training finishes.</p> <p>We support the suggestion of an additional human resource in the Malaysia project office. The appointment of this position would allow the current National Project Coordinator to focus on project delivery and advocacy.</p> <p>AusAID supports the recommendation for the ILO to strengthen their monitoring of in-country activities, particularly of outreach services delivered through MRCs. We note that the third component of this recommendation will be supported under the response to Recommendation 4(a), through the appointment of a monitoring and evaluation specialist.</p>	<p>In discussion with AusAID, ILO has already begun deploying the Technical Officer on short-term (2 week) deployments to the Lao PDR office. The Technical Officer will continue to provide this support until ILO and AusAID believe is necessary.</p> <p>AusAID and ILO have already agreed on the need for an administration assistant in Malaysia. AusAID has approved the budget for this position. Recruitment will begin in June 2013.</p>	<p>ILO</p>

<p>3. Adapt migrant resource centre (MRC) set-up where problems are observed:</p> <ul style="list-style-type: none"> i. MRC Savannahkhet: develop outreach activities beyond the 5 districts. ii. MRC Penang: review contractual arrangements and improve reporting. iii. MRC Kuala Lumpur / Selangor: request the designation of a new Coordinator, develop a focused action plan and foster better commitment with MTUC. iv. MRC Johor: request stricter and more accurate reporting as well as the appointment of a new coordinator. v. MRCs Champasak and Xaiyaboury: request a full report of activities and provide intensive coaching. <p><i>For ILO to address with implementing partners.</i></p>	<p>Agree</p> <p>While the majority of MRCs were found to be well-functioning and providing direct benefit to beneficiaries, the review revealed gaps in the capacity of some MRCs to deliver activities in line with project requirements.</p> <p>The data collected and services delivered by MRCs make an important contribution to ILO's advocacy efforts in evidence-based policy-making on migrant workers. For this reason, it is important to ensure the MRCs are functioning effectively. AusAID supports the recommendation to review the capacity of the five MRCs highlighted and implement changes to their management and / or reporting arrangements as necessary.</p>	<p>AusAID will request that ILO develop a plan to address the issues highlighted in the five MRCs. AusAID program managers will visit these five MRCs as part of routing monitoring missions in 2013.</p>	<p>ILO</p> <p>Implementing partners</p>
--	---	---	---

<p>4. Improve reporting and monitoring by:</p> <p>a) Better follow-up of activities and development 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. Measuring impact of policy /legislative change and of information campaigns would be of major interest.</p> <p>b) Report beneficiary data by:</p> <ol style="list-style-type: none"> i. Receiving direct support ii. Receiving formal training iii. Receiving verbal information /advice iv. Reached by peer leaders trained by MRCs and civil society v. Reached through campaigns, media and other communications; vi. Benefiting from policy changes and/or better implementation of rules and regulations. <p>c) Data should be sex-disaggregated and presented by country.</p> <p>d) A short analysis should be made of the direct and indirect impact achieved by providing support to these beneficiaries.</p> <p><i>For ILO to address.</i></p>	<p>Partially Agree</p> <p>AusAID agrees that the project would benefit from an improved results measurement system. This will allow the project to better report on its impact and significance to AusAID and external audiences. The response by ILO to this recommendation to appoint an M&E specialist will improve results reporting.</p> <p>We note that beneficiary data is mostly already being reported as suggested under b) i. – iv. We do not agree that additional reporting of beneficiaries reached through communications and policy change will add value to the project in its remaining time. AusAID does not support this aspect of the recommendation. In its remaining time the project's focus needs to be on ensuring the quality, accuracy and reliability of data already being collected.</p> <p>We also note that data is already presented in reports to AusAID as sex-disaggregated and on a country basis with a short narrative. As noted above, the project's focus needs to be on ensuring that this data is being collected reliably and accurately by implementing partners in each country.</p>	<p>AusAID and ILO have already discussed the appointment of a short term consultant and a long-term M&E specialist to the project to improve its monitoring and evaluation systems and results reporting. AusAID will support ILO in this process through input to the terms of reference for the positions and a review of the revised M&E plan/s.</p>	<p>ILO</p>
--	--	---	-------------------

<p>5. Strengthen internal communication and networking.</p> <p>a) Internal communication between implementing partners should be given a higher degree of attention to inform partners about what they are doing. The Project Advisory Committees only provide an intermittent update on partners' activities in each country and could be held at more frequent intervals.</p> <p>b) Internal dialogue by facilitating exchange between the key stakeholders should be reinforced, particularly in Thailand.</p> <p>c) A monthly internal newsletter circulated in all countries would reinforce linkages between implementing partners of the project.</p> <p><i>For ILO to address.</i></p>	<p>Partially Agree</p> <p>AusAID agrees that increased networking between project partners will benefit the project in terms of resource sharing and advocacy efforts. We suggest that the response to this recommendation should be to strengthen existing communication networks such as sub-regional forums, rather than creating new ones. This is in keeping with the review's primary recommendation of consolidating activities.</p> <p>We suggest that the possibility for low-resource and time efficient online communication platforms be given consideration, instead of a newsletter.</p> <p>AusAID managers also note the recent development of TRIANGLE's Regional Communications Plan and the Australia-ILO Partnership Communications Plan, which should form the basis of any response to this recommendation.</p>	<p>AusAID and ILO will discuss the plans for taking this recommendation forward after the regional Sub-Regional Advisory Committee (SURAC) meeting on June 10-11 2013. The SURAC meeting will provide an opportunity to assess which current networking platforms can be strengthened.</p> <p>AusAID has already reviewed the Regional Communications Plan and will support the project team, as needed, in its roll-out to implementing partners.</p>	<p>ILO</p>
---	---	--	-------------------

<p>6. Prepare a comprehensive Sustainability Plan, focussing on:</p> <ul style="list-style-type: none"> i. Maintaining focus at government levels on enforcement of policies and rules, while at the same time suggesting budgetary resources to be made available for a ii. Reinforcement of inspection capacities and tools iii. Capacity building activities on “train-the-trainers” in the priority target groups in order to ensure dissemination of knowledge after project closure iv. developing stronger linkages between trade unions and civil society v. supporting NGOs to find new and alternative sources of funding on a long-term vi. continuation of service delivery to migrant workers vii. No particular recommendation is made with regard to gender equality and promotion, which the evaluator considers to be correctly addressed by the project. <p><i>For ILO to address with the constituents.</i></p>	<p>Agree</p> <p>AusAID supports the recommendation for ILO to develop a sustainability plan. It is important for the project to define a comprehensive strategy outlining 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.</p>	<p>AusAID will consult with the ILO in the second quarter of 2013 in the development of the Project’s sustainability plan.</p>	<p>ILO (in consultation with AusAID and implementing partners)</p>
--	--	--	---

<p>7. Consider lessons from GMS TRIANGLE in the extension of the project to Myanmar:</p> <ul style="list-style-type: none"> i. Consideration of the political, economic and social developments of the country ii. Restrain the project's ambition at the institutional level considering the fact that the government of Myanmar has to deal with many other challenges and priorities. iii. Limit the number of MRCs to one or two. iv. Ensure results monitoring. 	<p>Agree</p> <p>AusAID supports this recommendation. Implementation in Myanmar will benefit greatly from consideration of what has been undertaken and learned in other project countries. ILO will need to focus on the three key areas of planning in partnership with the government, limiting outreach activities to where impact is highest, and on strong reporting and evaluation.</p> <p>Myanmar is undergoing a complex reform process and coordination across aid activities is critical. As such, in addition to this recommendation, we note that ILO and AusAID will need to give particular attention to coordination with other development partners in Myanmar, including the International Organisation for Migration, International Management Group (IMG) and the United Nations Inter-Agency Project on Anti-Trafficking (UNIAP).</p>	<p>AusAID program managers in Bangkok will work closely with ILO in the start-up of the project in Myanmar, including review and input to the final workplan for Myanmar. AusAID in Myanmar will engage as needed.</p>	<p>ILO</p> <p>AusAID</p>
<p>8. Lessons learned from the GMS TRIANGLE project should be taken on board in the ASEAN TRIANGLE project.</p> <p><i>For the ILO and ASEAN TRIANGLE project to consider.</i></p>	<p>Agree</p> <p>AusAID agrees that consideration of the lessons learned from the GMS TRIANGLE project will support the Canadian International Development Agency (CIDA) in its management of the ASEAN TRIANGLE project. We note however, that this recommendation is for the consideration of program managers of the ASEAN TRIANGLE Project and CIDA, as the donor.</p>	<p>AusAID and CIDA will continue share their respective work and communications plans with each other to promote complementarity and sharing of lessons between the two programs.</p>	<p>ILO</p>