

# PROMISE

**POVERTY REDUCTION THROUGH SAFE MIGRATION, SKILLS  
DEVELOPMENT AND ENHANCED JOB PLACEMENT IN CAMBODIA,  
LAO PEOPLE'S DEMOCRATIC REPUBLIC, MYANMAR, AND  
THAILAND**

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## **Review of the Project Phase 1**

**Period September 2017- October 2020**

*Commissioned by the Swiss Agency for Development and Cooperation (SDC)*

February 1<sup>st</sup>, 2021



## **Acknowledgement**

*The Consultant Team would like to thank all partners who have supported this Review.*

*The IOM teams in the four countries (Thailand, Lao PDR, Myanmar, Cambodia), coordinated by Ms Sally Barber - Head of Labour Mobility and Human Development, have provided many detailed reports and documents. They organized well all the meetings and helped to adjust the first draft of the report by providing valuable additional information.*

*The consultants in the four countries have been able to meet representatives of many organisation: ministries, associations, companies, training organisations, recruitment agencies, Migrants Resources Center and other partners.*

*The migrants have accepted to answer the interviews and questionnaires.*

*The representatives of SDC in Lao PDR, Myanmar have participated to the review meetings and provided input to the report drafts.*

*Ms. Nadia Ottiger, Head of Program and Mr. Va Ros, Program Manager, from SDC Cambodia have managed this Review assignment by giving precise guidelines, planning and detailed comments on the various versions of the report.*

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## Acronyms

ACMW	ASEAN Committee on Migrant Workers
ADB	Asian Development Bank
AFML	ASEAN Forum on Migrant Labour
ASEAN	Association of South East Asian Nations
CLM	Cambodia, Lao PDR and Myanmar
CLMT	Cambodia, Lao PDR, Myanmar, and Thailand
CSO	Civil Society Organization
DoL	Department of Labour
DSD	Department of Skills Development
ECOT	Employers' Confederation of Thailand
EHT	Ecole d'Hôtellerie et de Tourisme Paul Dubrue
GMS	Greater Mekong Sub-Region
HCTC	Hospitality and Catering Training Centre
HRD	Human Resource Development
ILO	International Labour Organization
IOM	International Organization for Migration
LANITH	Lao National Institute of Tourism and Hospitality
MoE	Ministry of Education in Thailand
MoL	Ministry of Labour in Thailand
MOLIP	Ministry of Labour Immigration and Population in Myanmar
MOLSW	Ministry of Labour and Social Welfare in Lao PDR
MoLVT	Ministry of Labour and Vocational Training in Cambodia
MoT	Ministry of Tourism in Cambodia
MRC	Migrant Resource Centre
MRS	Mutual Recognition of Skills in
NEA	National Employment Agency in Cambodia
NPA	National Plan of Action
NSSA	National Skills Standards Authority of Myanmar
ONIE	Office on Non-Formal and Informal Education
OVEC	Office of the Vocational Educational Commission in Thailand
PAC	Project Advisory Committee
PSC	Public Private Steering Committee
PRA	Private Recruitment Agencies
PROMISE	Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Cambodia, Lao PDR, Myanmar, and Thailand
PSES	Private Sector Engagement Strategy
RMCS	Mekong Region Cooperation Strategy
RPL	Recognition of Prior Learning
SDC	Swiss Agency for Development and Cooperation
SEZ	Special Economic Zone
SLOM	ASEAN Senior Labour Officials Meeting
SWG	Sector Working Group
TF-AQRF	Task Force on ASEAN Qualifications Reference Framework
TPQI	Thailand Professional Qualifications Institute
TVET	Technical Vocational Education and Training
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

# 1 Executive summary

## The Project and purpose of the Review

The regional project “Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement” (PROMISE) is implemented in Cambodia, Lao PDR, Myanmar and Thailand, with a duration of four years (01 September 2017 to 31 August 2021) and a budget of USD 8,300,000. Its goal is “Migrants, especially women from Cambodia, Lao PDR and Myanmar have improved employment opportunities and conditions, particularly in Thailand, through enhanced skills and protection, and that this will lead to poverty reduction in communities of origin.” PROMISE has three outcomes:

- *Responsiveness*: Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners.
- *Inclusiveness*: Migrant workers, especially women, enjoy greater access to skills development in target sectors through affirmative action, leading to improved employability abroad and at home
- *Protection*: Migrant workers, especially women, receive greater protection through strengthened policy frameworks, enhanced assistance services and safe migration information at all stages of the migration cycle.

The objectives of the review commissioned by the Swiss Agency for Development and Cooperation (SDC) are:

- To assess the overall performance of the PROMISE Phase 1 - implemented since September 2017 - along the OECD’s DAC criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability
- To provide strategic orientation and suggestions for the design of the Phase 2 (2021-2025), incl. recommendations for adjustments where considered necessary.

A team of five consultants has implemented the review including 78 meetings of project stakeholders and relevant organisations, focus group discussions and interviews of 101 migrant workers in the three situations (pre/ post migrations and during migrations), review of 130 documents. The report includes the evaluation following six criteria then recommendations for the end of the Project Phase 1 and a possible second phase.

## Relevance

The Project is relevant to the migrant workers and Project stakeholders (ministries, employers and their associations, recruitment agencies, training providers, CSOs, Migrant Resource Centers) and is adapted to the socio-economic context: It has also been able to respond to the COVID 19 pandemic. The skills development activities are relevant to the stakeholders but only few of them bring a new technical skill more relevant to the Project goal (“Migrants, especially women, from CLM have improved employment opportunities and conditions, particularly in Thailand...”). The two most relevant sectors to the Project goal are domestic work and construction because they allow migrants to get technical skills which can be developed significantly and applied in other companies and their country of origin. The term “skills recognition” is also not clearly defined.

## Coherence

The Project is coherent with and supports the relevant national and regional policies. The Project is coherent with IOM mandate and activities with a backstopping at the regional level which is perceived as sufficient. The Project is within the mandate of UN Women who has just started its main activities. There are good informal relationships with other local partners but the project could benefit from more structured cooperation and activities with ILO projects concerning the similar outputs, and with other partners implementing skills development and recognition projects with the relevant expertise, especially those supported by SDC at the country levels.

## Effectiveness

*The outcome 1 has 3 outputs, 6 activities with 16 indicators including 5 mentioned as “achieved”.*

The targets of outputs 1.1. and 1.2 to ensure a real private sector involvement as mentioned in the logframe can be achieved but time is too short to provide a sustainable “enhanced collaboration” at the end of this phase as mentioned in the outcome. The output 1.3 will contribute to better decent work opportunities and safer migration as a result of improved training courses. The adjustment of training programs to the needs of the market mentioned in the outputs 1.1 and 1.3 will not be done in the Project.

*The outcome 2 has 4 outputs, 9 activities with 33 indicators including 15 mentioned as “achieved”.*

Output 2.1 on bilateral cooperation and Output 2.4 on building a better understanding by stakeholders can be achieved and both contribute to the outcome. Output 2.2 will be achieved based on the targets but will contribute very little to the outcome mentioning to develop skills *for an “improved employability abroad and at home”*. Output 2.3 can be achieved and contribute to the outcome following the targets on the services and counselling to migrants but with unclear definitions of the term recognition and services and the methodology used. The content of activities of the outputs 2.1, 2.2, 2.3 should involve more “technical skills” like sewing, hospitality, domestic work, construction in addition to the essential core skills and general knowledge in order to contribute more effectively to the outcome 2.

*The outcome 3 has 3 outputs, 7 activities with 37 indicators including 14 mentioned as “achieved”.*

The three outputs contribute to the outcome. Output 3.1 on the national policy support and Output 3.2 on the access to safe migration services and recruitment providers can be achieved as the targets but the remaining time of the Project is not sufficient to ensure sustainable change and implementation. Output 3.3. on the participation of migrant workers in safe migration communication can be achieved. There could be misunderstanding between the definition of outcomes 2 and 3.

*Overall satisfaction:* all partners are satisfied with the PROMISE Project. The migrants in the different situations (pre-migration, migration, post-migration, hospitality students) are satisfied and express mainly needs of information on the work context, Thai language and assistance to deal with employers and recruitment agencies.

## **Efficiency**

The share of budget allocation for training activities seems small. There could be issues of disbursement in 2021 due to the low level of activities and budget spending in 2017-2019.

The Project management had to adjust to IOM staff turn-over and seems now suitable within IOM team. Committees and partners are involved. Responses of PROMISE teams during activities are quick and appreciated.

There is an issue of efficiency for the planning:

- Activities have been delayed or adjusted following the COVID outbreak but even before it, preparation has taken a long time. There are many “partners” but their responsibilities in the Project are not clear and some key partners request a more regular follow up and to have middle term or long-term plans.
- It takes time to build trust among the partners on the migration issue, but this is not a new subject and the main structure and documents to drive the vision and activities of PROMISE come only at the year 3 and 4 of the Project.

Overall, based on the goal of the Project, “Improved conditions, protection..” can be achieved for thousands of migrants then the Project is efficient but “improved employment opportunities leading to poverty reduction..” could only be achieved for a few hundred migrants then the Project is not efficient on this point.

## **Impact**

In the four countries and at the regional level, documents, recommendations, technical supports have been produced at the policy level<sup>1</sup>. They can generate higher level effects.

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<sup>1</sup> See criteria “Effectiveness”

There is a short-term impact of the Project evaluated with the participation of all partners to the activities of the Project (seminars, training, workshops, meetings). A second phase is planned and will be essential to generate an impact at higher level.

The image and strength of the Project seem to be more its operational and practical approach than the impact at the policy level.

### **Sustainability**

All people interviewed are motivated and capable to continue but, if the Project stops, only Thai companies and governments could have some financial resources to support skills development, RPL (especially in Cambodia and Myanmar) linked to migration and the MRCs. The national and regional policy levels support will continue under ILO projects.

The time until the end of phase 1 is too short to build a sense of ownership of the Project by the partners and PSC supporting the dissemination of strategy, framework and good practices prepared.

Building the sustainability of this kind of Project takes time but significant numbers arrive very late (only end of year 3). A second phase after 2021 is needed and it will have to take into account the situation generated by the COVID 19 pandemic.

A quicker implementation at the beginning, the involvement of key partners in the monitoring of the Project and systematic coaching and monitoring activities could have created a better sustainability.

### **Gender dimension**

The intervention supports gender equality through the selection of sectors having a high proportion of women workers and specific activities for women which will be further implemented in the last year.

The Project has a priority to ensure that women represent 50 % in all activities and seems to succeed as mentioned for most of the activities but there is no overall consolidated sex disaggregated data.

### **Conclusion and recommendations**

The strengths of the project are its relevance, the motivation of the partners, the effectiveness of the support to the migrants at different phases, the positive feedback on the dedication of the teams, the adjustment of the activities to cope with the COVID 19 and the policy level assistance in the four countries.

The recommendations of actions to be done until the end of the phase 1 (August 2021) include: split the targets of skills development (technical skills, core skills like Thai language, general information); clarify the method of skills recognition; continue to provide the essential core skills but try to focus on sectors where technical skills can be developed and transferred in other companies and in the country of origin; implement coaching and mentoring activities to increase sustainability; implement several PSC meetings to ensure a quick implementation of the official documents prepared; strengthen action plans with other partners, especially those under SDC funding, and use their experience on skills development related topics. But the implementation of the Project early 2021 will depend on the evolution of the COVID 19 pandemic.

The Project plans to have a second phase after end of the phase 1 (August 2021). If it keeps the same focus on skills development for employment, then it needs to continue and reinforce the PROMISE activities supporting migrants before, during and after migration, develop core skills needed for a good integration in the companies, but select sectors and industries providing opportunities of skills increase (construction, garment, hospitality, domestic works,..), strengthen the cooperation with development partners for co-financing and experience sharing. Gender will have to be addressed more precisely. There should be a special focus on building a long-term sustainability with the involvement of the partners in the project management, knowledge and methods sharing among partners of the four countries as well as coaching, mentoring and training of trainers' activities. A feasibility study is recommended to review all these components and build the corresponding logframe in partnerships with the key stakeholders.

## 2 Introduction

### 2.1 Objective and purpose of the review

This document is the review of Phase 1 of the regional project “Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement” (PROMISE) implemented in Cambodia, Lao PDR, Myanmar and Thailand under the framework of the current Mekong Region Cooperation Strategy (MRS) 2018-2021 of the Swiss Agency for Development and Cooperation.

The main objectives of the review are:

- To assess the overall performance of the PROMISE Phase 1 - implemented since September 2017 - along the OECD’s DAC criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability
- To provide strategic orientation and suggestions for the design of the Phase 2 (2021-2025), incl. recommendations for adjustments where considered necessary.

It is commissioned by the Swiss Agency for Development and Cooperation (SDC) and covers the period from September 2017 to September 2020. The expected users are SDC, IOM, UN Women.

### 2.2 The subject of the review: PROMISE

The goal of PROMISE Phase 1 is “Migrants, especially women from Cambodia, Lao PDR and Myanmar have improved employment opportunities and conditions, particularly in Thailand, through enhanced skills and protection, and that this will lead to poverty reduction in communities of origin.”

PROMISE has three outcomes:

- *Responsiveness*: Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners.
- *Inclusiveness*: Migrant workers, especially women, enjoy greater access to skills development in target sectors through affirmative action, leading to improved employability abroad and at home
- *Protection*: Migrant workers, especially women, receive greater protection through strengthened policy frameworks, enhanced assistance services and safe migration information at all stages of the migration cycle.

The duration of PROMISE phase 1 is four years (01 September 2017 to 31 August 2021) with a budget of USD 8,300,000. Although planned to be part of the project from the beginning, the contract with UN Women was finalized only end of 2019 due to lengthy administrative procedures between IOM and UN Women and the person in charge started her assignment in February 2020.

From the Project Document of PROMISE of 2017, it is anticipated that nearly 300,000 prospective and returned migrants will be reached over 4 years in 17 provinces covering the four countries.

## 3 Methodology of the review

The team was composed of Mr Arnauld de Nadaillac (Team Leader, Consultant for Thailand), Mrs Vimol Hou (Consultant for Cambodia), Mr Tingthong Phetsavong (Consultant for Lao PDR), Mrs Yin Yin Aye (Consultant for Myanmar), Mrs Robin Mauney (Migration Consultant).

The methodology included a desk review of relevant project documents, interviews with project stakeholders and relevant organisations, focus group discussions and interviews with cross border trainees and migrant workers. The planning of the visits and interviews in the four countries is in annexes and the synthesis is below.



	Cambodia	Lao PDR	Myanmar	Thailand	Total
<b>Meetings with stakeholders and other organisations</b>	16	17	18	27	78
<b>Focus groups (or individual interview) cross-border hospitality trainees</b>	19 trainees (2 groups) including 10 women	8 trainees (individually) including 6 women	1 (woman)		28 (17 women)
<b>Focus groups migrants</b>	15 persons in pre-migration (1 group) and 11 persons in post-migration (1 group) including 15 women		9 persons in pre-migration (1 group) and 15 persons in post-migration (2 groups) including 7 women	23 migrants (4 groups) including 10 women	73 (32 women)

The team analysed an estimated minimum of 130 documents related to PROMISE and migration from the four countries and at the regional level.

The review used in person interviews as the primary means of data collection, however, in Myanmar many interviews were moved to online due to the COVID 19 outbreak. But overall, all the planned interviews were conducted, with relevant organisations including companies, ministries, recruitment agencies, training and skills development institutions, national and international development partners.

In some countries, there is a high rotation of the representatives of the ministries then the persons met were not always fully aware of the Project even if their department was involved since its beginning.

The interviews were conducted with partners and non-partners of PROMISE to access its progress toward its outcomes. Two interview guides were developed. The guide for the partners of PROMISE had specific questions linked to the six criteria<sup>2</sup> and ended by a question of the level of satisfaction from 1 to 4 (4 being very satisfied) with the project. The guide for non-partners of PROMISE had relevant questions to further understand their needs and the context of the project implementation. The same interview guides were used by the consultants in all four countries.

Concerning the focus groups discussions, due to the different situations of the migrants in the four countries, six different questionnaires have been prepared. Then it is not possible to make the overall synthesis. It was difficult to contact and group the returning migrants due to the lack of contact information. In Lao PDR, we implemented individual interviews for cross-border hospitality trainees, and, in Myanmar, we could only contact one person. There is a synthesis of these interviews in the criteria “Effectiveness”.

This is a review and not the final evaluation, many activities are on-going, this is the reason why results are mentioned as “achieved”, “in progress” or “will not be achieved”.

The comments are provided considering that the Project ends in August 2021, but they also take into account the perspective of a second phase, especially in the chapter of recommendations.

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<sup>2</sup> See the topics of questions in annex

## 4 Review following the six criteria

### 4.1 Relevance

#### 4.1.1 Findings

##### *Overall relevance of the Project*

All partners in the four implementation countries noted that the Project activities are relevant but there are issues of relevance on skills development definition, the link with the selected sectors and the term recognition. The activities for skills development mentioned in the results matrix refer to three kinds of skills/knowledge having different purposes:

- Technical skills which are essential to work in the sector (manufacturing, construction, hospitality, domestic work) and transferable to other companies, example: sewing, block laying, serving in a restaurant, cleaning, care taking....
- Soft or Core skills<sup>3</sup> which are not specific to one sector and are useful in any kind of jobs: Thai language, discipline, computer, diversity management, leadership (for women), Occupational Hygiene and Safety,...
- Knowledge/information needed for a successful integration in a working environment: rights and duties at work, Thai laws...

All interviews and the experience of the review team confirm that the migrant workers are recruited to do lower skilled jobs that Thai workers are reluctant to do. In the case where migrant and Thai workers are doing the same job, both will have access to the same training. The Project can hardly ask the company to organize a technical skills training only for migrants.

In some industries of the manufacturing sector, a worker without qualification can be trained in one or two days to use a machine and spend the following 10 years with this machine, his/her career path would be maximum to become a leader of 10-20 other workers. Then a migrant worker having done this kind of work in Thailand and returning in his/her country of origin will not get a significant “improved employment opportunity”. In the construction, domestic or hospitality sector, migrant workers have more opportunities to develop their skills for a career path either in Thailand or when they return in their country of origin.

The bilateral MOU on migration within the CLMT mentions that the recruited migrant workers should be labourer (unskilled, low-skilled) in order to be able to work in Thailand, if he/she become skilled then the Thai employer must implement the more complicated process used by any company requiring to have a foreigner. This regulation was just been amended for the construction sector in 2020.

The Project addresses four sectors. Construction and hospitality sectors are relevant because they can provide identified technical skills development, recognition and career path. Domestic work sector is also relevant but challenging due to the lack of structure and regulations but it can provide career path in caretaker and hospitality jobs. But if the Project wants to increase significant employability, the term “manufacturing sector” is too generic and then not relevant as it is. Sub-sectors providing more opportunities for technical skills development and career path such as the garment industry should have been selected.

RPL and skills certification should be clearly defined: is it a skills test recognized by Thailand? Is it a training certificate? Is it a recognition of skills based on transferability from one country to another one?

The cross-border hospitality Cross-border training is useful for trainees by providing skills in a few weeks. Trainees are satisfied<sup>4</sup> but they cannot stay in the position that they had during the internship because it is not

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<sup>3</sup> We use the term « core » as it is more commonly used for these kind of skills, for example by ILO in their regional standards (RMCS “Core competencies”)

<sup>4</sup> See the criteria “Effectiveness”

allowed in the MOU. Many of the migrant workers reported that this internship is useful for working in their country of origin, but this brings into question if it is relevant in a Project supporting migration.

### *The socio-economic context*

Migration is identified as important in national socio-economic development plans (example in Lao PDR) due to its financial positive impact on the families of the migrants but is not often addressed as a specific component with precise targets in national TVET and Skills Development plans.<sup>5</sup>

When the COVID 19 crisis started, migrants could not migrate to Thailand for work as borders closed or if, already in Thailand, they left to return to their home country which increased unemployment and poverty. As a result of COVID 19 pandemic, the Project had to postpone, adapt or stop activities (training, cross-border hospitality training, pre-migration support) and create new ones like support to the MRCs (reaching 50,137 migrants)<sup>6</sup>, development of COVID 19 guidance documents, supplying personal equipment's for migrant workers, information dissemination on social media. The Project has also provided emergency response for migrant workers. An example was "A total of 1,695 returned migrants in distressed situation from Thailand were provided humanitarian support (such as travel, meal, medical treatment, clothing items) for their safe return to home".<sup>7</sup>

#### 4.1.2 Conclusion on the relevance

The Project is relevant to the migrant workers and Project stakeholders (ministries, employers and their associations, recruitment agencies, training providers, CSOs, Migrant Resource Centers) and is adapted to the socio-economic context. It has also been able to respond to the COVID 19 pandemic. The skills development activities are relevant to the stakeholders but only few of them bring a new technical skill more relevant to the Project goal ("Migrants, especially women, from CLM have improved employment opportunities and conditions, particularly in Thailand..."). The two most relevant sectors to the Project goal are domestic work and construction because they allow migrants to get technical skills which can be developed significantly and applied in other companies and their country of origin. The term "skills recognition" is also not clearly defined.

## 4.2 Coherence

### 4.2.1 Findings

#### *IOM mandate*

PROMISE corresponds to the vision and activities of IOM based on a review of its website<sup>8</sup>. As the IOM office in Asia-Pacific Region has various activities, it is not easy to clearly identify which activities correspond to PROMISE and which ones correspond to other activities of IOM.<sup>9</sup>

All activities either at policy or operational level are implemented by the PROMISE team of IOM under the auspices of the Regional Office of the Asia Pacific. In the interim report or during the various meetings, the only support from IOM headquarters to the Project activities was through some meetings and the IRIS system.

The topics of skills and development and RPL are important components of PROMISE but they require a specific expertise like the one provided by other development partners (ILO, ADB, GIZ, Swisscontact...) otherwise there could be discrepancies. For example, PROMISE has set up an agreement on RPL with the Thailand Professional Qualifications Institute (TPQI) but, since 2012, the ministries of labours of ASEAN countries are working on the

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<sup>5</sup> See Lao PDR 2021-2025 TVET Development Plan and the Cambodian 2019-2023 TVET Strategic Plan

<sup>6</sup> Interim Report Y3, p.19

<sup>7</sup> See criteria "Effectiveness"

<sup>8</sup> <https://www.iom.int>

<sup>9</sup> Example: the future remittance flow report mentioned in the Interim Report Y3, p33

Mutual Recognition of Skills with the ILO coordination.<sup>10</sup> It could have been more suitable to work with the Department of Skills Development (DSD) under the Thai Ministry of Labour who is also a key partner of the Project.

#### *UN Women mandate*

Based on a review of the website of UN Women<sup>11</sup>, the Project is coherent with its mandate. Significant participation of UN Women has just started; thus it is not possible to assess it. Until now, UN Women has supported the realisation of policy documents and will provide a gender perspective to the activities in the countries of origin and the development of women entrepreneurs in the outcome 3. The support of the IOM country office is required as UN Women does not have country offices in all countries. For some activities, UN Women has partnered with the NGO Athika. The review of activities in 2021 will enable to understand the value added for this approach.

#### *ILO regional projects*

ILO has two significant projects on migration: Safe and Fair and TRIANGLE.

ILO Safe and Fair is a five-year project focusing on women migrant workers ending in 2022. The activities implemented in 10 ASEAN countries include law reform, capacity building, organizing/networking, information provision, research, changing attitudes of the public, CSO engagement. This project has started skills development and recognition in two sectors (construction and hospitality) and provides core skills and language training. Some partners are the same than PROMISE (example: HomeNet, ECOT, UN Women).

ILO TRIANGLE is a 10-year project until 2027, covering migration within the 10 countries of ASEAN, the expected outputs are on policy influence, code of conducts for employment agencies, advocacy, research, service for migrants. It has a strong regional component to support ASEAN initiatives like AFML and ACMW (preparing background papers, financing). Skills development and recognition activities are not a priority, only a project in the hospitality sector has started. Some of its partners are the same than PROMISE.

ILO and IOM have both produced documents about COVID 19 (11 from ILO and 6 from IOM)<sup>12</sup>, there does not seem to be overlapping, only one of them address the same target group (employer).

The official cooperation of PROMISE with these two projects is demonstrated through the shared baseline, the participation of ILO to the PAC and the fact that PROMISE does not support MRC in Lao PDR (except for some training) because ILO is already in charge of it.

There seem to be good regular informal discussions held at the local and regional levels.<sup>13</sup> The partners interviewed did not express confusion and overlaps between ILO and PROMISE projects.

Other projects involved in migration provide opportunities of partnerships but they are less engaged in skills development.

#### *Other national and international development partners*

Cambodia, Lao PDR, Myanmar are supported by various local, bilateral and international development partners such as NGOs, ADB, Swisscontact, ILO, GIZ, UNDP, Lux Dev. These organisations have large skills development and TVET projects including topics relevant to the Project such as: adaptation of the curricula to the needs of the market, career guidance, labour market information, training of trainers, recognition of prior learning. Partnerships at the local level are mainly informal and, if written as MOU, do not seem to have been implemented yet. COVID 19 outbreak did not help. There could be more formal coordination with the Project especially for post-migration support, training and assessment providers, use of existing curricula.

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<sup>10</sup> <http://apskills.ilo.org/resources/factsheet-on-ilo-led-mrs-programme>

<sup>11</sup> <https://www.unwomen.org/>

<sup>12</sup> [https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/briefingnote/wcms\\_741920.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/briefingnote/wcms_741920.pdf) , p 11

<sup>13</sup> From interviews

On RPL and skills recognition, the PROMISE team works with TPQI but mentions that its main Project partner is the Department of Skills Development. DSD works with ILO to implement, with the ministries of labour of Cambodia, Lao PDR and Myanmar, the ASEAN Mutual Recognition of Skills which includes construction works. Moreover, DSD has more relations with CLM countries than TPQI. The Thai qualification system is not clear as DSD and TPQI have overlapping responsibilities which could explain the uncertainty on the selection of the suitable partner.

#### *SDC priorities*

In the Swiss Cooperation Strategy Mekong Region 2018–2021<sup>14</sup>, the outcome 2 mentions the support of better skills for migrant workers. This strategy treats the four CLMV countries as one geographic region. The Cambodian and Lao PDR SDC plans include an explicit mention of skills development focusing on disadvantaged groups.

The cooperation of PROMISE with SDC skills development projects has started and could be strengthened on topics like:<sup>15</sup>

- Participation of the returning migrant workers in the SDC projects for training and recognition
- Integration of the subject of safe migration within the SDC programs
- Use of the SDC skills development methods and training packages.

#### *National and regional policies*

In each country, PROMISE has provided technical input to policy level documents on TVET/skills development or migration<sup>16</sup>. The input of the Project at the regional level is done in Thailand and mainly for two ASEAN initiatives AFML and ACMW.<sup>17</sup> The Project could be more involved in the present work of the “Mutual Recognition of Skills in ASEAN” (MRS) initiative.

#### 4.2.2 Conclusion on the coherence

The Project is coherent with and supports the relevant national and regional policies. The Project is coherent with IOM mandate and activities with a backstopping at the regional level which is perceived as sufficient. The Project is within the mandate of UN Women who has just started its main activities. There are good informal relationships with other local partners but the project could benefit from more structured cooperation and activities with ILO projects concerning the similar outputs, and with other partners implementing skills development and recognition projects with the relevant expertise, especially those supported by SDC.

### **4.3 Effectiveness**

The PRODOC logframe has been prepared in 2017 but many activities and indicators have been adjusted in 2020, the updated logframe including outcomes, outputs and activities is in the annexes.

#### 4.3.1 Comments on outcome 1

*Outcome 1: Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners.*

*The outcome 1 has three outputs:*

- *Output 1.1: Private sector support to market-driven skills training and matching of migrant workers*

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<sup>14</sup> Swiss Cooperation Strategy Mekong Region 2018–2021 “Better skills for migrant workers and information on safe migration practises lead to more decent working conditions, safer migration and increased incomes, contributing to better social and economic conditions in sending communities”.

<sup>15</sup> See more details in the chapter on recommendations.

<sup>16</sup> See criteria “Effectiveness”

<sup>17</sup> See criteria “Effectiveness”

- *Output 1.2 Enhanced private sector dialogue on ethical recruitment and decent employment of migrant workers*
- *Output 1.3 Skill providers in CLMT have enhanced capacities to deliver migrant-centred, gender-sensitive and market-responsive training courses*

The outcome 1 has 6 activities and 16 indicators of activities including 5 mentioned as “achieved”.

- The indicators of the outputs mentioned as *achieved* are: 112 employers are engaged in cross-border program and or skills training models in Thailand, 214 employers reached through campaign.
- The indicators of the outputs mentioned *in progress* are: Best practice guidelines is in progress, 115 employers are committed to ethical recruitment, the Public Private Strategy to be finalized end of 2020, skills providers are being trained to deliver migration topics.

The first three years have been mainly focused on the organisation of meetings, seminars and training to promote safe migration and build trusting working relations. The participation shows a short-term commitment. Policy level mechanisms and tools will be more operational in 2021 (Public Private Steering Committee, Good Practice Guideline and Shared Responsibility Framework, Private Sector Engagement Strategy), but the long-term commitment of the key partners cannot be ensured within the remaining time of the current Project phase. Training of trainers, cross-border program in hospitality, training of students in TVET institutions and integration in TVET curricula for safe migration have started to be implemented, but the numbers of participants is still small (a few hundred in total). Some activities were delayed due to the COVID 19 outbreak.

The “*support to market-driven skills training...*” mentions in the output 1.1 and the action to “*deliver...market-responsive training courses*” mentioned in the output 1.3 are not feasible because the Project has no mandate and no capacity to adjust curricula to the market needs, this is implemented by national skills development and TVET projects as it requires specific expertise and process<sup>18</sup>. The Project can only include the subjects of safe migration in the existing curricula. Moreover, some indicators of the output 1.1 are not really relevant because they do not refer to “market needs” (examples: A.1.1.1, A.1.1.2). The term “private sector” mentioned in the outputs is ambiguous: does it mean employers/companies? training provider? recruitment agencies?

The indicator of the output 1.1 “best practice guideline developed” (A.1.1.1) is not sufficient to ensure private sector support as mentioned in the output, but the activities listed provide more precise targets.

#### 4.3.2 Conclusion on the effectiveness of outcome 1

The outcome 1 has 3 outputs, 6 activities and 16 indicators of activities including 5 mentioned as “achieved”. There have been mainly seminars, meetings. The key documents will be operational in 2021.

The targets of outputs 1.1. and 1.2 to ensure a real private sector involvement as mentioned in the logframe can be achieved but time is too short to provide a sustainable “enhanced collaboration” at the end of this phase as mentioned in the outcome. The output 1.3 will contribute to better decent work opportunities and safer migration as a result of improved training courses. The adjustment of training programs to the need of the market mentioned in the outputs 1.1 and 1.3 cannot be done in this Project and does not contribute to the outcome.

#### 4.3.3 Comments on outcome 2

*Outcome 2: Migrant workers, especially women, enjoy greater access to skills development in target sectors through affirmative action, leading to improved employability abroad and at home.*

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<sup>18</sup> The adjustment of a curriculum to the market usually needs an agreement of the ministry in charge of the curriculum then, based on international best practices, it follows several steps: listing of jobs concerned, reviewing occupation standards, reviewing competency standards, adjustment of training content, adjustment of the assessment system. Modalities include meetings with competency standards experts, representatives of companies and teachers. None of these activities are planned in the Project.



The outcome 1 has four outputs:

- Output 2.1 Closer bilateral collaboration on skills development for migrant workers
- Output 2.2 Enhanced access of migrant workers, particularly women, to tailored skills development programmes and job placement
- Output 2.3 Enhanced certification and referral mechanisms are available to support reintegration of returning migrant workers
- Output 2.4 Project stakeholders have a better understanding of the impact of skills development on migration outcomes and poverty reduction

The outcome 2 has 9 activities with 33 indicators including 15 mentioned as “achieved”. There are much less activities in Lao PDR compared to the other countries.

- The indicators of the outputs mentioned as *achieved* are: 100% of the trainees of the cross-border have passed the examination, 23,205 returning migrant workers referred to relevant skills training programmes and employers in their home country.
- The indicators of the outputs mentioned *in progress* are: migrants are receiving skills training and job placement, migrant workers are receiving Certification and RPL in CLMT, tracer study for 500 migrants is planned.

The skills development component in the output 2.2 is reported “achieved” but the definition of “skills development” in the Project includes three kinds of skills/knowledge having different purposes as mentioned in the criteria “Relevance”.

The PRODOC does not make a difference among the three kinds of skills<sup>19</sup>. Only technical skills significantly increase employability and then fully corresponds to the outcome. The Project can significantly upskill and increase the employability of migrants only in some sectors of manufacturing (example: sewing work in a garment factory) but less in others (electrical parts assembly job). Jobs in construction, hospitality and domestic sectors provide opportunities for technical skills development and certification. The results above mention the total of 1,885 migrants trained in the four sectors including only 309 for the first two years. But in fact, apart from the students of the cross-border hospitality program, the Project has trained in Thailand, since 2017, around 300 migrants<sup>20</sup> on technical skills for employability (construction, sewing, cleaning, cooking). More of these technical skills training is planned in 2020-2021 but the consolidated number for the 4-year Project is expected to be less than 1,000. Core skills are still very much needed<sup>21</sup> as they support a better integration in the company and Thai environment and can, eventually, provide more job opportunities. The impact assessment planned in 2021 will enable to provide more precise information on the skills development useful for employability.

The numbers mentioned in the outputs 2.3 are important, they mention “migrants received service” which overlaps with the outcome 3 mentioning “enhanced assistance services and safe migration information at all stages”. There is also a question about quality: 83,909 received counselling and referrals (activity 2.3.2) with 44,534 in the year 3 and 30,656 in the year 4. It means, in one year, the result is higher than the total target for 4 years (30,000). The operating procedures for the services to the migrants are different among the countries, not always completed and there is no detailed process for referral and job counselling.

The recognition of prior learning and skills has started to be implemented in 2020 for a few hundred people. It is based on testing and training certification. There is a lack of clarity of the meaning of “certification of skills” also due to the variety of systems being implemented (or not) in each country. RPL has started to be implemented for the Project in Cambodia, with the Ministry of Tourism, in Myanmar, with NSSA but has not

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<sup>19</sup> See criteria “Relevance”

<sup>20</sup> From Excel book “Y3 List of employers and workers, 17.09.20” (uncertain number for Y1, Y2)

<sup>21</sup> See the results on satisfaction survey

started in Lao PDR. In Thailand, 651 persons have been certified but there is a mix of core skills (Thai language) and technical skills (professional cleaning)<sup>22</sup>. Sometimes, the term “certification” seems to be just the delivery of a training certificate ending with a test and not an official document recognized by a national certification body (apart from those certified by TPQI).

From the visits and interviews in companies, Quizrr is appreciated and used for a few hours with the tablet provided by the Project but cannot always be kept by the migrants if they do not have a smartphone. For the same reason, the representative of the Thai ministry of labour reported that it was not possible to use Quizrr at the border. But, since digitalisation is rapidly developing<sup>23</sup> the Project is correct to support it.

#### 4.3.4 Conclusion on the effectiveness of outcome 2

The outcome 2 has 4 outputs, 9 activities with 33 indicators including 15 mentioned as “achieved”.

Output 2.1 on bilateral cooperation and Output 2.4 on building a better understanding by stakeholders can be achieved and both contribute to the outcome. Output 2.2 will be achieved based on the targets but will contribute very little to the outcome mentioning to develop skills *for an “improved employability abroad and at home”*. Output 2.3 can be achieved and contributes to the outcome. The targets on the services and counselling to migrants as mentioned in the activities 2.3.2 can be achieved but with unclear definitions of the term recognition and services and the methodology used.

The content of activities of the outputs 2.1, 2.2, 2.3 should involve more “technical skills” like sewing, hospitality, domestic work, construction in addition to the essential core skills and general knowledge in order to contribute more effectively to the outcome 2.

#### 4.3.5 Comments on outcome 3

*Outcome 3: Migrant workers, especially women, receive greater protection through strengthened policy frameworks, enhanced assistance services and safe migration information at all stages of the migration cycle*

*The outcome 1 has three outputs:*

- *Output 3.1 Evidence based and gender-responsive policies on labour migration and protection of migrants are developed and promoted*
- *Output 3.2 Migrant workers have enhanced access to effective and gender-responsive Safe Migration Services*
- *Output 3.3 Greater participation of migrant workers and their families in Safe Migration communication and self-support mechanisms*

The outcome 3 has 7 activities with 37 indicators including 14 mentioned as “achieved”.

- The indicators of the outputs mentioned as *achieved* are: participation of project partners in regional dialogue (AFML, ACMW, virtual conference organised with ADB), policy documents prepared, 88% of surveyed migrants who demonstrate improved understanding.
- The indicators of the outputs mentioned *in progress* are: TVET documents mainstreaming migration, recruitment agencies with enhanced capacity, number of women starting new business and empowered.

Ethical recruitment is promoted with workshops and training reaching employers and recruitment agencies. The IRIS certification is certainly a good tool but very few recruitment agencies are willing to get it mainly due to its cost. The target of three certified agencies can be reached. For well organised recruitment agencies, this

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<sup>22</sup> Interim Report Y3, p19

<sup>23</sup> [https://www.ilo.org/wcmsp5/groups/public/--asia/--ro-bangkok/documents/publication/wcms\\_732253.pdf](https://www.ilo.org/wcmsp5/groups/public/--asia/--ro-bangkok/documents/publication/wcms_732253.pdf)



certification is relevant, because they can get a recognition with IRIS system which could be useful to their business.<sup>24</sup>

A Shared Responsibility Framework has been presented to the Public Private Steering Committee and is due to be endorsed in January 2021. Regular meetings of the PSC will be very much needed to support the implementation of this framework.

In the four countries, technical support to impact policy and ministerial action has been successful. The support to the ASEAN is based on the involvement in the two most important forums/mechanisms for implementing the ASEAN Consensus and Declaration.

Based on the definitions, the output 3.2 could overlap with the results of outcome 2 mentioned in the Promise Review Year 3: "PROMISE provided a range of assistance to 50,137 returnee migrant workers, including immediate humanitarian relief, information and referral services for skills development and job matching "<sup>25</sup>.

#### 4.3.6 Conclusion on the effectiveness of outcome 3

The outcome 3 has 3 outputs, 7 activities with 37 indicators including 14 mentioned as "achieved".

The three outputs contribute to the outcome. Output 3.1 on the national policy support and Output 3.2 on the access to safe migration services and recruitment providers can be achieved as the targets but the remaining time of the Project is not enough to ensure sustainable change and implementation. Output 3.3. on the participation of migrant workers can be achieved.

This outcome 3 shows the results of a suitable assistance to migrants but there could be misunderstanding with the outcome 2.

#### 4.3.7 Results of satisfaction surveys

All PROMISE partners in the four countries evaluated their satisfaction level towards the Project to either 4 "very satisfied" and 3 "satisfied". They appreciate the Project because of the motivation and capacity of the teams to bring practical answers and to provide skills development, information, counselling, translated documents and video to the target groups.

The Thai employers interviewed sought training for workers on core skills and general knowledge<sup>26</sup> and translation of documents in the migrant language to support a better integration in the company.

The 73 migrants (pre-migration, migration, post-migration) interviewed are mostly satisfied but half migrants in the pre-migration stage reported they still do not feel prepared for migration. The main requests for knowledge/skills of all migrants are, at first, Thai language, then support when dealing with the recruitment agencies, financial issues and relations in Thailand with employers, knowledge of their right and duties and then specific technical skills. The questionnaire was the same for men and women.

For the 28 trainees of the cross-border hospitality component interviewed, the duration of the training seemed too short in Lao PDR (30 days in Lao PDR and 15 weeks in Cambodia). The hospitality cross-border component is successful but concerns a small number of students (total: 180 students)<sup>27</sup> and the main purpose seem to better prepare the students to work in their country of origin. If so, this does not really support safe migration.

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<sup>24</sup> From interview

<sup>25</sup> Review PROMISE, Year 3, p3

<sup>26</sup> From interviews

<sup>27</sup> From Excel book "Y3 List of employers and workers, 17.09.20"

## 4.4 Efficiency

### 4.4.1 Findings

#### Budget

The budget of 2020 was not available, thus an updated cost-effectiveness study was not possible. The situation until August 2019 shows a small share of expenses for the first two years. It will be difficult to follow this plan of expenses.

Budget	Actual Exp. Sep 17 - Aug 19	Projected Year 3 (Sep 19 - Aug 20)	Projected Year 4 (Sep 20 - Aug 21)
\$ 8,300,000.00	\$ 1,953,268.09	\$ 3,140,102.93	\$ 3,206,629.12

The share of Lao PDR is significantly less than for the other countries which is coherent with the activities.

	Thailand	Cambodia	Lao	Myanmar	Total
<b>Revised Budget</b>	\$ 4,364,205	\$ 1,326,799	\$ 889,427	\$ 1,719,569	<b>\$ 8,300,000</b>

Meetings, observation and data analysis have shown that there is a pressure on the skills development budget: The contract with some training providers (example: HomeNet, Foundation for Rural Youth, Mahidol) is short term (a few months) and with a low target of people to be trained (a few hundreds). The duration of some training is too short<sup>28</sup> and participants sometimes too numerous<sup>29</sup>.

The realisation of guidelines and policies (Private Sector Engagement Strategy, Shared Framework and Best Practice Guidelines) require an important budget (258,000 USD, 1 million Baht) but there is a high probability that they will not be used if the Project ends in 2021 as the government partners won't have time to appropriate them and develop a sense of ownership.

#### Planning

Several organisations (training providers, companies) mentioned that it took one or two years of discussions before finally starting their intervention which must be implemented in only a few months. Timeframe for the intervention of UN Women is also short. Ministries (example in Lao PDR), companies and associations expressed the lack of middle or long-term plan of training, support, activities from PROMISE, examples: a one-shot training for workers in companies or one workshop for employers' association.

COVID 19 outbreak has had high impact on the planning of activities in 2020 (see criteria "Relevance").

The partners mention the good follow up of the activities and quick response when there are requests (translations for companies, support following the COVID 19 outbreak,..).

The Project started to implement sector based working groups in 2018 but then, after more than 1 year, changed to set up a committee integrating all sectors. This Public-Private Steering Committee is supposed to "serve as a national steering committee for the implementation of PROMISE programme in Thailand"<sup>30</sup> but held its first meeting in January 2020. The PROMISE Private Sector Engagement Strategy (PSES) will be developed in year 4. Two key documents, "Good Practice Guidelines on Skills Development" and "Shared Responsibility Framework on Ethical Recruitment, Migrant Employment and Skills Development" will be ready in the last year of the Project. PROMISE team mentions that these three years were necessary to create partnership and trust among the partners but migration is not a new topic for all of them, if these documents had been ready earlier, they could have provided a vision for all activities and be promoted to support involvement of the partners.

<sup>28</sup> From interviews on Cross-border students in Lao PDR and with Thai providers

<sup>29</sup> From observation of a Thai language training course

<sup>30</sup> Interim Report Y3, p5

The Project must implement a large scope of activities reaching many kinds of organisations in four countries. It is essential to clarify the roles among them: who are the partners who manage, advise, provide services and benefit from the services? For the skills development activities only, the Project has listed a long list of 145 “skills development partners”, they seem relevant but without a long-term plan of activities.

#### *IOM management team*

An important team of 11 full time and 7 part-time persons (including regional IOM staff and managers) implement the Project. The organisation chart shows a staff of three people in the smallest country, Lao PDR, which has also, since the beginning a much lower activity than Cambodia and Myanmar.<sup>31</sup> The two project management key staff (Project Manager and M&E Reporting Officer) changed end of 2019 and early 2020. There were also staff turn-over in the home countries (Lao PDR end of 2019). Project management modalities have been adjusted and seem coherent while giving autonomy at the country level.

#### *Project management with the partners*

The PAC in Thailand and the three national advisory committees providing feedbacks on the activities and adjustments meet once a year. This frequency does not allow a real monitoring of all activities. These PACs seem to have three roles at the same time: act as a steering committee at policy level, provide advices on migration issues and review the implementation of the Project. It should be more focused. Private and public partners, including SDC, expressed the needs to have more regular exchanges on the projects<sup>32</sup>.

There are no organized regular sharing activities among the teams of partners of each country (ministry, companies, institutes,...). IOM Thailand is making the consolidation.

#### 4.4.2 Conclusion on the efficiency

The share of budget allocation for training activities seems small. There could be issues of disbursement in 2021 due to the low level of activities and budget spending in 2017-2019.

The Project management had to adjust to IOM staff turn-over and seems now suitable within IOM team. Committees and partners are involved. Responses of PROMISE teams during activities are quick and appreciated.

There is an issue of efficiency for the planning:

- Activities have been delayed or adjusted following the COVID outbreak but even before it, preparation has taken a long time. There are many “partners” but their responsibility in the Project is not clear and some key partners request a more regular follow up and to have middle term or long-term plans.
- It takes time to build trust among the partners on migration subjects but the main structure and documents to drive the vision and activities of PROMISE come only at the year 3 and 4 of the Project.

Overall, based on the goal of the Project, “Improved conditions, protection..” can be achieved for thousands of migrants then the Project is efficient but “improved employment opportunities leading to poverty reduction..” could only be achieved for a few hundred migrants then the Project is not efficient on this point.

## 4.5 Impact

### 4.5.1 Findings

Input for the legislations and laws concerning migration and foreign workers have been produced in the four countries as well as recommendations for the TVET plans, strategies, working groups. Recommendations are made during the participations in the AFML and ACMW conferences.

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<sup>31</sup> Review of Interim Report Y1, Y2, Y3

<sup>32</sup> From interview

The participation of the partners (companies, training providers, recruitment agencies) to training, seminars, meeting certainly helped to change their vision and can make them more aware of the situation and needs of migrants.<sup>33</sup> At the policy level, the impact evaluation can be made at the end of Year 4 after the implementation of the three key documents (good practice guideline, shared framework, strategy) and the activities of the working groups. The PSC plan to meet four times a year which seems essential to bring a sustainable impact.

Several persons interviewed in Thai associations, companies and ministries mentioned that the main strength of PROMISE is to bring training and practical support more than to have an impact at the policy level. This is appreciated by all partners met who need help to transfer the laws at the operational level. ILO is more perceived working at the policy level because of its long-term involvement, its bargaining power and international network of members.<sup>34</sup>

Some representatives of the ministries met in the four countries mentioned that they have meetings just to share ideas but not to support the Project implementation. They were not aware of the details of the Project. The frequent rotation of the government officials could explain this feedback and lack of information.

#### 4.5.2 Conclusion on the impact

In the four countries and at the regional level, documents, recommendations, technical supports have been produced at the policy level<sup>35</sup>. They can generate higher level effects.

There is a short-term impact of the Project evaluated with the participation of all partners to the activities of the Project (seminars, training, workshops, meetings). A second phase is planned and will be essential to generate an impact at higher level.

The image and strength of the Project seem to be more its operational and practical approach than the impact at the policy level.

### 4.6 Sustainability

#### 4.6.1 Findings

If the Project ends its financial support, the formal sector employers (construction, manufacturing, hospitality) could pay for the training and information to migrants on topics like working conditions, duties and rights, Thai language. They could be even more motivated if their customers, especially well-known brands, require evidence on the workers conditions and deliver certifications like Responsible Business Alliance (RBA), Business Social Compliance Initiative (BSCI). A few recruitment agencies might try to get the IRIS certification. Local MRC and CSO receive part of their budget from the government but it would not be enough. TVET institutions in the countries of origin can continue to deliver the migration topics in their program but more trainers and teachers need to be trained, a local partner or international organisation might find it interesting to support this training of trainers. The recognition of prior learning and skills for migrants might continue in Cambodia and Myanmar but it is highly uncertain in Thailand as TPQI might have other priorities and RPL will not start in Lao PDR. ASEAN will continue to receive the support on migration from TRIANGLE for the next 6 years.

At the Project level, the targets include many activities such as seminar, workshops and training of the partners. Some follow up activities happen (Line group follow up, email, meetings) but there are no targets in terms of systematic coaching, mentoring, regular monitoring activities to support the sustainable implementation of knowledge and new behaviours gained from these training.

Until now, the ministries have provided input based on the needs of the Project especially in the PAC but without supporting the Project management on a more systematic basis. In Thailand, there are mainly three

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<sup>33</sup> From interview in the company

<sup>34</sup> From interviews

<sup>35</sup> See criteria "Effectiveness"

departments of the Ministry of Labour involved with PROMISE and the Department of Skills Development is mentioned as the focal point. Representatives of these three departments interviewed have mentioned a participation to 2-4 meetings per year but only for “sharing knowledge”.<sup>36</sup> If the Project stops, the ministries in the four countries will continue to implement new strategies, internal workshops and seminars including or not the migration issues, with the support of the two ILO projects but not addressing all the outcomes/outputs of PROMISE especially skills development.

The policy and strategic documents (Shared Framework, Best Practices Guidelines, Private Sector Engagement Strategy) need to be owned by a government structure otherwise it is likely that they will not be used and implemented after the Project. The Project wants to build the foundation for a permanent PSC supporting the work of working groups<sup>37</sup> and overseeing the implementation of the PSES. Meeting four times per year will be the minimum to support sustainability. The time remaining in the phase 1 is not enough to have sustainability, to succeed, the Project needs a second phase.

#### 4.6.2 Conclusion on the sustainability

All people interviewed are motivated and capable to continue but, if the Project stops, only Thai companies and governments could have some financial resources to support training initiatives, RPL (especially in Cambodia and Myanmar) and the MRCs. The national and regional policy levels support will continue under ILO projects. The time until the end of phase 1 is too short to build a sense of ownership of the Project by the partners and the PSC supporting the dissemination of strategy, framework and good practices prepared.

Building the sustainability of this kind of Project takes time but significant numbers arrive very late (only end of year 3). A second phase after 2021 is needed and will have to take into account the situation generated by the COVID 19 pandemic.

A quicker implementation at the beginning, the involvement of key partners in the monitoring of the Project and systematic coaching and monitoring activities could have created a better sustainability.

### 4.7 **Cross cutting issues**

#### 4.7.1 Findings

Promise has an overall focus on women migrant workers. Some data disaggregate the male and female participation but there is no consolidation at the Project level to fully understand the participation of women. The total training activities within three years in CLMT mentioned a similar number of men and women trained: total of 1965 (women: 959).<sup>38</sup> Returning migrants supported include more men (example in Y3: 30,656 with 20,933 men)<sup>39</sup>. Based on the reports, it is noted that, often, in the policy level meetings, there are more men and in the technical activities or workshops, there are more women. In the community outreach activities, more women participate because men are engaged in income generation activities. The number of skill certification and training in Thailand shows higher proportion of women.<sup>40</sup>

Within the four professional sectors, two of them provide traditional jobs for women: domestic work and hospitality. Specific training programs for technical skills are being implemented, core skills are also developed including on the interesting topic of leadership for domestic workers to help them to create networks of women. Some industries in the Thai manufacturing sector like garment have more women but the Project did not target

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<sup>36</sup> From interviews

<sup>37</sup> From TOR

<sup>38</sup> Data from the IOM team

<sup>39</sup> Interim Report Y3, p23

<sup>40</sup> See criteria “Effectiveness”

specific industries. The construction sector employs mainly men, but the proportion of women is high and can be up to 40%.<sup>41</sup>

The activities supporting women empowerment and entrepreneurship have just started under the UN Women partnership.

The importance of gender equality and women empowerment were highlighted by stakeholders interviewed. During the outreach campaign events, messages related to social stigma and barriers for women were explained followed by encouragement for women empowerment and their participation in economic development.

#### 4.7.2 Conclusion on Gender

The intervention supports gender equality through the selection of sectors having a high proportion of women workers and specific activities for women which will be further implemented in the last year.

The Project has a priority to ensure that women represent 50 % in all activities and seems to succeed as mentioned for most of the activities but there is no overall consolidated sex disaggregated data.

## 5 Recommendations

### 5.1 Strengths, recommendations for the end of phase 1

*The Project has strengths:*

- Its overall relevance and the motivation of stakeholders;
- The effectiveness of the activities of information, counselling, support to the migrants in pre-migration, during migration, post-migration;
- The positive feedback on the dedication of the teams to support quickly the activities and partners;
- The adjustment of the activities to cope with the COVID 19;
- The support at the policy level in the four countries.

*But the review team makes the following practical and short-term recommendations for the end of phase 1:*

- Split the targets of skills development (technical, core, general information), clarify the method of skills recognition;
- Continue to provide the essential core skills (example: Thai language) but try to focus on sectors (construction, domestic work) where technical skills can be developed and transferred in other companies and in the country of origin;
- Implement coaching and mentoring activities for trainers of providers, staff of MRC, internal trainers in companies, staff in the recruitment agencies in order to increase sustainability;
- Strengthen the use of online learning and meeting to provide more flexibility and regular follow up;
- Implement several PSC meetings to ensure a quick validation of the Private Sector Engagement Strategy, Good Practice Guidelines and Shared Responsibility Framework, then follow up the plan and monitor the implementation, include the review of the Project in the agenda.
- Make or strengthen action plans with other partners, especially those under SDC funding, and use their experience on topics like integration of migration topics in the existing programs, skills development opportunities, links between skills and jobs or income generation, RPL or competency assessment.

These activities can be implemented but depending on the evolution of the COVID 19 outbreak.

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<sup>41</sup> <https://www.thenationalnews.com/world/asia/challenges-of-thailand-s-female-migrant-construction-workers-1.660437>

## 5.2 Recommendations for a CLMT Migration Project Phase 2

### 5.2.1 Introduction

The Project goal is “Migrants, especially women, from CLM have improved employment opportunities and conditions, particularly in Thailand, through enhanced skills and protection, leading to poverty reduction in communities of origin” and can be kept for the second phase because it shows the specificities of the PROMISE Project but the outcomes, outputs and activities should be better aligned, especially skills development and recognition.

We propose below the key components of a second phase project following the three steps of migration (pre-departure, in-country/during migration, return and reintegration). Many activities mentioned below are already done under PROMISE and should continue because they are essential for migrants at their different stages.

#### *Feasibility study*

In order to identify best practices and existing guidelines, training packages, methods, a review of existing skills development and migration projects could be made.<sup>42</sup> There would be a special focus on partnership with other SDC financed projects in CLM.<sup>43</sup> International partnerships for co-financing would be discussed and, on case by case, set up with, for example, the following organisations:

- The Thai International Cooperation Agency supporting Thai cooperation in the region with a budget of 345 million Baht (11 million USD) in 2018. The top three countries receiving support are Cambodia, Lao PDR and Myanmar then TICA will be keen to work on a migration project. TICA has the experience of implementing tripartite projects and usually finances training, education and human resources development in Thailand or in the targeted countries.
- ILO as the program Safe and Fair ends in 2022.
- Other countries like Canada ending its present support for ILO TRIANGLE in 2021.

Based on the experience of the first phase, this review report and the partnerships, the logframe could be prepared with outcomes which can follow the three phases of migration below. The key stakeholders should be involved in this preparation.

### 5.2.2 Preparation before migration

The interventions of the Project to prepare migrants in their country of origin can be split in three parts: outreach, core skills training and providing migration subjects in TVET programs.

Providing information on safe migration and reintegration is essential and should continue.

The Project should build the capacities of recruitment agencies, MRC and CSO to deliver targeted core skills training when the migrants wait for their departure. Topics can include Thai language, safe migration, the Thai working context in the selected sector, Thai culture, the life in a company including rules, rights and duties, personal life (setting personal goals, strategies, financing, remittance). Representatives of large Thai companies can support as they usually go to the CLM countries to select and provide some orientation.<sup>44</sup> IRIS certification would continue to be promoted.

The Project would support the inclusion of the subject of safe migration into TVET and skills development programs, employers’ associations and local communities’ activities, especially those supported by SDC.

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<sup>42</sup> For example: SAAMBAT Project in Cambodia, GIZ, ADB and Lux Dev initiatives in Lao PDR, a future EU project on migration, the ILO-Korea project for CLM countries.

<sup>43</sup> For example, the Swisscontact project VTESS in Lao PDR or the VSDP in Myanmar

<sup>44</sup> From interview with STECON



### 5.2.3 Migration in Thailand

#### *Arrival*

The Project could strengthen the orientation at the arrival in Thailand in cooperation with the Thai authorities especially the Ministry of Labour.

#### *Skills development*

Like in the Phase 1, the Project could support migrant workers in the three sectors: construction, manufacturing, service. In the manufacturing sector, the Project could select industries having a high demand of migrant workers but also where the workers have opportunity to learn technical skills transferable to other companies in Thailand or the country of origin (example: garment). Overall, Myanmar workers are often employed in construction, seafood industry, domestic work; Cambodian workers in various manufacturing industries, construction sector and Lao workers in the service sector (domestic work, hospitality).

Thus, the Project could target in priority: hospitality, construction, domestic work, garment industry and eventually other industries in manufacturing to be confirmed during the feasibility study.

The Project would support decent work for the migrants and help building the autonomy, well-being and social integration of the migrants, especially women, with core skills training and information sessions.<sup>45</sup> As these training modules will be similar among all companies, the Project could prepare them and build the capacity of the companies to implement by themselves (training of trainers). The Project could, eventually, select the skills in the list of ILO Regional Model of Competency Standards for Core Competencies<sup>46</sup>, adjust them as needed to build the corresponding training packages.

Practical support to the companies like documents, media, video in the languages of the migrant workers can be provided with cost sharing between the company and the Project.

#### *Certification of skills in Thailand*

In Thailand, there are mainly three possible systems of qualifications with their own modalities of certification and assessment<sup>47</sup>: 1) Various qualification from the ministries corresponding to a degree and diploma; 2) DSD skills standards from the MoL; 3) Qualifications from the TPQI. Thai companies do not use often the DSD standards and TPQI professional qualifications to upgrade their workers then the Project can hardly ask the companies to use them for migrants. Large companies have their own internal certification system.<sup>48</sup> The Project could use the DSD standards if the sectors correspond to the ones piloted in the Mutual Recognition of Skills (MRS) ASEAN project (jobs in construction, tourism and hospitality), if there is no DSD standard for domestic workers, the TPQI qualification can be used.

The Project could ask the companies employing migrants to deliver a certificate mentioning clearly the tasks implemented at work with a template of certificate included in the “Good Practice Guidelines”.

The Project could be involved in the present MRS work lead by ILO if the selected skills correspond to the present MRS pilot projects (selected jobs in construction, tourism, hospitality).

### 5.2.4 Return and reintegration

The Project wants to support decent work in the country of origin using skills gained in Thailand. These propositions concern mainly migrant workers returning officially from Thailand.

At first, upon return to the home country the basic needs would be addressed: temporary shelter and medical services. Initial assessment would help to identify if there have been issues of exploitation, violence or abuse

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<sup>45</sup> Examples of topics: Thai language, English language, Thai culture, OHS in the company, management of remittance and finance, gender and social issues, accessing Thai essential services (health, legal, social protection), communication and negotiation.

<sup>46</sup> [https://www.ilo.org/asia/publications/WCMS\\_420961/lang-en/index.htm](https://www.ilo.org/asia/publications/WCMS_420961/lang-en/index.htm)

<sup>47</sup> [https://asean.org/storage/2017/03/TH\\_final-ref-report-clean.docx.pdf](https://asean.org/storage/2017/03/TH_final-ref-report-clean.docx.pdf)

<sup>48</sup> Examples: two construction companies met in Thailand



which should be addressed with legal assistance and compensation. The private sector including financial institutions could be contacted to support “Start-up and return with dignity grants” for recent returnees in need of financial assistance and they should have opportunities to share their experiences. Then six activities towards skills development, certification and employment would be supported and promoted:

1. At the arrival, MRC provides counselling to define skills need and career orientation. This counselling should be based on a precise list of activities and a specific method and procedure.

Based on the results of this first step of orientation, the migrant can follow various activities:

1. Participation to a technical skills training to reinforce skills gained during migration.
2. Assessment implemented in assessment centres. If the country does not have a national RPL system then the procedure are prepared with relevant local organisations.
3. Follow up by the MRC: coaching, referrals, follow up, link with job centres.
4. Peer support and networking opportunities especially for women.
5. Participation to programs like “Create your business program” including training on entrepreneurship, seeds fund, mentoring by other business owners, follow up/coaching during several months...

#### 5.2.5 Cross-cutting topics

##### *Gender*

The work is gendered with women dominating in some sectors such as seafood industry, garment, small electrical or computer parts assembly, domestic work, although women are increasing in others such as construction. The Project could ensure that women have access to jobs based on their interest (including in non-traditionally women dominated sectors), and market needs.

The focus on equal participation of men and women in training and skills development would continue and be encouraged, disaggregated data will be provided. However, barriers to women’s participation must also be removed. For example, the burden of unpaid family care responsibilities often falls on women, limiting their opportunities.

Gender issues of the migrant workers would be included in the technical support for policy documents.

##### *Project management and structure*

The Public Private Steering Committee in Thailand has already started. The objectives mentioned in the TOR<sup>49</sup> are at the policy level and not for the Project management. An important role should be to support the implementation of the good practice guideline and shared responsibility framework. Meeting four times per year seems suitable. 19 organisations and “other companies” are members, it is a big number. The more there are participants, the more the committee meeting has the risk to become just a “knowledge sharing” platform without a strict follow up of action plans. The association of recruitment agencies, not mentioned as member, should be included as well. The agenda of the meeting should include a systematic reporting on the Project implementation to build a sense of ownership.

Many PAC members are also in the PSC. Thus, the PAC could be restructured to focus on the Project management including only SDC, IOM, UN Woman, ILO with meeting two times per year.

A 2-year plan would be signed with the providers and companies to plan all activities, especially skills development.

The priority should be to select a few partners but make long term plan in order to provide success stories.

The future sustainability, essential for the second phase, would be supported with five components: 1) involvement of the stakeholders in the definition and management of the second phase; 2) coaching and mentoring of the institution’s trainers, providers, recruitment agencies and MRC staff; 3) training of trainers

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<sup>49</sup> TOR of the Public Private Steering Committee

(not only in training institutes but also in companies); 4) PSC meeting; 5) regular regional workshops among the key partners of the four countries in order to share experience, knowledge, technical tools and strengthen motivation.

*Policy level*

The Project would continue addressing all relevant policies of migration but increasing the focus on reintegration.

At the regional level, the Project would keep participating to the AFML in collaboration with ILO.

## Annexes

## Annex 1: TOR of the Review

### Terms of Reference

#### Review of Regional Project, Phase 1

“Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement” in Cambodia, Lao People’s Democratic Republic, Myanmar, and Thailand (PROMISE)

#### 1. Overview of the Assignment

<b>Title of assignment:</b>	Review of PROMISE Phase 1
<b>Objectives:</b>	1) Assess relevance, coherence, effectiveness, efficiency, impact and sustainability of PROMISE phase 1 2) Provide strategic orientation and suggestions for the design of Phase 2
<b>Duration of the assignment</b>	76 working days (international and national consultants)
<b>Start date:</b>	5 <sup>th</sup> October 2020
<b>End date:</b>	31 December 2020
<b>Location:</b>	Thailand, Cambodia, Laos PDR, Myanmar
<b>Number of experts</b>	One international consultant, one migration expert 3 national consultants (Cambodia, Myanmar and Laos PDR)

#### 2. Introduction and rationale

To promote accountability, to enhance learning and documentation and to gain strategic advice, the Swiss Agency for Development and Cooperation (SDC) is commissioning a review of phase 1 of its regional programme PROMISE. This programme is implemented in Cambodia, Laos, Myanmar and Thailand under the framework of the current Mekong Region Cooperation Strategy (MRS) 2018-2021: in this strategy skills development and employment in the Mekong Region is part of one of 3 domains of interventions. PROMISE shall contribute to the following domain objective for the region: Unskilled and low skilled women and men enjoy safer working conditions and better access to employment.

While PROMISE is a regional programme of the MRS 2018-2021, SDC is also funding several skills development and employment projects implemented at national level in Cambodia, Laos and Myanmar.

PROMISE has an overall duration of 9 years with a budget of roughly 17 million CHF. Implementation of Phase 1 started in September 2017 after a planning/inception phase since November 2015. Phase 1 will end in August 2021 and be followed by a phase 2. The implementing agency is the International Organisation of Migration Thailand (lead) together with UN Women.

#### 3. Background

The PROMISE programme has been initiated in order to contribute to the following two outcomes of the regional skills development and employment domain of the SDC Mekong Region Strategy 2018-2021:

*1. Mekong Region countries protect and promote the rights of unskilled and low skilled workers and workers are able to claim their rights, 2. Better skills for migrant workers and information on safe migration practise lead to*

*more decent working conditions, safe migration and increased income, contributing to better social and economic conditions in sending communities.*

Migrants from Cambodia, Lao PDR and Myanmar (CLM) working and living in Thailand account for 58% of all migrants in ASEAN. The number of migrants in Thailand from CLM is estimated at 4 million, with women accounting for nearly 50% of all migrant workers. Migration to Thailand has become a poverty reduction strategy for marginalized households in CLM. It has positive impacts on the socio-economic conditions of societies and economic growth in both countries of origin and destination. Thailand's aging population will lead to a labour shortage and create a shortfall of 4.7 million workers by 2020; the demand for migrant workers is projected to increase. How COVID will affect this trend in the medium and long term remains to be seen.

The low educational and skill levels of CLM migrants have a negative effect on their wages, saving rates and remittances. Although only recording remittances sent through official channels, official remittance data can illustrate the potential gains of deploying higher skilled labour to higher wage jobs abroad. While many migrant workers are not able to access effective protection and support services, skills development is a direct intervention with positive impacts on migrant worker households. Skills development is not only a way to enhance employability through vocational training, but also provides an opportunity to integrate specific skills related to migration cyclical planning and protection. As most low-skilled migrant workers typically start their employment without any prior skills training, there is ample room to improve the process.

### **Goal of PROMISE Phase 1:**

*Migrants, especially women from Cambodia, Lao PDR and Myanmar have improved employment opportunities and conditions, particularly in Thailand, through enhanced skills and protection, and that this will lead to poverty reduction in communities of origin.*

PROMISE shall achieve this overall goal with the following three outcomes :

**Outcome 1. RESPONSIVE:** Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners. The private sector engagement has established dialogue and partnerships between employers in Thailand and skills providers from CLM, addressing market demand and skills gaps related to migrant workers by establishing sector working groups.

**Outcome 2. INCLUSIVE:** Migrant workers, especially women, enjoy greater access to skills development in target sectors through affirmative action, leading to improved employability abroad and at home. This aims to integrate migrant workers, particularly women, in existing skills programmes. Direct cross-border collaboration between skills providers in CLM and employers in Thailand has been operationalized. At the same time, PROMISE will capitalize on recent progress in Thailand that permits CLM migrant workers to participate in existing skills development schemes.

**Outcome 3. PROTECTIVE:** Migrant workers, especially women, receive greater protection through strengthened policy frameworks, enhanced assistance services and safe migration information at all stages of the migration cycle. The return and reintegration address the strong need to broaden opportunities for returning migrants to use their skills and invest their social and financial capital productively upon return. PROMISE has addressed this with improved access to information, counselling, skills certification, job placement and entrepreneurial support upon return, and through capacity building of existing migrant support services in CLM.

Many of the skills development interventions are being implemented in Thailand, while some skills development interventions in the hospitality sector are also implemented in selected target provinces in CLM with high migration and poverty rates. An important focus of PROMISE is on the reintegration of returning migrants through job matching services and post-return counselling. It is anticipated that nearly 300,000 prospective and

returned migrants will be reached over four years through the different project components. The project focuses on four selected target sectors: hospitality, domestic work, manufacturing and construction.

At the policy level, PROMISE is collaborating with the International Labour Organization (ILO) to support available protection frameworks at regional and national levels. At the institutional level, the project is enhancing the capacity of recruitment agencies to comply with ethical recruitment models, and of civil society organizations to provide better assistance to migrants. At the individual level, PROMISE is supporting migrants and their communities to prepare themselves better in terms of financial planning and self-protection.

Through the application of a balanced approach between micro, meso and macro-level interventions, PROMISE is working to improve coordination and collaboration between project stakeholders at provincial, national and international levels. Gender inequality and discrimination exist at all stages of the migration cycle and needs to be addressed by a gender-responsive approach mainstreamed through all project outputs, activities and stakeholder engagement. The project has a strong focus on poverty reduction of vulnerable migrants from disadvantaged socio-economic backgrounds. The project's main target beneficiaries are migrant workers, particularly women, from CLM at all stages of the migration process, whether regular or irregular.

The duration of PROMISE phase 1 is four years (01 September 2017 to 31 August 2021) with a budget of CHF 8,300,000. Project partners include Ministries of Labour, Ministries of Tourism, Ministries of Education, ILO, NGOs, skills training providers and the private sector incl. recruiting agencies in Cambodia, Lao PDR, Myanmar and Thailand.

#### **4. Objectives of the Review**

This assignment has two objectives

- 1) The review will assess the overall performance of the PROMISE Phase 1 - implemented since September 2017 - along the OECD's DAC criteria<sup>50</sup>: relevance, coherence, effectiveness, efficiency, impact and sustainability.
- 2) The review is critical for SDC, IOM and relevant stakeholders for the design of phase 2. It will provide strategic orientation and suggestions for the design of the Phase 2 (2021-2025), incl. recommendations for adjustments where considered necessary.

The Review of the PROMISE will cover all the three outcome areas as articulated in the results and monitoring framework. The Review will assess progress in achieving the expected impact and outcomes and analyse the effectiveness of various approaches to achieve results at impact and outcome level. The review will clearly identify facilitating and constraining factors, as well as assess the concrete contribution to the goal of the project. The review will also carefully consider gender and governance as transversal themes. This will help to identify gaps and make relevant recommendations to improve the regional project processes to deliver results in a coordinated and collaborative manner.

Changes due to project interventions are expected at three levels:

- 1) at the level of people (beneficiaries); migrant workers from CLM in Thailand as well as migrants returning from Thailand to CLM.
- 2) at the level of policies, legal frameworks and systems
- 3) at the level of institutions and key actors by strengthening and building their capacities

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<sup>50</sup> Detailed descriptions of the criteria can be found at:  
<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

### Some aspects and guiding questions to be addressed:

1. Analyse the project approach/strategy and the various interventions with respect to the six OECD DAC criteria (see objective 1).
2. Assess the effectiveness of the implementation modalities to achieve changes and results, including modalities of collaboration with the governments, training providers, the private sector (employers, recruitment agencies) and NGOs. Implications of findings for phase 2?
3. Assess the extent of contribution and level of ownership from CLMT governments and private sector as key conditions for sustainability. Implications of findings for phase 2?
4. Who are the key drivers of change to promote skills development and recognition of skills for migrant workers before, during and after migration in CLMT? What should be the roles of the private recruitment agencies in CLM and employer associations in Thailand to promote skills development for migrant workers?
5. What are the most effective forms of collaboration and modalities to support migrant workers on skills development and skills recognition? Should the project engage more skills providers, NGOs and private sector in CLMT for the phase 2? Who are they?
6. To what extent has the project strengthened the capacity of the relevant institutions to address TVET and migration?
7. Are employers and migrant workers satisfied with the training or supports provided by the project? Is there more demand from their side? If so, what are these demands and needs?
8. Is PROMISE targeting the relevant key sectors with skills development interventions to enhance employment opportunities and income of migrant workers?
9. Which interventions of PROMISE should be continued or expanded, reduced or removed?
10. What changes has the project made at the policy levels of CLMT?
11. Analyse the contribution to and linkages with ASEAN policies, instruments and coordination mechanisms, in particular with regard to migration and skills development of migrants. Assess the contribution of PROMISE to enhance the regional platforms, including regional coordination with the ASEAN Forum on Migrant Labour. Should the project further support such regional platform/mechanisms?
12. Assess the response of PROMISE to the effects of COVID in the current phase and any needs for strategic reorientation in phase 2.
13. Provide a SWOT analysis of IOM as the implementing partner of the regional project PROMISE.
14. Assess the role of UN Women in the project, its efficiency and effectiveness in contributing to the outcomes and overall goal
15. Assess the relevance and effectiveness of project governance structure and steering mechanisms of PROMISE, at country levels as well as at regional level. Implications for phase 2?
16. Assess the coordination among the 4 country team for the management and the implementation of the region programme PROMISE.
17. Explore additional potential partners and their interest to engage in the implementation of Phase 2 in order to increase efficiency, effectiveness and sustainability. Thailand International Cooperation Agency (TICA) has already been identified as one of them.

18. Assess synergies or duplications in term of sectors and interventions between PROMISE and other (regional) projects such as ILO Triangle project, EU Safe and Fair project. Implications? Assess synergies or duplications (including sector, thematic focus) between PROMISE and SDC country skills development projects in CLM.

This list of questions is not exhaustive and shall be discussed during the elaboration of the concept in consultation with SDC offices in Cambodia, Laos and Myanmar as well as with the implementing partners IOM and UN women.

## 5. Scope of Tasks

The consultant team will perform the following tasks:

1. Conduct desk review of relevant PROMISE documents, such as ProDoc, original and revised LogFrame, annual reports, annual work plans as well as other documents related to migration and TVET from CLMT and ASEAN.
2. Elaborate a concept note and roadmap for the Review, including methodology, work plan, and the proposed meetings, field visits, in close coordination with SDC Cambodia and IOM office Bangkok.
3. Field mission with interviews and meetings with relevant PROMISE beneficiaries, key stakeholders and partners in CLMT, such as migrant workers, relevant ministries, private sector (employers, recruitment agencies), training providers, SDC partners, Development Partners, NGOs and also ASEAN staff who are responsible for migration and TVET. Special attention in Thailand shall be given to TICA as a potential partner in phase 2.
4. Review report of max. 25 pages (excluding annexes). The report includes:
  - an executive summary of 3 pages
  - Key findings with respect to the evaluation criteria (see objective 1) incl. an assessment of strengths, weaknesses, opportunities and threats of the regional project
  - Conclusions, recommendations and strategic orientation for phase 2
  - Details of methodology shall not be provided in the main text, but in an annex
  - the TORs for this review in an annex
  - the SDC Assessment Grid Evaluation template filled in by the team leader as an annex

## 6. Team requirements and responsibilities

The assignment is to be executed by a team combining international and national experts. The Team will comprise experts with the following professional and thematic competencies:

**International Team leader based in Thailand:** a senior international expert with university degree and several years of experience in development cooperation, project evaluation and design as well as proven team management capacities. Thematically s/he has solid experience in skills development/TVET and migration, a solid understanding of social inclusion, gender relevant aspects of migration and interlinked socio-economic challenges. In addition, s/he has depth knowledge and understanding of regional dynamics and trends in the Mekong region and ASEAN. As a team leader, s/he has the overall responsibility of the Review. Furthermore, the international team leader will be also responsible for conducting the review part in Thailand.

**3 national consultants based in Cambodia, Lao PDR and Myanmar** with expertise and knowledge in TVET and migration and the relevant national policies as well as established contacts with key stakeholders from government and the private sector. The national consultants are required to have proven experience in development cooperation, project evaluation and design. They are expected to be familiar with concepts of social inclusion and gender equality.



The team shall include male and female members.

## 7. Deliverables and duration

Deliverables	Deadline	Days International Team Leader	Days Migration Expert	Days National Consultants
<b>Concept submitted to SDC</b> <ul style="list-style-type: none"> <li>- Review relevant documents</li> <li>- Prepare and present concept for the Review</li> <li>- Incorporate feedback from SDC and finalize the concept</li> </ul>	15.10.20	5	7(detailed tasks for of migration expert in the attached)	9 (3 day each)
<b>Field mission (October till Mid November)</b> <ul style="list-style-type: none"> <li>- Meetings and interviews with key stakeholders/beneficiaries, field visits</li> </ul>		10		24 (8 days each)
<b>Presentation of key findings</b> <ul style="list-style-type: none"> <li>- Organise and Facilitate an online meeting and present the key findings to SDC, IOM and UN women</li> </ul>	In the 2 <sup>nd</sup> week of November	0.5 day		1.5 days (0.5 each)
<b>Elaborate Draft report (October till end of November)</b>		5		7.5 (2.5 days each)
<b>Submission of Draft Review Report to SDC</b> <ul style="list-style-type: none"> <li>- Submit draft Review report</li> <li>- Feedback from SDC to Draft report</li> </ul>	30 November			
<b>Final Review report</b> <ul style="list-style-type: none"> <li>- Finalize the Review report, incorporating the feedback from stakeholders, especially from SDC.</li> </ul>	End of December	2.5		3 (1 day each)
<b>Total</b>		<b>23 days</b>		<b>8 days</b>

The detailed work plan with dates, schedules, and meeting agenda will be discussed with SDC office in Phnom Penh and IOM Bangkok.

## 8. Budget and Contract

The team leader will provide the overall budget as per SDC budget template in US\$. The budget shall include the fees of all the consultants, the expenses for accommodation and meals (lump sum) and travel costs.

SDC will have one contract with the team leader / team leader's company covering the full mandate. The team leader / team leader's company will have the responsibility to contract the team members.

## **9. Reporting and logistics**

The team leader will report to the Head of Program / Regional Advisor for Employment and Skills Development at the SDC office in Phnom Penh. The team members will work under the guidance of the team leader. Administrative and logistical support will be provided by the respective coordination offices of IOM and SDC in Cambodia, Laos and Myanmar and Thailand.

## **10. Application**

Interested candidates are kindly requested to send the following documents to the Swiss Agency for Development and Cooperation (SDC) in Cambodia at [va.ros@eda.admin.ch](mailto:va.ros@eda.admin.ch)

1. Letter of interest (cover letter) from the international consultant as a team leader with indication of applicant's understanding of the mandate and ability to perform the tasks
2. CVs of all team members
3. 1-2 reports of similar assignments, and
4. Financial proposal (fees, in-country traveling, meetings and other costs). Please see the budget template.

**Deadline: 28 August 2020**

**Decision on offers will be taken beginning of September. The contract shall be signed in early October.**

### **Annex to the TORs:**

- Budget template
- Mekong Region Strategy
- Fact Sheet PROMISE

### **Documents to be provided by SDC and IOM and UN Women for the consultancy:**

- Project Document PROMISE, Result Framework
- PROMISE progress reports
- Project Advisory Committee minutes
- ASEAN instrument on promotion and protection of rights of migrant workers
- SDC Assessment Grid Evaluation
- Other documents (tbc)

## Annex 2: Alignment between Questions of the TOR and Review Content

Questions in the TOR	Reference in the Review
1. Analyse the project approach/strategy and the various interventions with respect to the six OECD DAC criteria (see objective 1).	Overall Review
2. Assess the effectiveness of the implementation modalities to achieve changes and results, including modalities of collaboration with the governments, training providers, the private sector (employers, recruitment agencies) and NGOs. Implications of findings for phase 2?	Chapter: effectiveness, sustainability (government), effectiveness and sustainability (private sector, providers), recommendations
3. Assess the extent of contribution and level of ownership from CLMT governments and private sector as key conditions for sustainability. Implications of findings for phase 2?	Chapter: sustainability
4. Who are the key drivers of change to promote skills development and recognition of skills for migrant workers before, during and after migration in CLMT? What should be the roles of the private recruitment agencies in CLM and employer associations in Thailand to promote skills development for migrant workers?	Chapter: effectiveness, relevance
5. What are the most effective forms of collaboration and modalities to support migrant workers on skills development and skills recognition? Should the project engage more skills providers, NGOs and private sector in CLMT for the phase 2? Who are they?	Chapter: recommendations
6. To what extent has the project strengthened the capacity of the relevant institutions to address TVET and migration?	Chapter: efficiency and effectiveness
7. Are employers and migrant workers satisfied with the training or supports provided by the project? Is there more demand from their side? If so, what are these demands and needs?	Chapter: relevance, effectiveness
8. Is PROMISE targeting the relevant key sectors with skills development interventions to enhance employment opportunities and income of migrant workers?	Chapter: relevance, effectiveness
9. Which interventions of PROMISE should be continued or expanded, reduced or removed?	Chapter: recommendations
10. What changes has the project made at the policy levels of CLMT?	Chapter: impact
11. Analyse the contribution to and linkages with ASEAN policies, instruments and coordination mechanisms, in particular with regard to migration and skills development of migrants. Assess the contribution of PROMISE to enhance the regional platforms, including regional coordination with the ASEAN Forum on Migrant Labour. Should the project further support such regional platform/mechanisms?	Chapter: relevance, coherence, impact, recommendations
12. Assess the response of PROMISE to the effects of COVID in the current phase and any needs for strategic reorientation in phase 2.	Chapter: relevance, recommendations
13. Provide a SWOT analysis of IOM as the implementing partner of the regional project PROMISE.	Chapter: conclusion (SWOT of the Project provides information on IOM)
14. Assess the role of UN Women in the project, its efficiency and effectiveness in contributing to the outcomes and overall goal	Chapter: relevance, coherence
15. Assess the relevance and effectiveness of project governance structure and steering mechanisms of PROMISE, at country levels as well as at regional level. Implications for phase 2?	Chapter: impact, sustainability, recommendations
16. Assess the coordination among the 4-country team for the management and the implementation of the region programme PROMISE.	Chapter: efficiency
17. Explore additional potential partners and their interest to engage in the implementation of Phase 2 in order to increase efficiency, effectiveness and	Reports from TICA, Canada, Australia sent to SDC

sustainability. Thailand International Cooperation Agency (TICA) has already been identified as one of them.	
18. Assess synergies or duplications in term of sectors and interventions between PROMISE and other (regional) projects such as ILO Triangle project, EU Safe and Fair project. Implications? Assess synergies or duplications (including sector, thematic focus) between PROMISE and SDC country skills development projects in CLM.	Chapter: coherence

## Annex 3: Planning of the Review Implementation

Deliverables Activities	Timeframe
Signature contracts	October 12 <sup>th</sup>
<b>1. Concept note validated</b>	<b>October 24<sup>th</sup></b>
Review relevant documents and provide the key points of these documents reviewed (context, plan of actions, partners, activities), list possible partners to meet, propose meetings modalities,	
Prepare the questions to ask during the field mission, based on guiding questions of the TOR (chap 4), prepare the template of mission and reports	
Draft the concept: draft of report outlines, methodology, work plan modalities of field missions (kind of meetings, place, people to meet...) and guidelines of questioning	
Provide feedback to the concept note	
Finalize the concept note: planning of activities, modalities of field missions and guidelines of questioning	
<i>Submit the concept note to SDC</i>	<i>October 20<sup>th</sup></i>
Incorporate feedback from SDC and adjust the concept note	
<i>Present the concept note to SDC, IOM and UN Women</i>	<i>October 23<sup>rd</sup></i>
Get, at the local level, all information of the people to contact (name, position, email, phone) from the local SDC and IOM	
<b>2. Field mission implemented</b>	<b>November 20<sup>th</sup></b>
Contact all stakeholders in each of the 4 countries, plan and arrange the meetings, organise the local logistics for meetings	
Implement local meetings and interviews with key stakeholders/beneficiaries (including transportation time)	
Write reports of meeting and synthesis per country	
<b>3. First draft report with key findings validated</b>	<b>December 15<sup>th</sup></b>
Make the synthesis of the reports from the 4 countries	
Get feedback from the Migration Consultant including comments and main recommendations	
Write the first draft report including evaluations, problem analysis, main recommendations	
Get feedback from the team on the first draft report	
Finalize the key conclusions and overall recommendations	
<i>Submit the draft report to SDC</i>	<i>December 1<sup>st</sup></i>
<i>Implement online meeting to present the first draft report with key findings and main recommendations to SDC, IOM and UN women</i>	<i>December 10<sup>th</sup></i>
<b>4. Final report submitted</b>	<b>January 15<sup>th</sup></b>
Write the second draft report with detailed recommendations	
Get feedback from the team on the second draft report	
<i>Submit the second draft report</i>	<i>January 4<sup>th</sup></i>
<i>Get the feedback from SDC</i>	<i>January 11<sup>th</sup></i>
Write the final report incorporating the feedback from SDC, get more data if needed, adjust English and presentation, executive summary, appendices	
Submit the final report to SDC with final adjustments	

## Annex 4: Meetings implemented

### Cambodia

Date	Organization/place	Person met (position)
3 Nov 2020	ETH Paul Dubrule	Mr. Chhay Sothy, Education Development Manager EHT Paul Dubrule
3 Nov 2020	ETH Paul Dubrule	FGD with 14 students on training in hospitality
3 Nov 2020	ETH Paul Dubrule	FGD with 5 students who completed cross-border internship program in Thailand.
4 Nov 2020	Banteay Mean Chey Provincial Job Center	Mr. Meas Samnang, Chief of Banteay Mean Chey Provincial Job Center
4 Nov 2020	MRC and PTC	Mr. Thoang Vuthtep, MRC Poi Pet
5 Nov 2020	MRC	FGD with 15 future migrant workers
5 Nov 2020	MRC	FGD with returned migrant workers
5 Nov 2020	Samaritan Purse	Ms. Try Naisoy, Officer in charge of migration
6 Nov 2020	Don Bosco	Mr. Oum Sinat, School Principal
6 Nov 2020	TVET Institute	Ms. Chhorn Kakada, Regional Polytechnic Institute Techo Sen Battambang
10 Nov 2020	MAC	Mr. You Chidara, Assistant Director, Manpower Association of Cambodia (MAC)
10 Nov 2020	Swisscontact	Sonja Hofstetter, SDP Senior Technical Advisor
10 Nov 2020	IOM	Mr. Uy Akhara, Project Officer
11 Nov 2020	MoT/NCTP)	H.E. Chiv Try and team, General Director of National Committee of Tourism Professional, Ministry of Tourism
11 Nov 2020	Open Institute	Mr. Javier Sola, Director, OI
11 Nov 2020	ACRA	Mr. Pin Vireak and Mr. Danh Kakada, Executive Director, Association of Cambodian Recruitment Agencies (ACRA)
11 Nov 2020	ILO Triangle in ASEAN Project	Mr. Vorn Veth, Project Coordinator
12 Nov 2020	PRA: Pro-Cast Cambodia	Mr. Sok Chomroeun, General Manager
12 Nov 2020	SDC	Ms. Nadia Ottiger, Head of Program/Regional Advisor Employment and Skills Development, Mr. Ros Va, SDC
12 Nov 2020	MoLVT	H.E. Teang Sak, Director of Standard and Curriculum Department, Ministry of Labour and Vocational Training

## Lao PDR

Date	Organization	Person met (position)
November 2nd	IOM	Ms. Annie Jiang, PROMISE Focal Point Mr. Oudone Souphavan, Project Officer Ms. Manolathida Litthiboulom, Project Assistant
November 3rd	UNDP/ EPPCP Programme	Ms. Khanphoungueune Volaoat, Program Analyst
	SDC	Mr. Christian ENGLER, Head of Skills Development and Employment Domain Ms. Phouthamath Sayyabounsou, PROMISE Focal Point Ms. Sonenaly Phetsiriseng, Programm Officer Mr. Touravanh Hook, Communication Officer
	GIZ	Mr. Alexander Mondeon, VELLA Manager
November 4th	SWISSCONTACT	Mr. Richard Alexander Rose, Country Director, Lao PDR Mr. Manfred ESSER, IVET Project Team Leader Mr. Phetsavath, IVET Training Manager
	ILO	Mr. Viengprasith THIPHASOUDA, Safe and Fair Project Officer Mr. Sayavong Vongtavanh, TRIANGLE Project Officer
November 5th	Recruting Agency (IJOB)	Mr. Chanthavone Keoaksone, HR Manager
November 6th	Pakseung TVET School, Louangprabang Province	Mr. Somphong Sibeungheung, Head of Employment Department and Training
	TVET Department, MOES	Mr. Vannalek Leuang, Deputy Director
	Department of Mass Media, Ministry of Information and Culture and Tourism.	Mr. Bounhap Souliyo, Deputy Director, Radio Project Manager Mr. Somsack Souvannalath, UNDP Project Coordinator
	ADB	Ms. Khamthan Chanthy, Senior Project Officer, Education
November 10th	LuxDev	Ms. Laura Pineiro, Chief Technical Advisor, Skills for Tourism Project-Lao/029 Mr. Lee Sheridan, Tourism and Hospitality Private Sector Training Expert, Skills for Tourism Project-Lao/029
November 11th	MRC-Louangprabang Province	Mr. Yoangpheng Soudaphone, In charge for MRC
	Department of Skills Development and Employment Promotion, MOLSW	Mr. Bounsouane Xaiyasinh, Head of Employment Promotion Division Ms. Phouvieng Phimmathong, Technical officer Mr. Souksakhone Siharaj, Technical officer
November 12th	Job Center, Loungprabang Province	Ms. Mrs. Phaisone Phanthavong, Technical Officer
November 13th	IVET School, Xekong Province	Mr. Vilaysak Joummany, teacher/trainer
	LANITH	Ms. Saysavath Chasane, former LANITH Manager, Focal Point for PROMISE Project
		Individual interviews: 8 students who have completed the cross-border training



## Myanmar

Date	Organization/place	Person met (position)
05-11-2020	Director, DOL / NSSA	U Kyaw Kyaw Lwin
28-10-2020	Director, Principal, Skill Training school, Ygn. DOL	DKMA
28-10-2020	MRC Ygn	Lynn Lynn Aye
02-11-2020	MRC Pathein, Project assistant	Wut Hmone Aung
02-11-2020	FGD Pre migrant, Pathein	
03-11-2020	MRC Sittwe , FGD	Khin Myat Myat Kayw
03-11-2020	MRC Myawaddy, Project assistant	Ma Thein Gi
3-11-2020	FGD Pre migrant	
17-11-2020	FGD Post Migrant	
4-11,2020	MOEAF	U Min Hlaing, U Peter
4-11-2020	MOFA	Daw Nyein Nyein Myint
10-11-2020	SDC head of Skill and market development	Ms. Renate Lefroy U Nya Myo Zaw
10-11-2020	Swisscontact	Ms. Sabine Roth, Aye Thinzar Aung
7-11-2020	New Step organization Vice Chairperson	Saw Soe Naing Win
13-11-2020	Participants of skill training (HCTC)	Naw Mu Paw
11-11-2020	IOM Myanmar	Mr. Euan, Ma Su, Pan Ei, U AKT
7-11-2020	DOL Pathein	U Aung Nyein
7-11-2020	STC Pathein	Daw Tin Moe Win
3-11-2020	Shwe Myawaddy facility Q center	Dr. Saw Htay Myint
16 -11-2020	Kayin state, Minister	U Bo Bo Wai Maung
	Migration Department, MOLIP	Daw Aye Aye Moe
16-11-2020	Pathein Post Migrants, FGD	

## Thailand

Date and time	Organization	Person to meet
Oct 27th 10.00	Department of Labour Protection and Welfare (DLPW)	Mr. Thanee Sirilon, Labour Protection Specialist,
Nov 1st 12.00	Pat Charoen Inter Co.,Ltd.	Ms. Natchapatkarn Chotsiri, President
Nov. 2nd 8.30-12.00	IOM	Sally Barber, Pukchanok Pattanatabu, Vivian Liang
Nov. 2nd 13.30-15.30	UN Women	Nansiri Iamsuk, Katja Freiwald, Chi Kei Wong
Nov 5th 8.30	Universal Sporting Goods (UNIS), Management/HR, 3 Myanmar workers	Ms. Leslie Lee, President
Nov 5th 15.00	ILO (TRIANGLE in ASEAN)	Anna Engblom CTA
Nov. 6th 10.00	Employers' Confederation of Thailand (ECOT)	Ms. Siriwan Romchatthong, Secretary General
Nov 6th 13.00-14.00	Hoochin Electronics (FGD with 2 Cambodian workers and 4 Myanmar workers)	Ms. Thanyarat Yungam, Safety Officer
Nov. 9th 11.00	Foreign Workers Administration Office (Dept of employment)	Mr. Jakrit Pattanathunya, Labour Officer (Professional Level)
Nov 9th 16.00	ILO Safe and Fair Project)	Ms. Deepa Bharathi Chief Technical Advisor
Nov. 10th 9.00-9.30	Ministry of Social Development and Human Security (Mahidol University)	Ms. Ruttana Phetsitong, Head of Project,
Nov. 10th 13.30	Ministry of Education/Foundation for Rural Youth (FRY)	Ms. Laddawan Lakkaew, Project Manager
Nov 11th 7.30	Atikha Overseas Workers and Communities Initiatives Inc	Ms. Estrella Mai Dizon-Anonuevo Chairperson
Nov 11th 10.00	Thai Tuna Industry Association (TTIA)	Ms. Attapan Masrunsan, Advisor
Nov 11th 13.00	TPQI	Ms. Thunyamart Limaksorn, Head of Cooperation
Nov 11th 16.00	SK Polymer FGD of 4 workers, HR	Ms. Kwanjai Tonglor, HR
Nov 12th 9.00	HomeNet	Dr. Boonsom Namsomboon Coordinator
Nov 12th 10.30	Migrant Working Group (MWG) and Advisor to the Group of Entrepreneurs with Foreign Workers (GEFW)	Mr. Adisorn Kerdmongkol, Coordinator
Nov. 12th 13.00	Foreign Worker Employment Agency M.A.X. 1997 Co.,Ltd.	Mr. Chatchapong Chotsiri, President,
Nov 13 <sup>th</sup> 8.30	IOM	
Nov 16 <sup>th</sup>	Bouygues Thai (Construction)	Mr Patrice Bard, Managing Director
Nov 17 <sup>th</sup> 8.30	Department of Skills Development (DSD)	Mr. Suttipong Kosonviriyakit, Inspector General
Nov 17 <sup>th</sup> 15.00	Development partner: Canada	Pattama.Vongratanavichit
Nov 15 <sup>th</sup>	Sappraiwan Elephant Resort	Mr Jirapat (HR Manager)
Nov 19 <sup>th</sup> 9.00	Development partner: Australia	Danielle Sever, Devaresti Wismartia, Ruri Artiesa
Nov 20 <sup>th</sup> 9.00	Sino thai training center	Mr Kittii, Director
November 23 <sup>rd</sup> 13.30	TICA	

## Annex 5: Questions used during the interviews

### 1. Questionnaire 1: if the organisation is a PROMISE partners

Criteria and main topics addressed during interviews
<b>1. Relevance</b>
1.1. Response to the current needs of the target groups
1.2. Elements take into consideration the needs and priorities of the migrants
1.3. Adapted to the economic, environmental, equity, social, political economy, and capacity conditions
1.4. Gender equality addressed in the design and delivered
1.5. Response of PROMISE to the effects of COVID
<b>2. Coherence</b>
2.1. Synergies or duplications between PROMISE and other (regional) projects
2.2. Synergies or duplications between PROMISE and SDC projects in CLM
2.3. Coherent with IOM's mandate and UN Women
2.4. Coherent with national and regional (ASEAN) policy frameworks and priorities
<b>3. Effectiveness</b>
3.1. Results in outcomes, outputs
3.2. Major factors influencing the achievement or nonachievement
3.3. Contribution of this intervention to achieving gender equality
<b>4. Efficiency</b>
4.1. Cost-effective with resources (funds, human resources, time, expertise etc.)
4.2. Timely manner, any delays and planning revised accordingly
4.3. Suitable modalities of implementation (project governance, coordination among the 4 country teams, strategies, activities, contribution of IOM and UN Women)
<b>5. Impact</b>
5.1. Contribution of PROMISE at the national policy levels
5.2. Contribution of PROMISE at the regional level
5.3. Unplanned (positive or negative) effects or impacts
<b>6. Sustainability</b>
6.1. Capacity and motivation to lead and continue the project
6.2. Financial resources to continue activities and provide same access to benefits
6.3. Factors which could support continuing activities leading to the same outcomes

#### Additional questions:

1. Gender: any issues and proposal to make the project more relevant for women?
2. How to improve the skills and employability of the migrants? sectors, place for training (companies, centres, recruitment agencies), partners and modalities (regional and national partners), content of skills, process of learning, budget?
3. What are your proposals for a future project about migration? What priority? What project?
4. Others: do you have any other comments or proposals for a successful migration (6 components (information to the migrants (pre-migration), recruitment process, skills development, skills certification, employment, return) and policy level?
5. Overall satisfaction: What is your overall satisfaction level for the PROMISE project?

Level 4: very satisfied, 3: satisfied, 2: a little satisfied, 1: not satisfied

**2. Questionnaire 2: If the organisation (ministries, training centre,...) is not a partner of PROMISE but support migration and migrants or planned to support**

1. What activity or support do you have about migration?
2. What are the results and outputs in the past 1-2 years?
3. What is the process of implementation of this component?
4. How do you make it? Who is involved? Which partners and stakeholders? How is it organised?
5. What is the content transferred? (training content, information disseminated, ...)
6. What is your level of satisfaction about activities you provide for the migrants?
7. What are the challenges and the conditions of success? What do you need to make it better?
8. What budget do you use?
10. What partnership do you have, or would you have?

Conclusion

1. Gender: any issues and proposal to make the project more relevant for women?
2. How to improve the skills and employability of the migrants? sectors, place for training (companies, centres, recruitment agencies), partners and modalities (regional and national partners), content of skills, process of learning, budget?
3. What are your proposals for a future project about migration? What priority? What project?
4. Others: do you have any other comments or proposals for a successful migration (6 components (information to the migrants (pre-migration), recruitment process, skills development, skills certification, employment, return) and policy level?

## Annex 6: SDC Assessment Grid

Please add the corresponding number (0-4) representing your rating of the sub-criteria in the column 'score':

0 = not assessed      1 = highly satisfactory    2 = satisfactory      3 = unsatisfactory      4 = highly unsatisfactory

Key aspects based on DAC Criteria	Score	Justification
<b>Relevance</b>		
<b>Note:</b> the assessment here captures the relevance of objectives and design <i>at the time of evaluation</i> . In the evaluation report, both relevance at the design stage as well as relevance at the time of evaluation should be discussed.		
1. The extent to which the objectives of the intervention respond to the needs and priorities of the target group.	2	The Project corresponds to the needs of all target groups, but some activities are not fully relevant to the Project goal.
2. The extent to which the objectives of the intervention respond to the needs and priorities of indirectly affected stakeholders (not included in target group, e.g. government, civil society, etc.) in the country of the intervention.	1	The Project supports other skills development projects which do not have specific activities for migrants and the work of the Thai authorities at the border
3. The extent to which core design elements of the intervention (such as the theory of change, structure of the project components, choice of services and intervention partners) adequately reflect the needs and priorities of the target group.	2	Most of the partners are well selected, the components of the intervention answer partially to needs and priorities of the target group
<b>Coherence</b>		
4. Internal coherence: the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country and thematic field (consistency, complementarity and synergies).	2	The Project is consistent with the regional SDC plan but there are not enough synergies with the other SDC supported programs.
5. External coherence: the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity and synergies).	2	The Project is compatible with the interventions of other actors, there could be more synergies and benchmark of best practices with some development partners and international organisations.
<b>Effectiveness</b>		
6. The extent to which approaches/strategies during implementation are adequate to achieve the intended results.	3	The targets of the outputs and activities correspond partially to the expected outcomes and the specificity of this intervention. There are some discrepancies of the outputs with the outcomes.

7. The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs and outcomes).	2	The Project is expected to achieve most of the targets as mentioned in the logframe.
8. The extent to which the intervention achieved or is expected to achieve its intended results related to transversal themes.	2	The Project is expected to achieve the results towards gender equality but there could be more consolidated data. There is a delay in the implementation of specific intervention for women
<b>Efficiency</b>		
9. The extent to which the intervention delivers the results (outputs, outcomes) cost-effectively.	2	The Project delivers the results on outreach, service and support to the migrants cost-effectively but not for skills development.
10. The extent to which the intervention delivers the results (outputs, outcome) in a timely manner (within the intended timeframe or reasonably adjusted timeframe).	3	Many activities have started late and the partners lack middle-term and long-term plans.
11. The extent to which management, monitoring and steering mechanisms support efficient implementation.	2	The project management supports the implementation, but the local partners should be more involved in the project management.
<b>Impact</b>		
12. The extent to which the intervention generated or is expected to generate 'higher-level effects' as defined in the design document of the intervention.	2	The Project provides policy level recommendations which could generate higher-level effects but they are not yet perceived.
<b>Sustainability</b>		
13. The extent to which partners are capable and motivated (technical capacity, ownership) to continue activities contributing to achieving the outcomes.	2	All partners are motivated to continue and most of them have the technical capacity, but the ministries do not have enough sense of ownership to continue the Project activities following the outcomes.
14. The extent to which partners have the financial resources to continue activities contributing to achieving the outcomes.	2	The partners have financial resources to contribute only very partially to the outcomes.
15. The extent to which contextual factors (e.g. legislation, politics, economic situation, social demands) is conducive to continuing activities leading to outcomes.	2	Legislations, social demands and economic situation (especially due to the COVID 19 pandemic) require this intervention but if there is no financial support many activities will stop.

**Additional information (if needed):** The Review is based on a Project ending in August 2021, but a second phase is planned which should allow to improve the results especially on the criteria *effectiveness*, *impact* and *sustainability*.

**Title of the intervention:** PROMISE Poverty Reduction Through Safe Migration, Skills Development and Enhanced Placement in Cambodia, Lao PDR, Myanmar and Thailand

**Assessor(s):** Mr Arnauld de Nadaillac (Team Leader, Consultant for Thailand), Mrs Vimol Hou (Consultant for Cambodia), Mr Tingthong Phetsavong (Consultant for Lao PDR), Mrs Yin Yin Aye (Consultant for Myanmar), Mrs Robin Mauney (Migration Consultant).

**Date:** January 10<sup>th</sup>, 2021

## Annex 7: Logframe (PRODOC 2017 adjusted in May 2020)

Impact Indicators	Expected results
<p><b>Overall Goal</b> Migrants, especially women, from CLM have improved employment opportunities and conditions, particularly in Thailand, through enhanced skills and protection, leading to greater poverty reduction in communities of origin</p>	
<p>A1 Reduced poverty rates in target provinces, as measured against national indices</p> <p>A2 Increase of CLM migrants utilizing regular migration channels for their employment in Thailand.</p> <p>A3 Migrant worker surveyed through the baseline survey and ILO-IOM joint mid-term survey reporting improved employment conditions/ migration outcomes</p> <p>A4 Reduction of average migration costs for migrant workers in Thailand</p> <p>A5 Reduction of gender inequalities between the migration outcomes of women and men</p>	<ul style="list-style-type: none"> <li>- 50,000 women and men migrant workers trained on Safe Migration and soft skills in CLMT</li> <li>- 250 migrant workers trained in Cambodia, Lao and Myanmar and placed into gainful jobs in Thailand through cross border pilot programs</li> <li>- 1,680 women and men migrant workers upskilled in Thailand in hospitality, manufacturing and construction</li> <li>- 750 women and men migrant workers certified in CLMT based on their skills acquired through prior work experience</li> <li>- 15,200 women and men migrant workers receive pre-departure, post-arrival and/ or reintegration orientation in Cambodia, Myanmar and Thailand</li> <li>- 50,000 migrants receive information services through Migrant Resource Centres in Cambodia, and Myanmar</li> <li>- 12,000 returning women migrant workers referred to job matching services in Cambodia and Myanmar</li> <li>- 10,000 returning migrant workers participate in job fairs in Myanmar.</li> <li>- 250 women migrant workers and their families trained on entrepreneurship in Cambodia, Lao PDR and Myanmar</li> <li>- 20,000 women migrant workers receive post-return counselling and information in Cambodia, Lao PDR, and Myanmar</li> <li>- 25,500 women and migrant workers in communities reached through safe migration information in Cambodia and Myanmar</li> <li>- 100,000 migrants and their families reached through Safe Migration radio shows in Lao PDR</li> <li>- 400 migrant domestic workers join migrant networks in Thailand</li> <li>- Enhanced bilateral collaboration on labour mobility and skills development through after 26 bilateral meetings</li> <li>- 60 Thai employers commit to ethical recruitment and or skills development of migrant workers</li> <li>- 200 Thai employers and 90 recruitment agencies understand the business case of ethical recruitment and skills development of migrants</li> <li>- Improved labour migration policy coherence and implementation in Cambodia, Lao PDR, Myanmar, and Thailand</li> <li>- Enhanced regional dialogue on Safe Migration, including skills recognition and ethical recruitment</li> </ul>



Outcomes / Outcome Indicators
<p><b>Outcome 1: RESPONSIVE</b></p> <p>Migrant workers, especially women, are able to utilize decent employment and safe migration schemes through enhanced collaboration between potential employers, relevant sector associations and skills development partners</p>
<p>A1.1 (Gainful employment/ outreach) # of migrant workers gainfully employed by employers following principles developed Shared Responsibility Framework</p> <p>A1.2 (Systemic change) Contribution of PROMISE to private sector cooperation to ethical recruitment and skills development</p> <p>A1.3 (Systemic Change) Multi-stakeholder dialogue/outcomes support a transformative agenda on labour migration management in Thailand (mainly related to shared responsibility/ recruitment/ skills matching and fair employment) that is in line with the Dhaka Principles for Migration with Dignity (related to output 1.2)</p> <p>A1.4 (Outreach) % of skills providers reached compared to the total number of the respective skills providers in the target provinces (related to output 1.3)</p> <p>A1.5 (Relevance of training) Participants (of roll-out training) assessment of the relevance of the training related to Output 1.3 (migrant-centred soft skills and/ or safe migration training)</p>
<p><b>Outcome 2: INCLUSIVE</b></p> <p>Migrant workers, especially women, enjoy greater access to skills development in target sectors through affirmative action, leading to improved employability abroad and at home</p>
<p>A2.1 (Gainful employment, relevance of training) % of migrant workers that have gained employment in line with training received</p> <p>A2.2 (Gainful employment) % increase of annual income of participating migrant workers (compared to pre-enrolment income and widely accepted national thresholds in CLMT)</p> <p>A.2.3 (Gainful employment) % of participating migrant workers who report improved working and/ or employment conditions</p> <p>A2.4 (Systemic change) Contribution of PROMISE to the development of new policies in CLMT (e.g. TVET Policies, Labour Migration Policies, Poverty Reduction Strategies, Regional Policy Documents) addressing migrant workers' access to skills development or migrant worker employability</p> <p>A2.5 (Systemic change, labour mobility) Contribution of PROMISE to bilateral cross-border initiatives related to skills development and labour mobility</p>

<p><b>Outcome 3: PROTECTIVE</b></p> <p>Migrant workers, especially women, receive greater protection through strengthened policy frameworks, enhanced assistance services and safe migration information at all stages of the migration cycle</p>
<p>A3.1 (Systemic change)</p> <p>Contribution of PROMISE to the development of new policies in CLMT (e.g. TVET Policies, Labour Migration Policies, Poverty Reduction Strategies, Regional Policy Documents) addressing migrant workers' rights and protection</p> <p>A3.2 (Outreach, labour mobility)</p> <p>Ethical recruitment schemes (in reference to the IRIS Code of Conduct) implemented by private recruitment agencies and employers</p> <p>A3.3 (Protection)</p> <p>% of project beneficiaries who report enhanced access to protection, networking and support services</p>

Outputs (per outcome)		Output Indicators	Results
<b>Outcome 1</b>			
Output 1.1	Private sector support to market-driven skills training and matching of migrant workers	<p>A1.1.1: # of best practice guidelines developed Baseline: 0, Target: 1</p> <p>A1.1.2: # of employers engaging in cross-border collaboration and/or skills training models in Thailand Baseline: 0, Target: 6</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>– Best practice guidelines is in progress</li> <li>– 112 employers are engaged in cross-border program</li> </ul>
Output 1.2	Enhanced private sector dialogue on ethical recruitment and decent employment of migrant workers	<p>A1.2.1: # of employers committed to ethical recruitment and decent employment of migrant workers Baseline: 0, Target: 40</p> <p>A1.2.2: # of PSES strategic partnership agreements are in place Baseline: 0, Target: 1</p> <p>A1.2.3: # of employers and other private-sector stakeholders reached through campaign Baseline: 0, Target: 200</p>	<p>In progress:</p> <ul style="list-style-type: none"> <li>– 115 employers are committed to ethical recruitment</li> <li>– 214 employers reached through campaign</li> <li>– The Public Private Strategy is finalized end of 2020</li> </ul>
Output 1.3	Skill providers in CLMT have enhanced capacities to deliver migrant-centred, gender-sensitive and	<p>A1.3.2: % of participating skills providers and other relevant stakeholders who include safe migration/good practice guidelines in training delivery Baseline: 0, Target: 75%</p>	<ul style="list-style-type: none"> <li>– Skills providers are being trained to deliver migration topics</li> </ul>

	market-responsive training courses	A1.3.3: % of trained skills providers in CLMT with enhanced capacity to deliver migrant-centred and gender-sensitive soft skills training and/or Safe Migration Training Baseline: 0, Target: 90%	
<b>Outcome 2</b>			
Output 2.2	Enhanced access of migrant workers, particularly female, to tailored skills development programmes and job placement	A2.2.1: % of migrants with enhanced skills facilitated through the project Baseline: 0, Target: 90% A2.2.2: % of migrants receiving a positive evaluation after 3 months of employment/ internship Baseline: 0, Target: 75%	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– 100% of the trainees of the cross-border have passed the examination</li> <li>– 23,205 returning migrant workers referred to relevant skills training programmes and employers in their home country</li> </ul> <p>In progress:</p> <ul style="list-style-type: none"> <li>– Migrants are receiving skills training and job placement.</li> <li>– Migrants workers are receiving Certification and RPL in CLMT</li> <li>– Tracer study for 500 migrants planned</li> </ul>
Output 2.3	Enhanced certification and referral mechanisms are available to support reintegration of returning migrant workers	A2.3.1: # of migrant workers receiving certification through RPL mechanism in CLMT (Sub-activity 2.3.1; 2.3.3) Baseline: 0, Target: 100 A2.3.2: # of returning migrant workers referred to relevant skills training programmes and employers in their home country Baseline: 0, Target: 4,000	
Output 2.4	Project stakeholders have a better understanding of the impact of skills development on migration outcomes and poverty reduction	A2.4.1: # of tracer studies conducted measuring impact of skills development on employability and poverty reduction Baseline: 0, Target: 500 persons	
<b>Outcome 3</b>			
Output 3.1	Evidence based and gender-responsive policies on labour migration and protection of migrants are developed and promoted	A3.1.1: # Project partners, particularly civil society participate in relevant regional dialogues to promote stronger participation of migrant workers in skills development and/ or the protection of migrant workers Baseline: no, Target: yes A3.1.2: # of relevant policy documents developed or reviewed in CLMT Baseline: 0, Target: 4	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– Participation of project partners in regional dialogue (AFML, ACMW, virtual conference organised with ADB).</li> <li>– Policy documents</li> </ul>

		A3.1.3: # of TVET policies and other relevant policy documents mainstreaming migration Baseline: TBD, Target: 3 A3.1.4: Policy documents reviewed and developed are gender-responsive Baseline: No, Target: Yes	<ul style="list-style-type: none"> <li>– 88% of surveyed migrants who demonstrate improved understanding. In progress:</li> <li>– TVET documents mainstreaming migration</li> <li>– 187 Recruitment agencies with enhanced capacity</li> <li>– Number of women starting new business and empowered</li> </ul>
Output 3.2	Migrant workers have enhanced access to effective and gender-responsive Safe Migration Services	A3.2.1: # of recruitment agencies with enhanced capacity to implement ethical recruitment practices Baseline: 0, Target: 200 A 3.3.2 No. returned women migrant workers starting new businesses, or scaling up existing business activities Baseline: 0, Target: 100 A2.3.3: # return women migrant workers trained on entrepreneurship Baseline: 0, Target: 250	
Output 3.3	Greater participation of migrant workers and their families in Safe Migration communication and self-support mechanisms	A.3.3.1: % of surveyed migrant workers who demonstrate improved understanding of migration planning and self-protective measures Baseline: 0, Target: 80%	

Activities	Baseline/ Target	Results consolidated Y3
<p>1.1.1 Set up Sector Working Groups (SWGs) with private sector participation to develop guidelines for skills development training that is responsive to the Thai labour market and the needs of lower-skilled migrant workers, with a focus on inclusive growth and the specific needs of women migrant workers</p> <p>1.1.2 Develop good-practice guidelines on skills training for migrant workers (market-driven,</p>	<p>1.1.1: Public-Private Steering Committee established Baseline: No, Target: Yes # of annual meetings Baseline: 0, Target: 6 # of PSC members Baseline: 0, Target: 50 # of PSC reports disseminated Baseline: 0, Target: 4</p> <p>1.1.2:</p>	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– 58 members of sector working groups</li> <li>– Public-Private Steering Committee established with its first meeting</li> </ul> <p>In progress:</p> <ul style="list-style-type: none"> <li>– 5 sectors working groups (seminars, PSC), and reports being disseminated</li> <li>– 5 meetings of sector working groups</li> </ul>

migrant-centred and gender-responsive)	Mapping and Good Practice Guidelines completed Baseline: No, Target: Yes	
1.2.1 Develop a Private Sector Engagement Strategy and work plan 1.2.2 Undertake strategic private sector engagement activities, including multi-stakeholder dialogue, private sector campaigning, and enhancing visibility of ethical employers	1.2.1: Thailand, PSES and work plan in place and launched: Baseline: No, Target: Yes # of networking meetings/ workplace visits/ assessments: Baseline: 0, Target: 12 1.2.2: # of multi-stakeholder meetings Baseline: 0, Target: 5 # of employers trained Baseline: 0, Target: 60 # of private sector campaign materials developed Baseline: 0, Target: 10	Achieved: – 18 networking meetings in companies – 6 multi-stakeholders meeting – 114 employers trained on migrant employment and skills development In progress – Develop a Private Sector Engagement Strategy – Private sector campaign materials will be developed
1.3.1 Institutionalize Safe Migration and relevant soft skills training into existing SDPs in target provinces 1.3.2 Conduct capacity building for Skills Providers in Thailand [in correspondence to training roll-out activity 2.2.2]	1.3.1: CLMT: # of stakeholders who received Good Practice Guidelines: Baseline: 0, Target: 225 # of trainers trained to deliver Safe Migration training: Baseline: 0, Target: 200 # of beneficiaries reached through Safe Migration Training roll-out support Baseline: 0, Target: 1,500 # of beneficiaries in-directly reached through Safe Migration Training: Baseline: 0, Target: approx. 1,500 Regional lessons conference held Baseline: No, Target: Yes 1.3.2: Thailand, # of Skills providers trained in Thailand: Baseline: 0, Target: 90	In progress: – The good practice guideline on skills development for migrant workers currently under development (changed from 3 to 1) – 103 trainers trained (around 50% of women), target – 398 people (around 2/3 men and 1/3 women) trained on safe migration and skills training for institutions – In Y3, in Thailand, PROMISE partnered with 37 skills providers in total. The capacity building for 80 skills providers will be led by CSO partner, the Foundation for Rural Youth starting from September 2020 onwards

	<p># of capacity building programs for skills providers implemented (including refresher)</p> <p>Baseline: 0, Target: 3</p>	
<p>2.1.1 Facilitate national and bilateral policy dialogues on skills development and recognition in key migrant sectors, including enhancing dialogue between the Thai Department of Skills Development (DSD) and skills providers in countries of origin and working towards endorsement/certification</p>	<p>2.1.1:</p> <p>Evidence on emerging issues affecting labor migration is available to support project and stakeholder implementation</p> <p>Baseline: No, Target: Yes</p> <p>CLMT coordination meeting held based on the finding of the research on emerging issues affecting labor migration in the region</p> <p>Baseline: No, Target: Yes</p> <p># of bilateral meetings</p> <p>Baseline: 0, Target: 10</p>	<p>In progress:</p> <ul style="list-style-type: none"> <li>– IOM-ILO plan to conduct joint research into SEZs as planned in Y4. TOR is drafted</li> <li>– 2 bilateral meetings</li> <li>– 2 visits of certification bodies</li> </ul>
<p>2.2.1 Facilitate cross-border training and placement models between CLM skills providers and Thailand</p> <p>2.2.2 Facilitate in-country training in Thailand for target sectors</p>	<p>2.2.1:</p> <p># of beneficiaries in CLM receiving skills training and placed in jobs:</p> <p>Baseline: 40 (after inception phase), Target: 250</p> <p># of returning and aspiring (women) migrant workers who received skill training (as part of the 250 beneficiaries under 2.2.1, mobilized through MRCs, NGO networks etc.):</p> <p>Baseline: 0, Target: 80</p> <p>2.2.1 # of returned migrants assisted</p> <p>Baseline: 0, Target: 200</p> <p>2.2.2:</p> <p># of migrants receiving skills training in Thailand across four target sectors</p> <p>Baseline: 0, Target: 1,680</p>	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– In Thailand, 1,885 migrants (874 women) received skills training across four target sectors.</li> </ul> <p>In progress:</p> <ul style="list-style-type: none"> <li>– 138 beneficiaries in CLM receiving skills training and placed in jobs</li> <li>– 50 of returning and aspiring (women) migrant workers enrolled in cross-border training</li> <li>– In Lao PDR 40 (F:22) returned migrants assisted (including returned migrant workers and victim of human trafficking).</li> </ul>
<p>2.3.1 Facilitate Recognition of Prior Learning (RPL) for returning migrant workers</p> <p>2.3.2 Establish referral mechanisms, pre-departure and reintegration job-matching and counselling through</p>	<p>2.3.1:</p> <p># of migrant workers receiving certification through RPL mechanism:</p> <p>Baseline: 0, Target: 100</p> <p>2.3.2;</p> <p>Regional (MRCs), # of feasibility studies conducted in Lao PDR</p>	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– Feasibility studies of referral mechanism completed in 2019</li> <li>– 35 MRC staff trained in Y3</li> <li>– In Cambodia, 68,761 return migrants who received services through MRC</li> </ul>

<p>Migrant Resource Centres (MRCs) and relevant service providers</p> <p>2.3.3 Support on a pilot basis access among migrant workers to formal skills certification mechanisms in Thailand</p>	<p>Baseline: 0, Target: 1</p> <p># of MRC staff who received training: Baseline: 0, Target: 30</p> <p># of returning migrants who attend post arrival orientation sessions in Poi Pet: Baseline: 0, Target: 4,000</p> <p>2.3.2; Cambodia: # of returned migrants surveyed at Poi Pet: Baseline: 0, Target: 3,600</p> <p># of Quarterly Migration Status Reports shared with partners in Cambodia (reaching at least 100 institutions, agencies, organization): Baseline: 0, Target: 12</p> <p># of return migrants who received services through MRC in Poi Pet: Baseline: 0, Target: 24,000</p> <p># of workshops and meetings on data management conducted Baseline: 0, Target: 1</p> <p># of training seminars for MRC staff conducted Baseline: 0, Target: 4</p> <p>Reintegration guidance and information packages developed for returning migrant workers : Baseline: No, Target: Yes</p> <p># of migrants and aspiring migrants who received reintegration services at the MRC : Baseline: 0, Target: 3,000</p> <p>MRC database and SOPs in place : Baseline: No, Target: Yes</p> <p># of return and aspiring migrants who received services at the MRC and information assistance center: Baseline: 0, Target: 3,000</p> <p># of beneficiaries for outreach activities: Baseline: 0, Target: 2,700 (direct)/ 9,400 (indirect)</p> <p># of job fairs organized in Myanmar</p>	<ul style="list-style-type: none"> <li>– In Cambodia, 18,079 migrants (9,700 men, 6,642 women, 1,738 children) received safe migration orientation at MRC Poi Pet (target 4000)</li> <li>– 19 Quarterly migration status.</li> <li>– In Cambodia, 68,761 return migrants received services</li> <li>– In Lao PDR, referral mechanisms with workshop and meetings are in preparation including with ILO.</li> <li>– In Myanmar, 83,909 return and outgoing migrants who received services at the MRC (in Y3, 30,656 including 9,723 women)</li> <li>– In Myanmar, 10,500 beneficiaries of outreach</li> <li>– In Thailand, 651 migrant workers (312 women) received certification on Thai language, OSH training, IT skills and professional cleaning skills</li> </ul> <p>In progress:</p> <ul style="list-style-type: none"> <li>– IOM Myanmar has been collecting case reports and criteria for humanitarian assistance in preparation for developing reintegration guidance and information package in Y4.</li> <li>– In Myanmar, 1,695 returned migrants in distressed situation from Thailand were provided humanitarian support (such as travel, meal, medical treatment, clothing items).</li> <li>– In Myanmar, no job fair in Y3 due to COVID-19 pandemic</li> <li>– In Myanmar, 1 job fair (reduction due to COVID),</li> <li>– In Myanmar, 700 migrants reached with job fair, target: 800</li> </ul>
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	<p>Baseline: 0, Target: 6 # of migrants attending the job fairs Baseline: 0, Target: 800 Thailand, # of migrant workers who received post-arrival/reintegration services at the MRC Baseline: 0, Target: 4,200 2.3.3: Thailand, # of migrant workers who receive certification of their skills Baseline: 0, Target: 600</p>	<p>– Quizrr application for post arrival center in Mae Sot, currently waiting for the official launch. Due to the COVID-19 outbreak, the work with the MRC was required to move to the online platform and is expected to be implemented in 2021. PROMISE produced a short animation in CLM languages to reach migrants in need of information support on health, travel and safety. The clips have received 9,553 views on youtube.</p>
<p>2.4.1 Develop and implement monitoring and evaluation framework 2.4.2 Produce and disseminate communication materials to relevant target groups and platforms 2.4.3 Hold Project Advisory Committee Meetings and national level project steering meetings (Programme Governance)</p>	<p>2.4.1: M&amp;E Framework in place Baseline: No, Target: Yes # of employers surveyed on skills development of the migrant workers: Baseline: 0, Target: 40 PROMISE evidence and priorities are reflected in the 2019 AFML recommendations Baseline: No, Target: Yes Research on economic impact of COVID-19 on migrant workers is completed Baseline: No, Target: Yes 2.4.2: Communication Strategy is in place Baseline: No, Target: Yes # of bi-annual Newsletters (reaching at least 400 partners) Baseline: 0, Target: 8 # of case studies conducted Baseline: 0, Target: 30 # of Project Advisory Committee Meeting (PAC) Baseline: 0, Target: 4</p>	<p>Achieved: – M&amp;E framework – PROMISE evidence and priorities are reflected in the 2019 AFML recommendations: achieved – Communication strategy in place: achieved – 7 PAC at the national level: achieved In progress: – 40 employers will be surveyed as a part of the impact assessment for skills development program under PROMISE in Y4. TOR is finalized and published. – Research on economic impact of COVID-19 on migrant workers Currently working on the quarterly newsletter for PROMISE – TOR for Tracer Study</p>



<p>3.1.1 Support on-going national and regional policy processes in relation to labour migration and skills development</p> <p>3.1.2 Co-organize an annual AFML conference and technical ASEAN Meeting on skills development</p>	<p>3.1.1 :</p> <p>Regional, Situation analysis is completed Baseline: No, Target: Yes</p> <p>Regional workshop for policy makers is held (concluding in year 4): Baseline: No, Target: Yes</p> <p># of government officials, employers, recruiters, CSO and/or UN representatives trained in the regional workshop: Baseline: 0, Target: 60</p> <p>Cambodia and Thailand participate as member states in relevant Colombo Process Thematic Working Group: Baseline: No, Target: Yes</p> <p>Cambodia, Project contribution to the development of a Labour Migration Policy in Cambodia after 2018 Baseline: No, Target: Yes</p> <p>Project contribution to the development of the first TVET Policy in Cambodia after 2018 Baseline: No, Target: Yes</p> <p>Lao PDR, Migration is mainstreamed into the TVET SSWG meetings Baseline: No, Target: Yes</p> <p>Project contribution and technical inputs to policies relevant to migrant workers Baseline: No, Target: Yes</p> <p>Myanmar, Project contribution to the development of a new National Plan of Action on Management of International Labour Migration Baseline: No, Target: Yes</p> <p># outputs produced with evidence and analysis of ongoing and emerging policy processes related to labour mobility and skills development: Baseline: 0, Target: 5</p> <p># of policy documentations on local skills strategies to inform TVET policy available Baseline: 0, Target: 1</p>	<p>Achieved:</p> <ul style="list-style-type: none"> <li>– Cambodia and Thailand participate in relevant Colombo Process Thematic Working Group</li> <li>– In Cambodia: there have been support of the Project on an agreement made with the Ministry of Tourism for the RPL, a collaboration with MOLVT to explore in-country skills development and job matching opportunities for returning migrant workers, discussions with the National Employment Agency to promote skills development</li> <li>– In Lao PDR: an official agreement with the MOLSW has been signed in 2018. Technical input has been provided to the decree 68 (now 245) on sending Lao workers abroad. Migration is now included as a topic in the TVET working group which is more a platform for sharing ideas among development partners than an operational mechanism: achieved</li> <li>– In Myanmar: the Project supported the revision of the NSSA engagement strategy, a UN framework, the development of the 2nd National Plan of Action on the Management of International Labour Migration, and participated to a migration working group</li> <li>– In Thailand, PROMISE provided technical input to the Thai Ministry's announcement of a more flexible policy for migrant workers to change employers, a policy brief for the Subcommittee on National Security and</li> </ul>
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	<p>Inter-ministerial Taskforce is in place Baseline: No, Target: Yes</p> <p>3.1.2: Regional, # of participants at regional Technical Meeting on labour migration Baseline: 0, Target: 50</p> <p>AFML Conference was co-organized Baseline: No, Target: Yes</p> <p>Research on labour migration in the region completed and launched Baseline: No, Target: Yes</p>	<p>Cross-Border Activities, helped setting up the technical Working Group under MoL of Thailand for policy consultation during the pandemic. Other studies are ongoing with UN Women<sup>51</sup></p> <p>In progress:</p> <ul style="list-style-type: none"> <li>– IOM hosted a joint dialogue with ADB on labour migration in the greater Mekong subregion on 8 September 2020 (Y4) with 85 participants.</li> <li>– At the ASEAN level, PROMISE participated to regional events and proposed additional technical support.</li> <li>– PROMISE participated to the coordination committee of the 12<sup>th</sup> AFML meeting chaired by Thailand. PROMISE also sponsored six CSO participants.</li> <li>– UN Women and IOM participated to the ASEAN Committee on Migrant Workers (ACMW) workshop supported by ILO.</li> <li>– PROMISE discussed possible contribution to ASEAN study of the economic impact of COVID-19 and offered financial and/or technical support to a regional technical meeting on migration.</li> </ul>
<p>3.2.1 Provide technical assistance to private recruitment agencies to improve compliance with ethical recruitment and the Thai Royal Ordinance on Bringing Migrant Workers to work with Employers in Thailand (B.E. 2559; 2016)</p> <p>3.2.3 Enhance CSO capacity in selected countries of origin to roll-</p>	<p>3.2.1: Regional Recruitment Conference takes place Baseline: No, Target: Yes</p> <p># of participants at the regional Recruitment Conference Baseline: 0, Target: 50</p> <p># of Private Recruitment Agencies who enroll in the IRIS certification Baseline: 0, Target: 3</p>	<p>Achieved;</p> <ul style="list-style-type: none"> <li>– 12 exchange meetings between employers and recruiters to enhance ethical recruitment practices</li> <li>– Implementation workplan for CSO is in place</li> <li>– In Cambodia, Bong Pheak is installed at MRC in Poi Pet</li> </ul>

<sup>51</sup> Interim Report Y3, p.28

<p>out entrepreneurship and empowerment activities to returning women migrant workers</p> <p>3.2.3. Utilize mobile technology and internet platforms to expand support services for migrant workers</p>	<p># of Private Recruitment agencies participating in Project meetings in CLMT Baseline: 0, Target: 50</p> <p># of exchange meetings between employers and recruiters to enhance ethical recruitment practices Baseline: 0, Target: 8</p> <p>3.2.2: UN WOMEN, Assessment and mapping are conducted Baseline: No, Target: Yes</p> <p>Implementation plan is available Baseline: No, Target: Yes</p> <p>Partnership agreement with CSO in place Baseline: No, Target: Yes</p> <p># of trainings with CSO (approx.) Baseline: 0, Target: 8</p> <p># of CSO personnel trained (approx.) Baseline: 0, Target: 80</p> <p># of women migrant workers receiving post-return counselling, referral and information Baseline: 0, Target: 20,000</p> <p>3.2.3: Cambodia, Bong Pheak is installed at MRC in Poi Pet Baseline: No, Target: Yes</p> <p># of return migrants being registered in Bong Pheak Baseline: No, Target: 4,000</p> <p>3.2.3: Lao PDR, Assessment is available Baseline: No, Target: Yes</p>	<p>– Partner agreement between CSO, Atikha and UN Women was signed on 10 August 2020</p> <p>In progress:</p> <p>– Assessment in IRIS in process, 8 out of 11 completed training,</p> <p>– 21 private Recruitment agencies participating in Project meetings in CLMT</p> <p>– In Cambodia, 3,698 return migrants being registered in Bong Pheak</p> <p>– The assessment for remittance transfer is planned as a part of the assessment of socioeconomic impact of COVID-19 on migrant workers in Y4</p>
<p>3.3.1 Design and implement Safe Migration information schemes, through behaviour change communication, peer to peer</p>	<p>3.3.1: Cambodia: Communication strategy is available and disseminated: Baseline: No, Target: Yes</p>	<p>Achieved:</p> <p>– Communication strategy is available and disseminated</p> <p>In progress:</p>

<p>education and community engagement</p> <p>3.3.2 Support expanded access among migrant workers in Thailand to relevant existing and emerging opportunities for peer-to-peer networking and collective bargaining</p>	<p>Behaviour change campaign (BCC) is designed, tested and implemented Baseline: No, Target: Yes</p> <p># of beneficiaries reached through BCC Baseline: 0, Target: 10,000</p> <p>Lao PDR, # of radio programmes aired Baseline: 0, Target: 50</p> <p># of beneficiaries reached through Radio shows Baseline: 0, Target: 100,000</p> <p>Myanmar, # of youth (organization) trained on developing and implementing safe migration campaigns projects: Baseline: 0, Target: 200</p> <p># of person reached through small grants safe migration projects: Baseline: 0, Target: 4,100</p> <p>3.3.2: Number of migrant workers brought into existing networking mechanisms in Thailand Baseline: 0, Target: 400</p>	<ul style="list-style-type: none"> <li>– Behaviour change campaign (BCC) is designed, implemented</li> <li>– 4,750 beneficiaries reached through BCC</li> <li>– In Lao PDR, number of radio programmes aired</li> <li>– In Lao PDR, safe migration radio programmes are currently broadcasting in 36 districts in 9 provinces across the country, for 6 months period until end-February/early March 2021 expecting to reach 300,000 people</li> <li>– In Myanmar, 80 of youth (organization) trained on developing and implementing safe migration campaigns projects: Further roll-out of this activity was planned in Y3, beginning with ToT workshops. However, these activities could not be implemented due to COVID-19,</li> <li>– In Myanmar, 2,926 persons reached through small grants safe migration projects</li> <li>– In Myanmar: awareness raising sessions on safe migration for 2,599 returning migrant workers (954 women, 1,665 men) from Thailand at five quarantine centres in Myawaddy, Kayin State from June to August</li> <li>– 174 migrant workers brought into existing networking mechanisms in Thailand</li> </ul>
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