



# Project Evaluation Report

LM.0254: Building Capacity of Cambodia to  
Manage Outward Migration (BECOME)

Funded by IOM Development Fund

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## I. Executive Summary

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### **Background**

The project subject to this post-evaluation is the Building Capacity of Cambodia to Manage Outward Migration (BECOME) project, which was implemented by IOM-Cambodia Country office to support the Royal Government of Cambodia (RGC), and Private Recruitment Agencies (PRA) to implement the government’s regulation and policy on Inspection on Private Recruitment Agency, and On-Site Service of the Private Recruitment Agency and Repatriation. The project ran from Oct 2014 to July 2017 with a total budget of USD200, 000.00 funded by the IOM Development Fund (IDF).

The project aimed to contribute to the RGC’s efforts to enhance management of outward labour migration flows to neighbouring countries, while also enhancing the protection of migrant workers through two main outcomes: (1) improved regulatory framework effectively facilitates the protection of labour migrants in accordance with the newly adopted legal instruments; and (2) Cambodian migrant workers are empowered to assert their rights.

### **Evaluation Purpose and Scope**

This evaluation will generate findings, conclusions and recommendations for IOM – Cambodia Country Office and IDF to improve their future programming and strengthen their ability to deliver high results. In response to the evaluation purpose, the evaluation considered the five OECD/DAC main evaluation criteria; relevance, effectiveness, efficiency, impacts and sustainability. Human rights and gender equality are additional criteria and incorporated into each relevant criteria.

### **Evaluation Methodology**

Both qualitative and quantitative methods were used for data collection and analysis, such as: Desk review of project documents, reports, and Government’s regulations; Key Informant Interview (KII); Focus Group Discussion (FGD); and an Online Survey.

### **Key Findings and Conclusions**

The project was rated as follows: VERY GOOD for *relevance* criteria; and GOOD for *Effectiveness, Efficiency, Impact, and Sustainability* criteria.

The BECOME Project's objective and its implementation strategy were very relevant to the needs and priorities of the RGC pertaining to managing safe migration, and strengthening the ethical recruitment practice of PRAs through promoting the compliance of Prakas<sup>1</sup>#252 and Prakas#250, and responding to the immediate needs of migrants regardless of sex and age. It was also well aligned to the objective 1 and the principle 1 and 3 of the IOM's Migration Governance Framework (MiGOF)<sup>2</sup> as well as the SDG target 10.7.

In total, the project enabled the repatriation of 147 (82% were women) deceived migrants from China, Indonesia, Japan and Malaysia, and out of which 13 cases in Malaysia were identified and assisted soon after 3 networking workshops (in China, Malaysia and Thailand) facilitated by the project, and this would not have happened, or at least not sooner without the project's intervention. The assisted returnees appreciated the supports which were directly responding to their urgent needs provided by the officials of the Cambodian Embassies and Consulars in China, Malaysia and Thailand in particular. With the project's assistance, they have the opportunity to restart their livelihoods in communities. In addition to this, 1,310 deceived migrants (30% were women) were assisted by the Migration Resource Centre (MRC) in Poi Pet from Thailand, and other countries such as Saudi Arabia, Singapore, and Somali. Similarly, 104 cases were referred by the Cambodian embassies and consulates to the relevant authorities in the destination countries as well as the MoLVT against the target of only 20% (baseline: 37). Furthermore, MRC in Poi Pet referred 995 returned migrants to partnered NGOs/CSOs and government agencies for services among 124,000 migrants deported by the Thai Immigration through the MRC.

The project also had empowered the Cambodian migrant workers to assert their rights through submitting their complaints in case of abuse or variation of their work contract and actual working conditions in the host countries. Between 2016 and 2017, 135 complaints were submitted by migrants against the target of only 20. This result illustrates an increase in understanding among the migrant workers on their rights to justice and compensation, their confidence in the complaint mechanisms established, and it also could link to more proactive responses made by the government authorities and other service providers. In addition to those returned migrants whom were informed about their rights to justice and access to compensation at the MRC, more than 700 community people in the targeted provinces were also informed about this rights as well as safe migration.

IOM staff's migration technical expertise, institutional resources, existing networks, good working relationship that IOM have with Government and NGO partners and the Private Recruitment Agencies (PRAs) and their affiliations, commitment among officials of Cambodian Embassies and Consulars, and among officials of the local authority in Poi Pet, were considered as strong prior conditions to achieve these results.

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<sup>1</sup> *Prakas. A proclamation, which is a ministerial or inter-ministerial decision signed by the relevant Minister(s). A proclamation must conform to the Constitution and to the law or sub-decree to which it refers.*

<sup>2</sup> *Migration Governance Framework seeks to present, in a consolidated, coherent and comprehensive way, a set of three principles and three objectives which, if respected and fulfilled, would ensure that migration is humane, orderly, and benefits migrants and society. Objective 1: Good migration governance and related policy should seek to advance the socioeconomic well-being of migrants and society; Principle 1: Adherence to international standards and the fulfilment of migrants' rights; and Principle 3: Good migration governance relies on strong partnerships.*

However, weak theory of change and inadequate consultation, and collaboration with the government partners during the project design on project intervention areas hindered the attainment of some of the results. In addition, the project lacked adequate monitoring and follow-up tools, systems and mechanisms to track the project progress on the activity implementation and results. Additionally, the quality of the results matrix was identified as weak and should have been reviewed and improved during the project implementation.

The project was seen as reasonable for the fact that it cost only USD79 per assisted repatriated migrant, and with the total budget, more than 100,000 people in high migration communities were informed about safe migration. However, the changes in their knowledge and attitudes to migration was not assessed due to lack of proper monitoring mechanism in place.

The two occurrences of No-Cost Extensions (NCE) could have been avoided if the government counterparts were adequately consulted during the project design, and their endorsement was secured on the proposed interventions. In addition, the evaluation revealed inadequate monitoring tools, systems and mechanisms to track progress and follow-up, mainly for referral cases of migrants, and the quality of the project regular reports required more improvements.

Even though the Self-Monitoring and Evaluation Checklist<sup>3</sup> was successfully developed through a participatory process, uptake by PRAs of the checklist is very low. Thus, its sustainability is very uncertain, and this is also true for the Identification Form of Victims of Trafficking (VoT).

The functioning of the Migration Resource Centre (MRC) with the developed Standard Operating Procedures (SOP) was seen as sustainable with (1) the continuing support of the IOM project; (2) the commitment of local government and CSOs; and (3) continuing service demand by the returned migrants. The Poi Pet Municipality will introduce the Poi Pet Transit Centre (PTC) in mid-2018, and it is expected, with expanded consultations among IOM, MoLVT and the Poi Pet Municipality, that the functions of MRC, and its SOP's will be mainstreamed into the new PTC.

## **Main Recommendations**

To implement effective project management, a comprehensive monitoring framework inclusive of tools, systems and mechanisms should be developed and used to monitor the project's progress. Those include: Pre-test and Post-test for capacity development activities, training/workshop reports that document topics discussed and agreed, areas of good practices and areas for improvements, training/workshop evaluation, and follow-up mechanisms for referral cases, and training database. Capacity development for the project partners to use these tools, systems and mechanism should also be considered.

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<sup>3</sup> *The Self-Monitoring and Evaluation Checklist is to assist the Cambodian Private Recruitment Agencies (PRAs) to comply with Cambodian's laws, rules, and regulations, such as the Sub-Decree No. 190: Management of Sending Cambodian Migrant Workers Abroad through Private Recruitment Agencies, the relevant Prakas that accompany the Sub-Decree, the law on Labour, the Implementation Guideline No.003/16, and the already existing inspection tool developed by MoLVT. This Self-Monitoring and Evaluation Checklist will be used by these PRAs.*

To avoid confusion of result statements and indicators, the development of the vertical logic and horizontal logic of the Results Matrix should be thoroughly consulted with and comply with the result definitions provided in the IOM Project Handbook, 2<sup>nd</sup> edition.

Another recommendation is to develop innovative awareness raising interventions on safe migration, compensation, and ethical recruitment. Examples of innovative interventions may include: (1) availability of safe migration information through the Commune/Sangkat Office and Community Mobile Video at least in high migration areas; (2) interventions to increase access to complaint mechanisms and compensation for the deceived migrants; (3) interventions to support the Royal Government of Cambodia (RGC)'s efforts in implementing the Prakas#250 and Prakas#252, particularly implementation of the Self-Monitoring and Evaluation Checklist by PRAs; (4) law enforcement on PRAs that falsified recruitment advertisement and those found not complying to the government regulations in regards to the whole chain of migration recruitment and management; and (5) initiatives around promoting "ethical practice in labour recruitment".

In the context where IOM Country Office has been implementing existing project(s) with specific partners, IDF is strongly recommended to require evidence showing that key stakeholders and partners were properly consulted, and endorsed the project interventions and strategies during the project design. This requirement ensures a full buy-in from the project partners from the beginning, and their roles and responsibilities should be clearly defined and agreed upon to avoid unnecessary NCE's. In addition, IDF should consider requiring the project team to allocate some project fund to develop necessary monitoring tools and systems, as well as capacity building for the project staff and partners in using them to record the project's progress both quantitatively and qualitatively during the first quarter of the project implementation, and holds regular project review meeting (quarterly) with partners to identify and address issues and challenges in a timely manner. The project reviews could contribute to the prevention of unnecessary NCE as soon as possible.

## II. List of Acronyms

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ACRA	Association of Cambodian Recruitment Agencies
ASEAN	Association of South East Asian Nations
BECOME	Building Capacity of Cambodia to Manage Outward Migration
CSO	Civil Society Organization
FGD	Focus Group Discussion
GMS	Greater Mekong Sub-region
IDF	IOM Development Fund
ILO	International Labour Organization
IOM	International Organization for Migration
KII	Key Informant Interview
MAC	Manpower Association of Cambodia
MoFAIC	Ministry of Foreign Affairs and International Cooperation
MoI	Ministry of Interior
MoLVT	Ministry of Labour and Vocational Training
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MoU	Memorandum of Understanding
MRC	Migrant Resource Center
NCE	No Cost Extension
Prakas	A proclamation, which is a ministerial or inter-ministerial decision signed by the relevant Minister(s). A proclamation must conform to the Constitution and to the law or sub-decree to which it refers.
PRA	Private Recruitment Agencies
PTC	Poi Pet Transit Centre
RGC	Royal Government of Cambodia
SOP	Standard Operation Procedure
ToT	Training of Trainers
TWG	Technical Working Group

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### III. Introduction

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<b>Project subjected to the Evaluation:</b>	Building the Capacity of Cambodia to Manage Outward Migration (BECOME)
<b>Duration of the Project (months)</b>	34 months (01 October 2014 to 31 July 2017)
<b>Budget (USD)</b>	USD 200,000
<b>Donor</b>	IOM Development Fund (IDF)
<b>Countries covered:</b>	Cambodia
<b>Evaluation</b>	Internal Independent Evaluation
<b>Evaluation Team(s)</b>	Sokleang KIM
<b>Evaluation Period</b>	December 2017 – January 2018

The project subject to this post-evaluation is the Building Capacity of Cambodia to Manage Outward Migration (BECOME) project, which had been implemented by IOM-Cambodia Country office to support the relevant stakeholders including the RGC, and PRAs to implement the government's regulation and policy on Inspection on PRA (*Prakas*<sup>4</sup> 250), and On-Site Service of the PRAs and Repatriation (*Prakas* 252). The project was funded by the IOM Development Fund (IDF).

This evaluation was commissioned by the IOM-Cambodia Country Office, and managed by the BECOME project manager between 18th December 2017 to 31 January 2018, and conducted by the IOM Regional Monitoring and Evaluation Officer for Asia and the Pacific, as part of the Internal Independent Evaluation in full compliance with instructions provided within the IOM Project Handbook and the IDF evaluation guideline.

It involved document review, and data collection with relevant stakeholders in the country, including the representatives of the Ministry of Labour, and Vocational Training (MoLVT), Ministry of Foreign Affairs and International Cooperation (MoFAIC), PRAs, and the management of this PRA affiliation such as Manpower Association of Cambodia (MAC) and Association of Cambodian Recruitment Agencies (ACRA), Sub-National Government Officials from the Department of Labour and Job Centre and local authorities, as well as the assisted migrants and IOM project management staff.

This evaluation report covers eight sections as follows: (1) Executive Summary; (2) List of Acronyms/Abbreviations; (3) Introduction; (4) Context and Purpose of the Evaluation (5) Evaluation Methodology; (6) Findings; (7) Conclusions and Recommendations; and (8) Annexes.

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<sup>4</sup> A proclamation, which is a ministerial or inter-ministerial decision signed by the relevant Minister(s). A proclamation must conform to the Constitution and to the law or sub-decree to which it refers.



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## IV. Context and purpose of the evaluation

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### 4.1. Context

As governments in the Greater Mekong Sub-region (GMS) face increasing challenges in domestic labour markets with respect to both the supply and demand of labour forces, improving labour migration management has been promoted as a key component in the design of regional and bilateral employment policies. In this respect, both the Cambodian National Policy on Labour Migration (MoLVT, 2015) and the ASEAN Declaration on the Protection and Promotion of the Rights of Migrants Workers (2007) recognize the contributions of migrant workers to the society and economy of both receiving and sending states.

However, in the context of the unprecedented flows of more than 250,000 undocumented Cambodian migrants fleeing Thailand back to Cambodia in June 2014,<sup>5</sup> there is a need for additional technical and operational support for the MoLVT in managing labour migration flows to increase attractiveness of regular channels and ensure full protection of returning migrant workers. Improvement of recruitment practices, harmonization of pre-departure training standards, provision of on-site services on the employment sites and the establishment of an effective complaint mechanism have been identified as key priorities during the first round of consultations for the development of the second National Policy on Labour Migration.<sup>6</sup> Indeed, instances of unethical recruitment practices, including falsification of legal documents,<sup>7</sup> absence of pre-departure orientation training,<sup>8</sup> discrepancies between job descriptions and real working conditions,<sup>9</sup> and absence of standardized employment contracts remain common. Cases of debt bondage, labour exploitation and trafficking have also been reported recently.<sup>10</sup>

In response, IOM proposed to support the RGC through MoLVT and MoFAIC and relevant entities including PRAs and their affiliation such as ACRA and MAC to implement two of the newly issued regulations: Prakas#252, “On-Site Service of the PRAs and Repatriation” and Prakas#250, “Inspection on PRAs”. The project supported the RGC’s efforts to enhance management of outward labour migration flows to

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<sup>5</sup> Between June 6 and June 23, 220,000 migrants, including women and children came back to Cambodia through the border crossing checkpoint of Poi Pet

<sup>6</sup> Under the DRL-funded project *Enhancing the protection of vulnerable migrant workers in the lower Mekong region through access to safe and affordable migration channels*, IOM will also support a consultation workshop on the improvement of current recruitment practices for the sending of migrant workers to Thailand under the MoU process.

<sup>7</sup> IOM Cambodia, *Integrated Border Assistance for Sexually Abused Migrant Minors in Cambodia Project (IBASAMMC), Situational assessment of civil society organizations and police units working with minor migrant victims along the border areas of Cambodia, September 2013*

<sup>8</sup> ILO Asian Regional Programme on Governance of Labour Migration Working Paper No.16, *Inter-state Cooperation on Labour Migration: Lessons learned from MOUs between Thailand and neighbouring countries, 2008.*

<sup>9</sup> ILO, *Cross-border labour migration in Cambodia: Considerations for the national employment policy, October 2013*

<sup>10</sup> So far, two Cambodian PRAs have been forced to close because of human rights violations and abuse. The two cases involved deployment of workers to Malaysia. The on-going “Giant Ocean International Fishery” case, a PRA licensed in 2009 that is suspected to push up to 1000 persons into exploitative or trafficking situation is the most recent and high profile case.



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neighbouring countries. This project's objective was to contribute to improved regulatory framework to facilitate the protection of labour migrants in accordance with the newly adopted legal instruments, and Cambodian migrant workers are empowered to assert their rights.

## 4.2. Evaluation purpose

The findings and recommendations from this evaluation are intended for use by the project management and senior management of IOM in Cambodia, IOM Regional Office for Asia and the Pacific (ROAP), and IDF. The main purpose of the evaluation include as follows:

*Table 1: Evaluation Intended Uses and Users*

INTENDED USERS	INTENDED USES
Project management and senior management of IOM in Cambodia	<ul style="list-style-type: none"><li>- To improve identification of country's needs and alignment with global development agenda in regard to migration and IOM's relevant strategic guidance;</li><li>- To improve efficiency and effectiveness of future project implementation with socially and politically accepted activities and strategies;</li><li>- To prove the accountability of budget and results to the IDF; and</li><li>- To identify specific follow-up actions/initiatives and project development ideas</li></ul>
IOM-Regional Office for Asia and the Pacific (ROAP)	<ul style="list-style-type: none"><li>- To document lessons learned and best practices to support project formulation and endorsement in the future.</li></ul>
IDF	<ul style="list-style-type: none"><li>- To assess value for money for a set of activities funded; and</li><li>- To use the findings and conclusions in consideration of future project funding approval.</li></ul>

## 4.3. Evaluation scope

This evaluation mainly focused on the outcome and objective levels and covers the whole project implementation period until the time of the evaluation. However, output results were also assessed to determine their contribution to the expected outcomes. Assisted migrants, Civil Society Organizations (CSOs) providing services to migrants, staff of the supported Migration Resource Centre (MRC) in Poi Pet, and Government Officials at sub-national level were interviewed during the field data collection in



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Battambang, Siem Reap and Banteay Meanchey, the three targeted provinces of the projects. Representatives of MoLVT and MoFAIC, Development Partners (DPs) and PRAs, and the management of ACRA and MAC were interviewed in Phnom Penh.

#### 4.4. Evaluation Criteria

The evaluation focused on five main evaluation criteria of the OECD/DAC: relevance, effectiveness, efficiency, impact, and sustainability. Human Rights and Gender Equality were integrated into every OECD/DAC criteria as relevant. 18 evaluation questions were used to answer these criteria, which then helped achieve the stated purposes of the evaluation (more details, annex 8.2: Evaluation Matrix).



## V. Evaluation methodology

### 5.1. Data source and collection methods

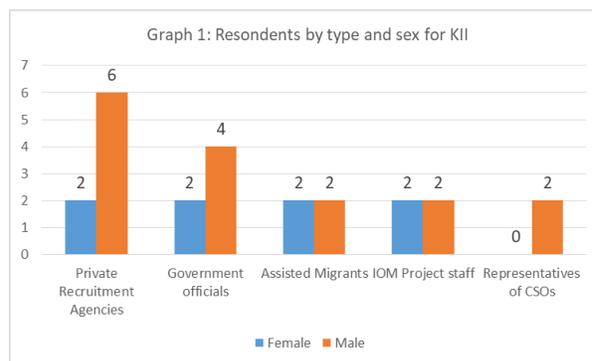
To ensure reliability of the data, four data collection methods were employed:

- 1) Desk review of the available documents and data (see annex 8.3);
- 2) Key informant interview (KII) with IOM project staff, representatives of PRAs and affiliations, and of MoLVT and MoFAIC officials who involved in and benefitted from the project, as well as the assisted returned migrants (see annex 8.4 and 8.5);
- 3) Focus Group Discussion (FGD) with PRAs (see annex 8.4 and 8.5); and
- 4) Online Survey with PRAs and Government Officials who attended capacity development in the country and training in Thailand, Malaysia and China (see annex 8.5).

### 5.3. Sampling

24 project beneficiaries (8 of whom were female) were purposively identified by the project team in consultation with the evaluator. Those represented MoLVT, MoFAIC, PRAs, assisted migrants and CSOs, and IOM project staffs who managed the project. 8 (33%) respondents represented the PRAs, and 6 (25%) respondents were the Government Officials, and 4 (17%) assisted returned migrants (2 men and 2 women).

The online survey was sent to 74 people (53 PRAs who have e-mail addresses, 7 MoLVT and 14 MoFAIC officials who attended capacity development activities). However, only 1 response was received from one PRA even though two e-mail follow-ups were sent.



### 5.2. Data Analysis

The findings from document review, KII and FGD were analyzed quantitatively and qualitatively, and were used to assess the achievement of results as articulated in the project's Results Matrix (both numeric and descriptive results). These findings were also used to rate the project as a whole according to the assessing



evaluation criteria. Due to the low response rate to the online survey, the analysis was based on the data collected through the first three methods only.

Under each of the evaluation criteria, a rating was given by using the scaling method (Table 2) supported by evidence collected.

*Table 2: Data analysis scaling*

Evaluation Criteria Scaling		Explanation
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution

#### 5.4. Limitations and proposed mitigation strategies

A number of limitations and challenges were identified during the inception and implementation of this evaluation. The evaluator, in consultation with the IOM project team responded to them as below:

*Table 3: Limitation*

Nº	Limitations	How these limitations were addressed
1.	Meeting face-to-face with all the assisted migrants who returned with the assistance of the project was not possible due to inadequate contact information.	The project team managed to arrange 4 returned migrants (2 from Malaysia and 2 from Indonesia) for the KII out of 1,457 returned migrants supported by the project. 2 of them are women. However, the findings from this



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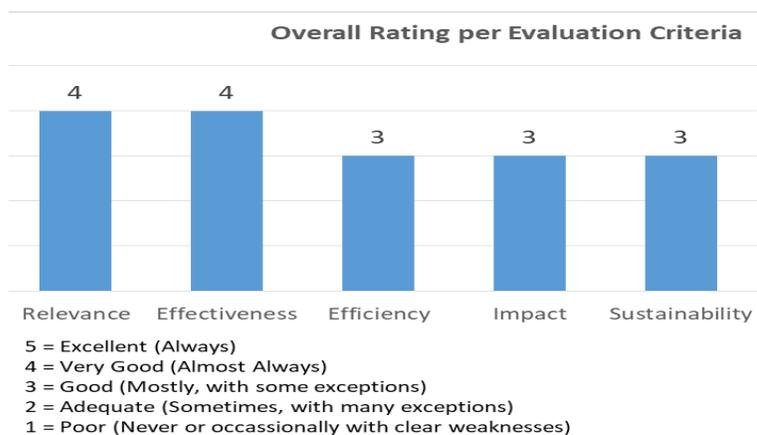
		interviews could NOT claim representativeness.
2.	The evaluator did not have the opportunity to interview deportees from Thailand in Poi Pet to assess their perception on the services and benefits they obtained from the RMC, due to timing of their arrival at Poi Pet and the short field data collection time.	The evaluator reviewed the feedback of the returned migrants on their perception on the services and benefits provided by the MRC. These feedback were collected by MRC staff after these migrants received the services by using administering the online survey form.
3.	The source and reliability of monitoring data on the indicators listed in the project's final report was not verified.	Triangulate data and information with different sources including the KII interview, FGD, further communication with project staff for clarification, and survey results conducted by MRC.
4.	The evaluator found data and descriptive inconsistencies between the narrative section and the Results Matrix progress section, in project Interim and Final Report.	
5	Very low response to the online survey, despite follow-up e-mails.	The data analysis was made primarily based on the data collected through the KII, FGD and the project reports.



## VI. Findings

The project’s relevance and effectiveness were rated at 4 out of a 5-point scale (VERY GOOD), while efficiency, impact and sustainability were rated at 3 (GOOD). The rating was supported by evidence described below.

The project’s objective and strategies were relevant to the needs and priorities of the Government of Cambodia, PRAs and migrants as evidenced by its alignment to the Government’s policies and regulations. In addition, the project was also well aligned to objective 1, principles 1 and 3 of the IOM’s MiGOF<sup>11</sup>, and the SGD target 10.7<sup>12</sup>. However, the intervention priorities were not seen as key priorities particularly for MoLVT and MoFAIC.



For effectiveness, the project achieved most of its planned outputs and outcomes. For efficiency, the project produced good results with justifiable cost, however, the unnecessary no-cost extensions (NCE), had contributed to a lower rating. The project contributed to overall impact in improvement of migration options through formal recruitment agencies and the livelihoods and wellbeing of the assisted migrants; though job discrepancies (variation between the terms and conditions stated in the job contract and the actual job performed) of migrants still exist, which required more strategic and collective interventions.

According to the findings, MRC and its SOP’s had been operated by the project stakeholders to support deportee migrants from Thailand, and are now being supported by IOM’s Migrant Assistance and Protection Programme (PRM). However, their prospective future is still uncertain when the Poi Pet Municipality fully operates the Poi Pet Transit Centre (PTC), while the use of the Self-Monitoring and Evaluation Checklist by PRAs was still very limited by the time of the evaluation. The extent to which the

<sup>11</sup> MiGOF’s Objective 1: Advance the socioeconomic well-being of migrants and society; MiGOF’s Principle 1: Adherence to international standards and fulfillment of migrants’ rights; and MiGOF’s Principle 3: Engages with partners to address migration and related issues.

<sup>12</sup> SDG’s Target 10.7: facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies



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VoT identification form is being used by the Cambodian Embassy's and Consulate's officials is still in question after it once used by the officials and IOM staff during the Networking Workshop in Malaysia in April 2017, due to no response from the Embassy's and Consulate's officials to the requested online survey.

## 7.1. RELEVANCE

The project's relevance was rated at a 4 on the 5-point scale assessment. The BECOME project aligned to the needs and priorities of the Royal Government of Cambodia, and to objective 1, principles 1 and 3 of the IOM's MiGOF, and SDGs's target 10.7. In addition, it also helped address the needs of migrants through focusing on the two sides of the logic; demand-side and supply-side. In the supply-side, the project worked very closely with the officials of MoLVT and MoFAIC, embassies, consular, and the Ministry of Interior (MoI) on victim identification, assistance coordination and repatriation, and with the PRAs and their affiliations on ethical recruitment. While on the demand-side, the project worked directly with MoVLT at the sub-national level to raise awareness of migrants and communities on safe migration, services and referral, and their rights to justice and compensation in case of abuse or labour exploitation.

However, access to information and migration advice particularly in sending communities were identified as challenges for both the returned and prospective migrants, as well as the absence of proper monitoring and follow-up mechanisms for the assisted migrants and the referred cases for services. In addition, the project's intervention priorities were not seen as key priorities particularly for MoLVT and MoFAIC (*see more details on finding#6, output 1.2 & output 1.3*)

**Question 1:** To what extent BECOME project still responds to the needs and priorities of the RGC in managing safe migration, and of the Private Recruitment Agencies?

**Finding 1:** The BECOME Project's objective and its implementation strategy were very relevant to the needs and priorities of the RGC pertaining to managing safe migration, and strengthening the ethical recruitment practice of PRAs through promoting the compliance of Prakas#252 and Prakas#250.

Helping the RGC to enhance management of outward labour migration flows to neighbouring countries, and the protection of migrant workers, were still consistently relevant to the priorities and needs of the RGC as articulated in various regulations and policies. In particular, the Prakas#252 and Prakas#250, as well as the ongoing challenges faced by PRAs and the Government stakeholders. However, two of the originally proposed interventions under output 1.2 and 1.3 were modified during the implementation to align with the priority needs of MoFAIC and MoLVT (*see more details in finding#6*).



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The project assisted the RGC and PRAs in implementing the Prakas#252 (On-Site Service of the PRAs and Repatriation), and Prakas#250 (Inspection on PRAs) which is contributing to the Sub Decree 190 on the *Management of the Sending of Cambodian Workers Abroad through PRAs*, the Law on Labour, the Implementation Guideline No. 003/16 and the existing inspection tools. Nevertheless, the recruitment process of migrant workers by the PRAs was still seen a challenge, such as existence of falsified labour recruitment advertisement through media; ineffective law enforcement on PRAs that falsified advertisement; the reported discrepancies between the information provided before departure and the actual working conditions at the workplace; and the coordination issues to assist the victims of trafficking and repatriation.

**Question 2:** To what extent did the BECOME project correspond to the needs and challenges of migrants?

**Finding 2:** The BECOME project addressed the needs and challenges of migrants directly through the provision of services by MRC and migrant repatriation assistance; and indirectly through the improved ethical recruitment process of the PRAs, and the compensation through the RGC's mechanism. However some shortcomings were observed, such as the need to expand MRC services to other provinces that have relatively high number of labour migration flow, and the need to raise awareness more widely on the rights of deceived migrants to justices and compensation.

The services provided by the MRC responded to the needs of the migrants when they arrived at the border point in Poi Pet. According to the survey conducted by the MRC staff, which received 610 responses from returned migrants from Thailand, advice on obtaining Travel & Employment Documentation was the most needed information and 68% of the responded migrants confirmed that the MRC did provide all these advices to them. Advice on employment in Cambodia was identified as another high need by 28% of respondents, and MRC fully responded to this need as confirmed by the respondents. The project also targeted awareness raising at community level on migrants' rights and safe migration through the provision of ToT to community leaders, who further provided outreach activities to their communities respectively. *However, there was not proper support and monitoring mechanism to measure the effectiveness of the training, particularly how much the community member's knowledge was changed. In addition, the services provided by the MRC are not available for most migrants in rural areas, and their access to the centre is a challenge.*

Victims of Trafficking (VoT)'s most and immediate need was identified as repatriation, which the project responded to. According to the data provided by the project team, 147 migrants (88 female) had been repatriated. One of KII participants said that she would have died if there was no project assistance through the Cambodian Consular in Malaysia. The project also supported the Government's efforts in helping the VoT with access to compensation through provision of training to the Government



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stakeholders at sub-national and national level, PRAs and relevant CSOs, as well as the information on migrants' rights and safe migration. *However, according to the CSO representative interviewed, migrants are still not well aware of their rights and processes to submit complaints.* This finding also contributes to the low number of complaint submissions (*more details, refer to the finding #6 on outcome#2 on page 18*).

The project also responded to the needs of migrants indirectly through the strengthening of ethical standards of PRAs in recruitment advertising, recruitment process, training, pre-departure orientation, and follow-up at the workplace by raising awareness on migrants' rights and labour rights, forced labour and trafficking for sexual exploitation.

**Question 3:** How relevant was BECOME Project to IOM's mandates and strategies, as articulated in MiGOF? How relevant was this project to the globally agreed SDGs?

**Finding 3:** The project's objective and its implementation strategies were well aligned to the Objective 1 and based on the Principle 1 and Principle 3 of the Migration Governance Framework (MiGOF).

The project was fully aligned to MiGOF' objective 1, and principles 1 and 3 by contributing to the RGC's efforts in enhancing management of outward labour migration flows to neighbouring countries, while also enhancing the protection of migrant workers based on national and international legal instruments in collaboration and partnership with various stakeholders including the MoLVT, MoFAIC, MoI, relevant sub-national institutions, PRAs, CSOs and migrants and their communities. Furthermore, the project also contributed to the target 10.7 of the SDG, which facilitates orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

**Question 4:** To what extent was the project's theory of change relevant and facilitated the escalation of the project's results from inputs to activities, from activities to outputs, from outputs to outcomes and to the objective?

**Finding 4:** The theory of change of the project was feasible in that the two project's outcomes jointly contributed to the project's objective. However, the cause-effect relationship between the outputs and outcomes was not strong.

The project intended to contribute to the RGC's efforts to enhance management of outward labour migration flows to neighbouring countries, while also enhancing the protection of migrant workers through the effective protection of labour migrants in accordance with the newly adopted legal instruments, and migrant workers claim to their rights and compensation. As long as the duty-bearers



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(inclusive of relevant government institutions, PRAs and affiliations) protect the rights of the migrants and promote safe migration, and rights-holders (migrants) exercise their rights to access safe migration and compensation in case of abuse and/or exploitation, and coupled with constant commitments of the duty-bearers to enforce relevant policies and regulations, the management of outward labour migration flows will be improved. In addition, the BECOME project partly worked on awareness raising on the migrants' rights and access to compensation (demand-side), while the ILO's GMS TRIANGLE project<sup>13</sup> focussed on legal and institutional assistance for compensation (supply-side), and with these two, and other assumptions holding true, the deceived migrants would be able to receive compensation and justice. *However, such a mutual arrangement and cooperation between IOM and ILO was not established in writing and shared with MoLVT that could facilitate better collaboration between IOM and MoLVT on this compensation component.*

Moreover, the means-end relationship between the outputs and outcomes was not strong. Under outcome 1 (effective facilitation of labour migrant protection), besides the existing three outputs, improved capacity of PRA Associations (ACRA and MAC) to supervise the use of the Self-Monitoring and Evaluation Checklist should be an additional output. Saying that, it does not mean that the project did not build the capacity of these associations and individual PRAs, but without concrete results clearly articulated in the Result Matrix, the effort was not concentrated. Thus, the uptake of the checklist by PRAs and supervision capacity of the associations seem low (*more details in the Effectiveness Section*), and this led to only "satisfactory achievement" of the outcome.

**Question 5:** How adequately were human rights and gender equality taken into consideration during the project design and implementation?

**Finding 5:** Human rights and gender equality principles had been integrated into every stage of the project implementation and human rights standards were always highly upheld.

Efforts were made to make sure women were included in all phases of the project. Those include encouragement and motivation for women to participate in meetings, trainings, and awareness raising at national and community levels. The project implementation benefited labour migrants in general, but also a special focus was made on female through the support the PRAs to develop and deliver pre-departure orientation in appropriate ways for the domestic female workers. Female nurse consulted with female migrants at MRC; however, occasionally due to large amount of female migrant workers, inevitably female

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<sup>13</sup> *The Tripartite Action to Protect Migrants Workers from Labour Exploitation (the GMS TRIANGLE project) aims to strengthen the formulation and implementation of recruitment and labour protection policies and practices in the Greater Mekong Sub-region, to ensure safer migration resulting in decent work. The project is operational in five countries: Cambodia, Lao PDR, Malaysia, Thailand and Viet Nam and will expand activities into Myanmar in 2013. In each country, tripartite constituents (government, workers' and employers' organizations) are engaged in each of the GMS TRIANGLE project objectives.*



migrant workers were also consulted by male MRC staff, and due to space limitation at MRC / Poi Pet, it was not possible to separate male and female migrants when they arrived the centre.

## 7.2. EFFECTIVENESS

The project’s effectiveness is rated at a 4 on the 5-point scale assessment. The BECOME project had achieved most of its planned outputs and outcomes.

**Question 6:** How effective are the BECOME project’s achieved results compared to its plan and targets?

**Findings 6:** All the project’s outcomes and outputs were achieved, though output 1.2 and 1.3 were achieved with some modifications of the original planned interventions (See more details at the sub-section of output 1.2 and 1.3 below)..

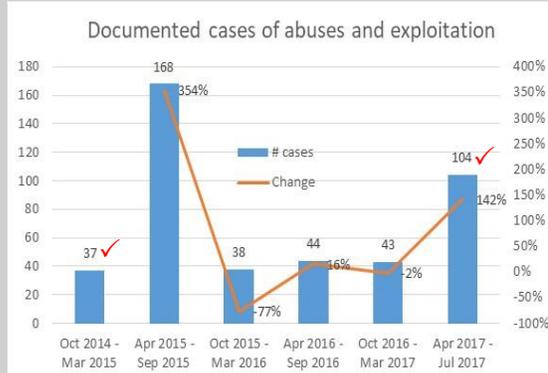
Expected Results	Achievements																																																												
<p><b>Outcome 1:</b></p> <p>The improved regulatory framework effectively facilitates the protection of labour migrants in accordance with the newly adopted legal instruments.</p>	<p>This Outcome was Satisfactory Achieved.</p> <p>In total, the project enabled the repatriation of 147 (82% were women) deceived migrants from China, Indonesia, Japan and Malaysia, and out of which 13 cases in Malaysia were identified and assisted soon after the networking workshop facilitated by the project, and this would not have happened, or at least not sooner without the project’s intervention. This kind of workshop was organized in the countries of destination, including China, Malaysia and Thailand, and participated by officials of the Cambodian Embassies and Consular in these countries, officials from MoLVT, Mol, MoFAIC, PRAs and CSOs representatives.</p> <table border="1" data-bbox="915 1417 1430 1738"> <caption>Returnees by Country of Destination</caption> <thead> <tr> <th>No</th> <th>Destination Country</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="5"><b>Repatriated by the project's assistance</b></td> </tr> <tr> <td>1</td> <td>China</td> <td>12</td> <td>0</td> <td>12</td> </tr> <tr> <td>2</td> <td>Indomesia</td> <td>2</td> <td>20</td> <td>22</td> </tr> <tr> <td>3</td> <td>Japan</td> <td>6</td> <td>0</td> <td>6</td> </tr> <tr> <td>4</td> <td>Malaysia</td> <td>68</td> <td>39</td> <td>107</td> </tr> <tr> <td colspan="5"><b>Assisted when arrival in Cambodia</b></td> </tr> <tr> <td>5</td> <td>Saudi Arabia</td> <td>2</td> <td>0</td> <td>2</td> </tr> <tr> <td>6</td> <td>Singapore</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>7</td> <td>Somali</td> <td>0</td> <td>18</td> <td>18</td> </tr> <tr> <td>8</td> <td>Thailand</td> <td>387</td> <td>902</td> <td>1289</td> </tr> <tr> <td colspan="2"><b>Total</b></td> <td><b>477</b></td> <td><b>980</b></td> <td><b>1,457</b></td> </tr> </tbody> </table> <p><i>I would had died in the foreign country if I was not assisted by the Embassy in time, one female VoT interviewed.</i></p>	No	Destination Country	Female	Male	Total	<b>Repatriated by the project's assistance</b>					1	China	12	0	12	2	Indomesia	2	20	22	3	Japan	6	0	6	4	Malaysia	68	39	107	<b>Assisted when arrival in Cambodia</b>					5	Saudi Arabia	2	0	2	6	Singapore	0	1	1	7	Somali	0	18	18	8	Thailand	387	902	1289	<b>Total</b>		<b>477</b>	<b>980</b>	<b>1,457</b>
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In addition, the project assisted 1,310 returned/deported migrants, mainly from Thailand through MRC.

The final project report indicated fluctuating changes in term of the reported number and percentage of cases where migrants were abused or exploited in destination countries between starting and ending dates of the project.

However, according to this data, even though the attribution was impossible to establish through this evaluation, overall, there was an 181% increase in reported and referral cases against the target of only 20% made by the the Cambodian embassies and



consulates and referred to the relevant authorities in the destination countries as well as the MoLVT, compared the data between the starting and ending date (37 vs 104), which means that this particular indicator is overachieved.

However, even though more than 20 PRAs and their affiliations including the MAC and ACRA were involved in formulating the Self-Monitoring and Evaluation Checklist, and being trained on the checklist, the use of the checklist by PRAs is very limited. According to the FGD held with representatives of four PRAs (two from MAC and two from ACRA), only two of them are aware of the checklist, and only one of them used the checklist once.

There were a few reasons contributing to this very low uptake. The training on this checklist was provided just once to only 20 PRAs from the two affiliations without refresher training, and MAC and ACRA were not adequately enabled to provide ongoing coaching and mentoring to members in using the checklist. Additionally, there was no promotion and competition and/or championship in ethical recruitment among the PRAs. *The championship in ethical recruitment could serve as an important marketing strategy, and it could be considered as an incentive or pull factor for PRAs not*



	<p><i>just to use the checklist, but also to improve their business performance, ethical practice, compliance, and then competitiveness.</i></p>
<p><b>Output 1.1:</b> Improved cooperation of Cambodian Embassies, Consular, PRAs and the MoLVT to implement the Prakas#252 on “On-Site Service of the Private Recruitment Agency and Repatriation”</p>	<p>This Output was Achieved. The current result formulation does sound like an outcome of the project due to the fact that an “improved cooperation” among these players are not in the project’s control, but rather they are the changes in behavior and performance.</p> <p>However, as a result of the networking workshops organized in China, Malaysia and Thailand, the participants created a common communication channel to exchange information in regard to human trafficking and assistance to repatriation through joining the “WhatsApp” communication tool together, which shows a step towards improved communication and cooperation among the stakeholders. As an immediate effect, 13 VoTs were identified, assisted and repatriated from Malaysia soon after these events.</p> <p><i>To assist VoT timely, in the future, there should be more networking organized in other destination countries, one KII participant at the national level</i></p>
<p><b>Output 1.2:</b> MoFAIC officials in Cambodian embassies and consular in Thailand and Malaysia and MoLVT officials have the skills and knowledge to provide <u>on-site services</u> in destination countries and to effectively identify and return victims of trafficking and labour exploitation in destination countries.</p>	<p>This Output was Achieved. The intervention under this output was requested by MoFAIC to focus only on the last part of the Prakas#252 which is the “Repatriation”, but not the “on-site service visit”, and as a result, there was no capacity development on the “On-site visit”.</p> <p>50 officials (10 were women) of the Cambodian Embassies and Consular in China, Malaysia and Thailand and MoLVT officials had been trained on repatriation and assistance for vulnerable migrants, and Assisted Voluntary Return and Reintegration (AVRR). <i>No post training was administered</i>, however, based on the recap session and the feedback on the evaluation form, approximately 90% of them appeared to understand the key focuses and messages of the training.</p> <p>In addition to the training, the Victim Identification Form was also introduced to the Cambodian Consular officials in the three countries for potential use. To what extent it has been used, is still a question, which requires additional support.</p>



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	<p><i>However, for the benefits of VoTs, this once-off training/workshop may not be very beneficial for the VoTs in the long-run; there should be more institutional capacity building and networking support, so that these officials are more capacitated and motivated to support the VoTs.</i></p> <p><i>Even though, the change of the project’s intervention focuses during the implementation period indicated strong flexibility, it indicated the need for a more comprehensive and inclusive consultation to be held between IOM and key stakeholders including the officials of MoVLT and MoFAIC, and agreement on specific and concrete intervention areas should be firmly secured during the project design/development.</i></p>
<p><b>Output 1.3:</b></p> <p>Officials from the MoLVT, Department of Employment and Manpower are equipped with skills, knowledge and tools to effectively implement the Prakas#250 on “<i>Inspection on Private Recruitment Agencies</i>”.</p>	<p>This Output was Achieved. No specific training or capacity development was provided to the officials of MoLVT to effectively implement the Prakas#250 on “<i>Inspection on Private Recruitment Agencies</i>” as planned, therefore, it was no longer to assess the changes in their knowledge and skills. It was informed by the KII participants that MoLVT has adequate technical capacity, and is currently performing the PRA inspection, and thus did not require this capacity building support. However, in consultation with MoLVT’s officials and the representatives of PRAs, the development of the Self-Monitoring and Evaluation Checklist was agreed, and PRAs were trained on how to use the checklist. This checklist is an additional tool for PRAs to prepare themselves for the MoLVT’s Inspection.</p> <p><i>Although the change of the project’s output result during the implementation period indicated strong flexibility, the disagreement of MoLVT in receiving capacity development to implement the Prakas#250 during the project implementation period indicated the need for a more comprehensive and inclusive consultation to be held between IOM and key stakeholders including the officials of MoVLT and PRAs, and agreement on specific and concrete intervention areas to be reached during the project design/development.</i></p>
<p><b>Outcome 2:</b></p> <p>Cambodian migrant workers are empowered to assert their rights.</p>	<p>This Outcome was Achieved. In 2016 and 2017, 135 complaints were received against the target of only 20. This result illustrates an increase in understanding among the migrant workers on their rights to justice and compensation, their confidence in the complaint mechanisms established,</p>



and it also could link to more proactive responses made by the government authorities.

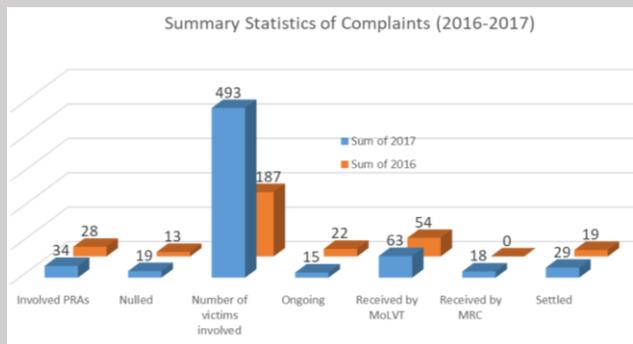
The achievement of this outcome has some additional contributing factors:

- The Government officials and NGOs staffs whom were trained by the

project on the rights of migrants to justice and compensation, and the complaint mechanisms, have applied their acquired knowledge in their workplace and are further raising awareness among the migrant workers through social media;

- Migrants are provided with mechanisms to submit their complaints online;
- There is ongoing information sharing at MRC and outreach activities in targeted province communities.

However, the status of 37 cases (27%) is still “ongoing”, particularly those that occurred in 2016 (22 cases), which requires an effective monitoring and follow-up mechanism, including ensuring migrants whose complaints are pending are adequately informed of the status. More interestingly, six more PRAs were involved in the complaints in 2017 compared to 2016 which could indicate a stronger supports to PRAs to be in compliance with the Government’s regulations and policies on labour recruitment for future programming.



**Output 2.1:**

Migrant workers have access to relevant information concerning employment and educational

This Output was Achieved. Standard Operating Procedure (SOPs) for MRC was jointly developed by IOM, MoLVT and CSOs to guide the function of the MRC and the quality and effectiveness of service provision to the returned migrants with full attentions to those who may be left behind including women and children.

The MRC reached almost 124,000 (30% assumed as female) migrants deported by Thai Immigration through Poi Pet, and out of which, about



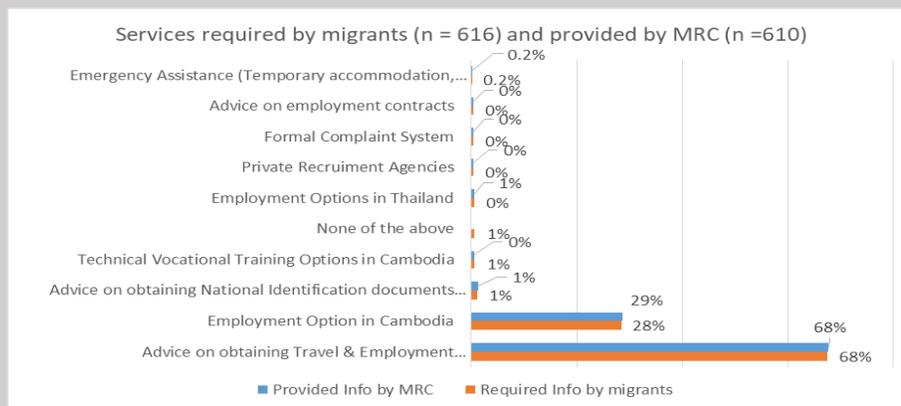
opportunities abroad (through an MRC).

59,000 migrants were informed about the MRC services (against 15,000 as target) and MRC's contact information Cards were distributed; 78,000 were informed through Government brochures and video about travel documentation, and 437 migrants received counseling on complaints and documentation issues (against the target value of 2,000). It was not clear in the

Services Types	Number of referrals made (2014-2017)		
	NGOs/CSOs	Gov't	Total
Medical Services	0	42	42
Legal Services	4	1	5
Counseling Services	518	104	622
Livelihoods/vocational training services	368	0	368
<b>TOTAL</b>	<b>890</b>	<b>105</b>	<b>995</b>

60% of the assisted migrants surveyed confirmed satisfaction on the services provided by the MRC staff. In addition, 995 returned migrants were referred to partnered NGOs/CSOs and government agencies for services.

According to the MRC's survey, 68% of the migrants wanted information on obtaining legal travel and employment documents. Followed by the information on employment in Cambodia (29%), the MRC responded very well to these demands as reported by the surveyed migrants at 68% and 28% respectively.



Due to time constraint of the returned migrants, the assessment of increased knowledge based on the information provided by the MRC was not possible. This was because the project did not carry out follow-up monitoring nor assessed changes in attitudes towards migration options and different forms of migration.



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**Output 2.2:**

Deceived migrants are knowledgeable about their rights and their access to compensations

This output was achieved. Besides safe migration information, their rights to justice, as well as the compensation mechanism were communicated to about 124,000 (30% assumed as female) migrants deported by Thai Immigration through Poi Pet by MRC, plus an additional 700 community members in the targeted provinces were reached by the NGOs and Government's outreach activities through training, workshop, and social media. Out of those covered by MRC, 437 migrants received counseling on complaints and documentation issues between 2016 and 2017.

Monitoring system to measure the change in the awareness and knowledge on the compensation was not developed nor used. However, the increased number of cases requesting for compensation indicates that migrants have, to some extent, more awareness of their rights to justice and compensation, and more understanding on the complaint submission process.

The absence of a proper monitoring system is perhaps attributing to the absence of specific monitoring indicators to measure changes for this output.

**Output 2.3:**

Migrant Leaders empowered with the capacity and communication skills to disseminate reliable information to other migrants on migrants' rights and responsibilities

The output was achieved. Coupled with the information disseminated by the MRC / Poi Pet, the project trained more than 100 community leaders (35 women) from the Government Job Centre, Provincial Department of Labour and Vocational Training, district administration, commune council, and village, and local NGOs and private sectors at the provincial level in Banteay Meanchey, Battambang and Siem Reap.

The messages focused on documentation for safe migration, private recruitment practices, and the issues of human trafficking and labour exploitation. They also learned how to communicate key messages on the topics to community members at large. They appreciated the training, particularly the video introducing processes and procedures to have legal documents, such as a passport.

With the project's support, these community leaders further cascaded the training and dissemination of the information to their communities, and reached out to more than 700 people. Again, there was inadequate monitoring on these activities, to be able to ascertain whether or not knowledge and attitudes of the community changed towards migration decisions.



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**Question 7:** What are internal factors that contributed to progress or delay in the achievement of the output, outcome and objective results?

**Findings 7:** The internal factors that enabled the project to achieve its planned results include: (1) migration technical expertise of IOM's staffs working on the project and other institutional resources; and (2) existing networks and trust IOM produced among the Government and NGO partners and the Private Recruitment Agencies and their affiliations (MAC and ACRA). Two internal factors that contributed to delays in the planned results include: (1) inadequate intervention of activities; and (2) lack of partner consultation during the project design.

IOM Cambodia places itself very well among UN agencies and development partners pertaining to its migration management expertise, thus enabling networking and trust building among key players, and leading to strong buy-in of the project among partners. However, the project's theory of change, particularly the cause-effect relationship between outputs and outcomes was not strong. For instance, under outcome 1 (effective facilitation of labour migrant protection), besides the existing three outputs, improved capacity of PRA Associations (ACRA and MAC) to supervise the use of the Self-Monitoring and Evaluation Checklist should be an additional output so as to increase the project's ability to achieve the stated outcome. Also, partner consultations on proposed interventions during the project design did not occur adequately, which contributed to misunderstandings on key interventions, as well as roles and responsibilities of stakeholders. This eventually led to the 9-months project delay.

**Question 8:** What were external factors that contributed to progress or delay in the achievement of the output, outcome and objective results?

**Findings 8:** The key external factors that had positive effects on the project's ability to achieve the results include: (1) commitment of Government Officials of MoFAIC and in Embassies and Consulars in China, Malaysia and Thailand; and (2) commitment of local authority in Poi Pet, and (3) commitment of PRA affiliation (Manpower Association of Cambodia (MAC); and Association of Cambodian Recruitment Agencies (ACRA)) in the development of Self-Monitoring and Evaluation Checklist. However, two negative external factors were identified as impeding the project's achievements: (1) limited commitment of MAC and ACRA in promoting the use of the checklist, and (2) strained collaboration with MoLVT.

The Government Officials of the MoFAIC and Embassies and Consulars in China, Malaysia and Thailand provided excellent collaboration in running the three workshops on on-site service inspection and repatriation, and in identifying and helping the VoTs in respective destination countries. However, collaboration with MoLVT was a challenge from the beginning due to potential overlap/duplication



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between the activities proposed by the project and the activities which were being carried out by the Ministry (e.g. PRA site inspection). This issue contributed to a delay of a few months after the project launched, and as a result, the PRA site inspection was changed to the development of Self-Monitoring and Evaluation Checklist. In addition to this, the Ministry officials interviewed also complained about the absence of an MoU between IOM, which could facilitate a better understanding on expectations of each party of the MoU.

Representatives of MAC and ACRA actively participated in discussions and consultations to develop the Self-Monitoring and Evaluation Checklist from the beginning of the project. Without their participation, it was believed to be hard to have this checklist finalized; however, their commitment to disseminate and mentor their PRA members to understand the usefulness of the forms and to use the form was found limited. According to the FGD held with PRA members, out of four participating PRAs, only two were aware of the checklist, and only one of them (which was the board member of the MAC) used the checklist once. With this regard, support to the PRAs through their affiliation should be continued to increase PRA's compliance to the Government's policies and regulations, which ultimately benefits both the PRAs themselves and the migrants, including prospective ones.

**Question 9:** To what extent were project monitoring tools and systems in place to track project implementation progress, and to inform decisions?

**Findings 9:** The project developed and used some tools and systems for monitoring, such as an Excel database to store deportee migrants' information and survey data from the MRC / Poi Pet, and a list of repatriated migrants assisted by the project. However, the following points for improvements were observed: (1) lack of monitoring on change in knowledge among migrants and training participants; (2) lack of follow-up on cases that were referred to partner NGOs and government offices; (3) lack of reports for organized events including trainings and workshop; (4) inconsistency between the contents described in the narrative section of project's reports and the result matrix; and (5) issues relating to the reliability of reported data.

Excel database and surveyed data was well used and maintained by the project team including the RMC. However, there was no proper monitoring and follow-up tools in place to track the project's results, particularly related to changes in knowledge of the deceived migrants on the rights and process to submit complaints, changes in knowledge of those stakeholders trained on various subjects, as well as how the referred migrants had been supported. Moreover, even though the project conducted numerous events, not all of them have event evaluations and reports that document at least what was discussed and agreed upon in the event, and what went well and what needed to be done differently.



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Inconsistencies existed between the contents provided in the narrative part of the project reports and the result matrix. The data reported in both the interim and final reports could not be verified on sources and accuracy, particularly for the data provided by the government partners.

**Question 10:** How did the project’s beneficiaries and stakeholders perceive the project implementation and results?

**Findings 10:** There were mixed feelings on the project implementation and results among the project beneficiaries and stakeholders.

Migrant workers, particularly those assisted by the project and whom were interviewed appreciated the assistance provided, and officials from the MoAFIC interviewed expressed appreciation for the project’s support in capacity development and networking. Representatives of MAC and ACRA appreciated the assistance in capacity development and the development of the Self-Monitoring and Evaluation Checklist, and they insisted for more concrete training to all their members to use the checklist, on top of their monitoring and mentoring services. Even though these findings were encouraging, officials from MoLVT requested to have adequate consultations at the early stage of the project to identify project’s priority activities, and for the MoU between the Ministry and IOM which entails clear roles and responsibilities of each party.

### 7.3. EFFICIENCY

Overall, the project achieved the stated results with justifiable cost. However, with the implementation delays and subsequent multiple no-cost extensions, the project’s efficiency was rated as “good” (3 out of a 5-point scale).

**Question 11:** To what degree are inputs provided or available in time to implement the project’s activities?

**Findings 11:** With the on-time disbursement of the IOM Development Fund (IDF) to IOM Cambodia Mission, the BECOME’s project managed to procure human resources and necessary equipment without any delay. The slow progress during the first quarter of the project implementation was related to consultations with the project stakeholders, mainly with the officials of the MoLVT on collaboration, which took longer time than expected. However, the BECOME project still could manage to complete all the agreed activities and workplan by the project’s closure.



**Question 12:** To what extent are activities implemented as scheduled?

**Findings 12:** Key project activities were not implemented as scheduled due to coordination issues with the Government stakeholders which then led to the two No-Cost Extensions.

The project was extended from 31 October 2016 to 31 March 2017, then another extension was made from 31 March 2017 to 31 July 2017. Even though it was a No-Cost Extension, it still costed IOM resources and staff time, and this has lowered the efficiency rating as a whole. The key reason for the first extension was related to the MoLVT not approving IOM’s involvement in PRA inspections. MoLVT felt that the PRA inspection is the ministry’s key mandate and is being conducted regularly by the Department of Employment and Manpower, and MoLVT did not see any value in involving IOM. However, the ministry eventually approved IOM’s support in helping PRAs increase compliance to the Government’s policies and regulations through the Self-Monitoring and Evaluation Checklist to be used by PRAs. The second extension was made due to changing the project’s activity from conducting On-Site Service of the Private Recruitment Agency Training, to Training on Repatriation and Assistances of Vulnerable Migrant Workers for embassy and consular officials in China, Malaysia and Thailand. The change was in response to a request by the MoFAIC, which came almost at the end of the project.

**The two unnecessary extensions** could had been avoided if the Government Ministries (MoLVT and MoFAIC), which were the key partners of this project, had been consulted from the beginning and throughout the project implementation; and interventions, and clear partnership responsibilities had been agreed upon during the project design phase.

**Question 13:** Are the costs proportionate to the results achieved?

**Finding 13:** The cost for Outcome one (USD 115,217) is VERY reasonable, while the cost for outcome two (USD 84,784) was reasonable.

For outcome one, 147 migrants were repatriated, and 1,310 were assisted with returned assistance by the project through various interventions which directly and indirectly influenced the results. Those include raising the demand side for knowledge, rights and protection, and the supply-side through improving ethical recruitment, creation and provision of coordination, VoT identification and repatriation services. This cost the project about USD 79 on average per assisted migrant, which indicated a reasonableness cost for the type and quality of assistance provided.

Outcome	Expense
Outcome 1: The improved regulatory framework effectively facilitates the protection of labour migrants in accordance with the newly adopted legal instruments.	\$ 115,217
Outcome 2: Cambodian migrant workers are empowered to assert their rights	\$ 84,784
<b>TOTAL</b>	<b>\$ 200,000</b>

For outcome two, 135 complaints were received through the MRC / Poi Pet and the MoLVT in 2016 and 2017 with the total project’s investment cost of USD84,784, which indicated a reasonable efficiency. In



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In addition, than 700 community people in the targeted provinces were informed about the rights of migrants to justice and compensation in case of being exploited. In addition, 124,000 (30% assumed as female) migrants deported by Thai Immigration through Poi Pet, and out of which, about 59,000 migrants were informed about the MRC services and MRC contact information cards were distributed; 78,000 were informed through Government brochures and video about travel documentation; 437 migrants received counseling on complaints and documentation issues; and 995 returned migrants were referred to partnered NGOs/CSOs and government agencies for services.

#### 7.4. IMPACT

The project contributed to changes in the livelihoods and wellbeing of the migrants overall, and it is rated at a 3 on a 5-point scale for “impact” based on the findings and analysis below. There was improvement of migration options made by migrants through formal recruitment agencies. The data provided by MoLVT in 2013 (13,468) as baseline and 2016 (18,468) as progress indicated a 37% increase in number of migrant workers migrating through the formal recruitment channel. The project supported awareness raising on safe migration in communities with high potential of migration, an information campaign targeting returnees from Thailand through the MRC, and strengthened ethical practices of PRAs, which all contributed to the achievement of the impact.

In addition, there is every indication that the project impacted on the well-being of VoTs and returned migrants. 13 VoTs had been repatriated in coordination with the Cambodian Embassy in Malaysia, whose staff were trained on coordination and repatriation by the project. Also, more than 100,000 returned migrants were provided with the MRC services including health screening, transportation, information sharing, and 995 referred to other services.

However, according to the final project report, 66% of 42 returned migrants interviewed reported some discrepancies on the working conditions, such as wages, living conditions, and nature of work, against the baseline at 43%<sup>14</sup>, and the project target was to see at least a 13% decrease. Even though the methods of this interview is worth an investigation, the result indicates a backward direction.

Interviews with the returned migrants who received MRC’s services was not possible due to time constraint, thus, the project’s impacts could not be identified, except those described above, which

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<sup>14</sup> ILO study conducted in 2008



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were collected through the MRC's survey. However, the below findings represent some impacts observed on the VoTs repatriated by Cambodian Embassies and Consular with the project's assistance.

**Question 14:** What are positive and intended effects experienced by returned migrants supported by the project?

**Findings 14:** The repatriated victims of trafficking had the opportunity to restart their livelihoods in their home provinces, and they appreciated the assistance provided by the project in the destination countries until they arrived home.

In total, 147 VoTs had been repatriated with the project's assistance; and coupled with another IOM project (Migrant Assistance and Protection Program), which provided a standard financial repatriation package, the returnees were able to start small businesses in their communities, such as raising livestock (chickens, ducks, and pigs), selling groceries, motor taxi and farming. The returnees interviewed said that they would have died abroad if they were not assisted by the IOM's project.

**Question 15:** What are the negative and unintended effects experienced by returned migrants supported by the project?

**Findings 15:** Based on the four key informant interviews with the repatriated migrant workers, there were no negative effects made by the project on them. They consistently expressed appreciation for the project's assistance.

#### 7.4. SUSTAINABILITY

Sustainability was rated a 3 on a 5-point scale. The assessment focused on how well the project's results would be maintained after the project ended, and related enabling and disabling factors. These results include the operations of the MRC in Poi Pet and its SOPs, the Self-Monitoring and Evaluation Checklist for PRAs, and the Victim Identification Form.

**Question 16:** What structures, processes and resources have been institutionalized within the MoLVT, MoFAIC at the national and sub-national level, and with the PRAs and their affiliated institutions?

**Findings 16:** Four main products that have been developed and recommended to the project stakeholders include (1) the MRC in Poi Pet; (2) the Standard Operating Procedure for MRC (3); the Self-Monitoring and Evaluation Checklist; and (4) the Victim Identification Form.



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The Migrant Resource Centre in Poi Pet was developed with full consultation, and managed in partnership with the Department of Labour and Local Municipal Government authorities of Poi Pet. Moreover, the deputy Poi Pet Municipality Governor is the chairman of the MRC. The MRC became fully operational when the Standard Operating Procedure was developed and introduced. However, the local government has been developing the Poi Pet Transit Centre (PTC) with very similar functions as the MRC in receiving returned migrants from Thailand and educating them on safe migration. The deputy governor requested IOM for technical and financial assistance to operate this PTC. With the present status of the PTC, which is scheduled to be operational by April 2018, the future of MRC / Poi Pet is very questionable. Whether it's the MRC or the PTC that provides the services is not as important as, whether or not a sustainable, publicly funded and managed centre (i.e. PTC) will be able to provide assistance to vulnerable migrants effectively with full transparency and accountability. Therefore, it is necessary for IOM to strategically explore what should be done with the MRC when the PTC becomes operational, what would be the best way to support the PTC for the benefits of migrants, and what best practices from MRC can be integrated into the PTC's operations.

The Self-Monitoring and Evaluation Checklist had been developed in full consultation with various stakeholders including the PRAs themselves, and had been handed over to the PRAs. However, the use of the checklist by the PRAs is almost absent, which required more interventions in term of awareness, motivation, encouragement and cooperation.

The project in high-level consultations with the MoFAIC, developed the Victim Identification Form and introduced it for potential use by the Cambodian Embassy and consulate officials abroad. The form was used immediately by the Embassy Officials jointly with IOM staff in Malaysia during the networking workshop in April 2017, however, it is not certain the extent to which the form is being used now due to no response from the Embassy and consular officials to the evaluation online survey requests.

**Question 17:** To what extent are these structures, processes and resources being implemented by stakeholders after the project completion? What factors encourage the implementation of these structures, processes and resources?

**Findings 17:** The MRC and its SOPs are still operational after the BECOME project ended in July 2017. The MRC is operating with continuing support from the IOM Migrant Assistance and Protection Program, and with full collaboration from the local government and CSOs. The factors that encourage the continuation are (1) existence of project's support; (2) the commitment of local government and CSOs; and (3) continuing demand for services by returning migrants. However, for the Self-Monitoring and Evaluation Checklist, only one of the participating PRAs used it once during the project's period even though both ACRA and MAC have expressed interest in the continued use of the checklist as an



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internal monitoring tool among PRA members. There was no information update on the use of the Victim Identification Form by officials of Cambodian Embassies and Consulars abroad after it was once used in April 2017 after the Networking meeting in Malaysia.

**Question 18:** Can we distill any good practices from the project, in institutionalizing these structures, processes and resources for sustainability?

**Findings 18:** Due to low uptake of the Self-Monitoring and Evaluation Checklist by PRAs, the way the project handed over the checklist cannot be regarded as a good practice. However, as elaborated under findings #4#6 (output 1.3), and finding #15, institutionalizing this checklist with higher possibility of use and sustainability requires more interventions in terms of awareness, motivation, encouragement and cooperation. The participatory development of the Standard Operating Procedures (SOP) among IOM, MoLVT, PRA and involved service providers (NGOs) for effective management of RMC was seen as a good practice, which also contribute to a stronger sustainability in the future.

## VII. Conclusions and Recommendations

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### 7.1. CONCLUSION

- 7.1.1. Supporting the RGC to enhance management of outward labour migration flows to neighbouring countries, and to protect migrant workers continues to be highly relevant to the priorities and needs of the RGC. This is clearly reflected in various regulations and policies, as well as the ongoing challenges faced by PRAs, the Government stakeholders and migrants themselves. It is also well-aligned with the IOM's MiGOF's objective 1 and the principle 1 and 3, as well as the SDG's target 10.7.
- 7.1.2. The BECOME project responded to the needs and challenges of migrants directly and indirectly through the services provided by the MRC, awareness raising, referral support, and repatriation assistance. However, the services of the MRC did not reach out to larger communities who experienced high numbers of migration, nor raised awareness among migrants in general and deceived migrants in particular on their rights to justice and compensation. Also, the complaint process is still yet to be assessed.
- 7.1.3. The project intended to benefit migrants in general without discrimination of race, religion and sex by trying to include women in project activities, and ensuring that those marginalized, particularly women, children and those with health and psychological problems were well treated. However, due to space limitations at the MRC / Poi Pet, it was not possible to separate male and female migrants when they arrived at the centre.



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- 7.1.4. There were no consultations with partnered ministries, MAC and ACRA on the project's focus and strategy during the project design, which led to misunderstandings on roles and responsibilities, and key intervention areas, which ultimately contributed to the two No-Cost Extensions, and collaboration issues.
- 7.1.5. The use of the Self-Monitoring and Evaluation Checklist by the PRAs was very low, and this is attributable to causes such as the absence of incentives and motivation, limited awareness of the checklist by the PRAs, and lack of mentoring and coaching by MAC and ACRA.
- 7.1.6. The capacity development and networking workshops organized in destination countries with the participation of officials of Cambodian Embassies and Consulars improved the coordination and assistance for VoT repatriation. This is because the participants got to know each other, exchanged information through different means (e.g. WhatsApp), and as a result of these improved communication, the officials both in Cambodia and embassies and consulars could collect detailed information of the VoT, including contacts, legal conditions and needs, and manage assistance in a timely manner.
- 7.1.7. The project achieved most of its planned outputs, however, there was a lack of adequate monitoring/follow-up tools and systems, and as a result, the project reports were not at high quality in term of accuracy and consistency, and in some instances, lacked strong evidence to support the claimed results.
- 7.1.8. There was a relatively weak theory of change, particularly the contribution from outputs to outcomes, which require both modification of some outputs and adding new outputs as relevant in order to achieve the planned outcome and output level results.
- 7.1.9. The project's results matrix did not include valid indicators to measure specific results. As such, the project lacks monitoring data to show progress. For instance, some proposed output indicators measure outcome results; and there was no indicators to measure the output level changes in knowledge.
- 7.1.10. There were minimal tools and systems in place for progress monitoring, thus the project lacked proper monitoring on the changes in knowledge and skills. There was also no follow-up mechanisms established for migrants who were referred to partner NGOs and government offices for support.
- 7.1.11. There was no issue pertaining to funding and human resource, but the project underwent some challenging period for coordinating with and seeking support from MoLVT. This was one of the issues that contributed to the first no-cost extension.
- 7.1.12. The cost for the project was reasonable. Under the outcome one, on an average, each migrant was repatriated at a cost of USD79 between 2014 and 2017, which indicated a reasonable cost for the assistance provided. Also, for the outcome two, 135 complaints were received through the MRC / Poi Pet and the MoLVT in 2016 and 2017 with the total project's investment cost of USD84,784, and together with more 100,000 migrants workers, and community people living in high migration sending communities whom were equipped with knowledge on safe migration,



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human trafficking, how to get a passport, examples of issues concerning irregular migration, rights of the migrants, and complaint procedures, it was also seen as a reasonable efficiency.

- 7.1.13. Complaint submissions by deceived migrants through MRC and MoLVT between 2016 and 2017 has been increasing, and this could be attributable to the project's interventions.
- 7.1.14. Networking and capacity development workshops organized in the destination countries with participation of relevant stakeholders for identification and assistance to VoTs were seen as the most effective in identifying, assisting and repatriating the VoTs back to Cambodia.
- 7.1.15. The SOPs developed and used by the MRC / Poi Pet was seen as more likely to be used by the PTC when it commences operations in mid-2018, however, the Self-Monitoring and Evaluation Checklist and the Victim Identification Form require more follow-up and technical support to be sustained.

## 7.2. RECOMMENDATIONS

- 7.2.1. To implement effective project management, a comprehensive monitoring framework inclusive of tools, systems and mechanisms should be developed and used to monitor the project's implementation progress for all indicators. Those include: Pre-test and Post-test for capacity development activities, training/workshop reports that document topics discussed and agreed, areas of good practices and areas for improvement, training/workshop evaluation, and follow-up mechanisms for referral cases, and training database. Capacity development for the project partners to use these tools, systems and mechanism should also be included as priority interventions.
- 7.2.2. To avoid confusion of result statements and indicators, the development of vertical logic and horizontal logic of the Results Matrix should be thoroughly consulted with and complied with the result definitions provided in the IOM Project Handbook, 2<sup>nd</sup> edition, and of the IDF guideline.
- 7.2.3. Raising safe migration awareness through only training and workshops may not be adequate as the source of migration is diverse. Therefore, IOM-Cambodia is recommended to consider complimentary initiatives, such as "community mobile videos" through collaboration with local NGOs, and supporting the Commune/Sangkat Administration to become a community resource centre for prospective migrants with capacity to advise, availability of relevant IEC materials, list and contacts of legal PRAs, etc., particularly in the high migration provinces<sup>15</sup> such as Banteay Meachey, Battambang, Siem Reap, Prey Veng, Kampong Thom, Pursat, Tbong Khmum, Kampong Cham, and Takeo.
- 7.2.4. Access to the complaint process and compensation is still seen as a priority among migrants. Therefore, IOM-Cambodia is strongly recommended to review the existing ILO's TRIANGLE Project to find areas of complementarity and collaboration.

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<sup>15</sup> Survey of MRC/Poi Pet



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- 7.2.5. Differences between the terms and conditions stated in employment contracts and real working conditions for migrants is still a concern. As such, support for the government to implement the Prakas #252 and Prakas #250 is still very relevant. IOM-Cambodia is strongly recommended to hold consultations with relevant government partners to identify common areas for possible intervention. Those consultations should also review if and how to support the implementation of the Self-Monitoring and Evaluation Checklist among the PRAs.
- 7.2.6. Law enforcement should be strengthened to penalise PRAs that falsely advertise, or are otherwise found to be in violation of government regulations relating to the whole chain of migration recruitment and management. IOM-Cambodia is recommended to review areas of non-compliance and consult with relevant government partners for possible interventions.
- 7.2.7. IOM-Cambodia should consult with the relevant government partners, DPs and NGOs to carry out an assessment on the current labour recruitment practices, based on which, together with the stakeholder, identify areas of intervention to promote “ethical practice in labour recruitment”, one of which could be promoting a system for “labour recruitment certification”.
- 7.2.8. To ensure that key stakeholders and partners are firmly brought in, and committed to project implementation, for its future funding decision, IDF should require evidence to show that the key stakeholders and partners were properly consulted and endorsed the project’s interventions and strategies during the project design phase. This recommendation is generally applied to the context where IOM Country Office has been currently implementing project(s) with specific partners/stakeholders. The Government Support Letter issued by respective member state for the project, the current requirement, does not adequately indicate the partner’s endorsement on the project’s intervention and implementation strategy.
- 7.2.9. In addition, IDF should consider requiring the project team to allocate some project funds to develop necessary monitoring tools and systems in the first quarter of the project implementation, and build staff and partners capacity to use the tools and systems, and hold regular (quarterly) project review meeting with partners to identify and address issues and challenges in a timely manner. The project reviews and identification and responses to issues and challenges in time could contribute to the prevention of unnecessary NCE as soon as possible.



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## VIII. Annexes

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### 8.1. EVALUATION TERMS OF REFERENCE

#### POST EVALUATION OF “BUILDING THE CAPACITY OF CAMBODIA TO MANAGE OUTWARD MIGRATION (BECOME) PROJECT”

##### I. Evaluation context

As governments in the Greater Mekong Sub-region (GMS) face increasing challenges in domestic labour markets with respect to both the supply and demand of labour forces, improving labour migration management has been promoted as a key component in the design of regional and bilateral employment policies. In this respect, both the Cambodian National Policy on Labour Migration (MoLVT, 2015) and the ASEAN Declaration on the Protection and Promotion of the Rights of Migrants Workers (2007) recognize the contributions of migrant workers to the society and economy of both receiving and sending states.

However, in the context of the unprecedented flows of more than 250,000 undocumented Cambodian migrants fleeing Thailand back to Cambodia in June 2014,<sup>16</sup> there is a need for additional technical and operational support to the MoLVT in managing labour migration flows to increase attractiveness of regular channels and ensure full protection of returning migrant workers. Improvement of recruitment practices, harmonization of pre-departure training standards, provision of on-site services on the employment sites and the establishment of an effective complaint mechanism have been identified as key priorities during the first round of consultations for the development of the second National Policy on Labour Migration.<sup>17</sup> Indeed, instances of unethical recruitment practices, including falsification of legal documents,<sup>18</sup> absence of pre departure orientation training,<sup>19</sup> discrepancies between job descriptions and real working

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<sup>16</sup> Between June 6 and June 23, 220,000 migrants, including women and children came back to Cambodia through the border crossing checkpoint of Poi Pet

<sup>17</sup> Under the DRL-funded project *Enhancing the protection of vulnerable migrant workers in the lower Mekong region through access to safe and affordable migration channels*, IOM will also support a consultation workshop on the improvement of current recruitment practices for the sending of migrant workers to Thailand under the MoU process.

<sup>18</sup> IOM Cambodia, *Integrated Border Assistance for Sexually Abused Migrant Minors in Cambodia Project (IBASAMMC)*, Situational assessment of civil society organizations and police units working with minor migrant victims along the border areas of Cambodia, September 2013

<sup>19</sup> ILO Asian Regional Programme on Governance of Labour Migration Working Paper No.16, *Inter-state Cooperation on Labour Migration: Lessons learned from MOUs between Thailand and neighbouring countries*, 2008.



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conditions,<sup>20</sup> absence of standardized employment contracts remain common. Cases of debt bondage, labour exploitation and trafficking have also been reported recently.<sup>21</sup>

In response, IOM proposed to support the RGC to implement two of the newly issued regulations, namely Regulation #252, *“On Site Service of the Private Recruitment Agency and Repatriation”* and Regulation #250, *“Inspection on Private Recruitment Agency”*. In the earliest stages of the project, a Technical Working Group (TWG) was established at the MoLVT to help develop a realistic and time-bounded implementing strategy.

As return involves the Ministry of Foreign Affairs and International cooperation (MoFAIC) and relevant embassies and consulates in the destination country, IOM during the project implementation stage work with MoFAIC to standardize and formalize the already existing process for return. Currently, assisted voluntary return happens on a case by case basis and it can vary at times depending on which country the migrant is stranded within. Following this new regulation, IOM worked with MoLVT and MoFAIC to put concrete procedures in place for the return based on IOM assisted voluntary return best practices. Where the migrant workers had gone through a PRA, IOM worked with MoLVT to hold the agency accountable as per the recently promulgated regulation.

In regards to *Regulation #250 (Inspection of the Private Recruitment Agencies)*, IOM worked with the TWG to provide trainings and technical assistance. Based on the outcomes of the TWG, IOM helped develop an implementing strategy for the PRAs and could further provide training on investigation techniques for the monitoring of the PRAs. In preliminary meetings, the MoLVT had specifically requested assistance with monitoring the pre-departure training programs used by PRAs.

The Building the Capacity of Cambodia to Manage Outward Migration (BECOME) project was aimed at supporting the RGC to enhance management of outward labour migration flows to neighboring countries, particularly Thailand and Malaysia, with an emphasis on the implementation of the newly passed *Prakas#250 on the “Inspection on Private Recruitment Agency (PRA)”* and *Prakas#252 on “On-Site Service of the Private Recruitment Agency and Repatriation”*. To do so, the project built on a three pronged approach to protecting and empowering migrant workers by:

- 1) Reducing the instances of abuse through the effective implementation of recently adopted ministerial regulations;
- 2) Facilitating prospective and returned migrants’ access to updated and reliable information; and
- 3) Improving migrants’ access to recourse and compensation mechanisms.

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<sup>20</sup> ILO, Cross-border labour migration in Cambodia: Considerations for the national employment policy, October 2013

<sup>21</sup> So far, two Cambodian PRAs have been forced to close because of human rights violations and abuse. The two cases involved deployment of workers to Malaysia. The on-going “Giant Ocean International Fishery” case, a PRA licensed in 2009 that is suspected to push up to 1000 persons into exploitative or trafficking situation is the most recent and high profile case.



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Major outcomes from the project were (but not limited to) the establishment of the Technical Working Group within the MoLVT; development of the Monitoring and Evaluation Checklist for Private Recruitment Agencies, trainings, and handover of the tool to private recruitment associations; opening of the Migrant Resource Centre (MRC) in Poi Pet, Banteay Meanchey province in partnership with the Department of Labour and municipality local authorities; development of the standard operating procedure for the MRC in Poi Pet; ToT trainings on safe migration and safe migration events at the communities (particularly in the provinces of Battambang, Banteay Meanchey and Siem Reap); video production on How to Get Your Passport; complaint mechanism training for MRC colleagues and relevant partners at provincial level; and training workshops on repatriation and assistances of vulnerable migrants in Thailand, Malaysia and China.

## **II. Evaluation purpose**

This evaluation will generate findings, conclusions and recommendations that will be invaluable inputs for IDF, IOM – Cambodia Country Office (project management and senior management), the Royal Government of Cambodia, and the private sector (private recruitment agencies and ACRA) to improve their future programming and strengthen ability to deliver high results. This evaluation is carried out in line with IDF's guidelines whose recommended timeline is between 6 months to 12 months after the project completion.

This is the internal independent evaluation, which will be conducted by the Regional Monitoring and Evaluation Officer for IOM Regional Office for the Asia and the Pacific (ROAP) who has not been involved in the project formulation, planning and implementation, to as much as possible, ensure independent analysis and findings.

## **III. Evaluation Scope**

The scope of this evaluation will be focusing on the **outcome and objective level** of the results and covering the whole project implementation until the time of the evaluation. Output will not be looked at explicitly, but implicitly when reviewing the achievement of the project's outcome and objective as the project manager may have a better picture of the attained results at this level already. The three targeted provinces will also be covered for this evaluation, including Battambang, Siem Reap and Banteay Meanchey, plus Phnom Penh at the national level, and all stakeholders will be consulted on the project implementation, results, and their perception, include IOM staff managing the project, relevant representatives of the Government of Cambodia, ACRA, the private recruitment agencies, development partners, the migrants themselves, and IOM staff who implement the project in the field.



#### IV. Evaluation Criteria

In response to the evaluation purpose, the evaluation will look into the five OECD/DAC main evaluation criteria, such as relevance, effectiveness, efficiency, impacts and sustainability, plus two cross-cutting ones such as human rights and gender equality, which are incorporated into relevant OECD/DAC criteria.

#### V. Evaluation questions

In order to explain the extent to which the four evaluation criteria were attained, a set of evaluation questions have been proposed which also to be followed by another set of detailed and specific sub-questions as appropriate in consultation with the project management in IOM – Cambodia Country Office.

Evaluation Criteria	Evaluation Question
<p><b>1. Relevance:</b> assessing to what extent the project’s objective and intended results remains valid and pertinent either as originally planned or as subsequently modified.</p>	<ol style="list-style-type: none"> <li>1. To what extent the BECOME project still responds to the needs and priorities of the Royal Government of Cambodia in managing safe migration, and of the Private Recruitment Agencies?</li> <li>2. To what extent the BECOME project corresponding to the needs and challenges of migrants?</li> <li>3. How relevant this project to IOM’s development fund’s objectives and IOM’s mandates and strategies, such as MCOF and MiGOF?</li> <li>4. To what extent the project’s theory of change is relevant and able to escalate the project’s results from inputs to activities, from activities to outputs, from outputs to outcomes and to objective?</li> <li>5. How adequate the consideration on the Human rights and gender equality were made during the project design and implementation?</li> </ol>
<p><b>3. Effectiveness:</b> assessing the extent to which a project achieves its intended results.</p>	<ol style="list-style-type: none"> <li>6. How effective is the project’s results are achieved compared to its plan and targets?</li> <li>7. What are internal factors that contributed to progress or delay in the achievement of the output, outcome and objective results?</li> <li>8. What external factors that contributed to progress or delay in the achievement of the output, outcome and objective results?</li> <li>9. How the project’s beneficiaries and stakeholder perceive on the project implementation and results?</li> <li>10. How different benefits experienced by male, female migrants and those of different gender identities?</li> <li>11. What are the lessons learned and best practices to enable the project to achieve its results?</li> </ol>



	<p>12. Question 8: To what extent project monitoring tools and systems were in place to track project implementation progress, and to inform decisions?</p>
<p>6. <b>Efficiency:</b> assessing how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.</p>	<p>13. Have the available means been optimally utilized (cost-effectiveness)? 14. How well are the resources (funds, expertise, and time) being converted into results? 15. What are the lessons learned and best practices that can be drawn on the project's efficiency?</p>
<p>7. <b>Impacts</b></p>	<p>16. To what extent the BECOME project contributes to the enhanced management of outward labour migration flow? 17. What are positive and intended effects experienced by returned migrants from receiving countries which the project contributes to? 18. What are the negative and unintended effects experienced by returned migrants from receiving countries which the project contributes to?</p>
<p>4. <b>Sustainability:</b> assessing to what extent the project's results will be maintained for a certain period of time after the current project phased out by examining initiatives carried out by either IOM offices in the three country office or by the governments or other stakeholders in the three countries as follow-up of the recommendations generated by this project.</p>	<p>19. Are structures, resources and processes in place to ensure that benefits generated by the project continue once external support ceases? 20. Do the project partners have the financial capacity and are they committed to maintaining the benefits of the project in the long run? 21. How far is the project embedded in institutional structures that are likely to survive beyond the life of the project? 22. Are the project partners adequately capacitated (technically, financially and managerially) for continuing to deliver the project's benefits/services? 23. What are the lessons learned and best practices to increase the project sustainability?</p>

## VI. Evaluation methodology

The below methodology is proposed for the evaluator, but this will be reviewed and revised as relevant in accordance with further discussion with the evaluator during the inception phase.



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### 6.1. Data collection and analysis methods:

For the purpose of this evaluation, it is expected that the evaluator will employ the following methods for data collection and analysis:

#### Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications and other materials identified;
- Conduct key informant interviews and focus group discussion with the project stakeholders to document both qualitative and quantitative information; and
- Conduct the survey of stakeholders for a more descriptive and qualitative information.

#### Data analysis:

- The evaluator is expected to analysis the data with both qualitative and quantitative in both description and infographics

### 6.2. Sampling

The sampling use for this evaluation will be both purposive and random. Representatives of the government stakeholders, PRA and ACRA, and NGO/DP will be identified by the project, while the migrants will be identified randomly when they return from Thailand in Poi Pet and some in Siem Reap province. This list below is for the Key Informant Interview and Focus Group Discussion.

Institution type	Stakeholders	Number	Location
Government	MoVT and MoFAIC	2	Phnom Penh
Government	Sub-national level	3	Battambang, Banteay Meachey and Siem Reap
CSO	CWCC and WVI	2	Siem Reap
Private Sector	Private recruitment agencies and association	6 (2 for KII and 4 for FGD)	Phnom Penh
MRC staff	Employed by IOM	1	Banteay Meanchey
Returned migrants	Returned migrants	4	2 randomly identified in Poipet, and 2 in Siem Reap, equally by sex.
DP/UN Agency	ILO	1	Phnom Penh
		19 people	

In addition, there will be an appropriate number of project stakeholders including those received the technical and capacity building support from the project will be asked to complete a survey questionnaire with more quantitative question. This will be proposed and discussed with the evaluator.



## VII. Evaluation deliverables

Deliverables	Schedule of delivery	Notes
1. Inception Report finalized	15 Dec 2017	Follow the IOM-template
2. Completed field data collection	23 December 2017	
3. De-briefing session delivered	05 January 2018	
4. Draft Evaluation Report and brief power point presentation	12 January 2018	Follow the IOM-template
5. Final Evaluation Report	31 January 2018	Follow the IOM-template

## VIII. Evaluation workplan

Activity	Days	Responsible	Location	Dec 2017				Jan 2018					
				1	2	3	4	5	6	7	8		
Review project documents and relevant literature.	2	Evaluator	ROAP										
Drafting the Inception Report	1	Evaluator	ROAP										
Inception Report is being reviewed and finalized	2	Evaluation Manager	IOM Cambodia										
Field data collection	5	Evaluator	Cambodia										
Debriefing session	0.5	Evaluator & Project team	ROAP/ Cambodia										
Data analysis and drafting the report	5	Evaluator	ROAP										
Draft Report is being reviewed	5	Evaluation Manager											
Finalize the report	2	Evaluator											

## IX. Evaluation budget

Expenses for this evaluation will be covered through the budgeted expenses in WBS number: MI.0207.KH10.57.02.001. Logistical and travel assistance will be provided through existing staff in the country offices. A detailed work plan will be prepared and agreed on between the evaluator and the project management team in the country. However, here is the rough estimation for the evaluation budgeting purpose:

Expenses	Location	Unit	# of Unit	Cost per unit (USD)	Total (USD)
DSA for evaluator	Cambodia	Trip	1 person*6.3 days	802.80	802.80
DSA for IOM staff to accompany	Cambodia	Trip	3 persons (including a driver)*3.3 days	1081.80	1081.80
Air ticket for the evaluator	BKK-PNP-BKK	Trip	1 person	250	250
Allowances for migrant returnees (respondents)	Siem Reap	Trip	2 persons	80	80
Local transportation	Phnom Penh	Trip		150	150
Miscellaneous expenses	Cambodia				115.40
<b>TOTAL</b>					<b>USD2500</b>



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## 8.2. EVALUATION MATRIX

Criterion	Key Evaluation Questions	Sub-questions	Indicators	Sources of Data	Data Collection Tools
<b>Relevance</b>	1. To what extent the BECOME project still responds to the needs and priorities of the Royal Government of Cambodia in managing safe migration, and of the Private Recruitment Agencies?	1.1. What are the Government of Cambodia's legal framework, policies, strategies and programmes that are trying to improve outflow of migration?	List of government's legal framework, policies, strategies and programmes in outflow migration	MoLVT MoFAIC ProDoc,	KII  Desk Review
		1.2. What are the needs and challenges of PRAs in effectively managing migrant recruitment and supervision?	PRAs' Needs and challenges	ProDoc PRA ACRA/MAC IOM	Desk Review KII and FGD
	2. To what extent the BECOME project corresponding to the needs and challenges of migrants?	2.1. What are the specific needs and challenges of migrants?	Needs and challenges of the migrants	IOM Migrants	Desk Review KII
		2.2. Are the programme activities directly and indirectly addressing these needs and challenges?	Satisfaction of the services by migrants  Opinions on the matching	IOM  NGOs	KII  KII/Expert Judgement
	3. How relevant this project to IOM's development fund's	3.1. To what extent this project's objective and results are aligned to the IDF's objectives?	Level of alignment to IDF's objectives	IDF and ProDoc	Desk Review



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Criterion	Key Evaluation Questions	Sub-questions	Indicators	Sources of Data	Data Collection Tools
	objectives and IOM's mandates and strategies, such as MCOF and MiGOF?	3.2. To what extent this project's objective and results are aligned to the MiGOF's objectives and principles?	Level of alignment to MiGOF	MiGOF and ProDoc	Desk Review
	4. To what extent the project's theory of change is relevant and able to escalate the project's results from inputs to activities, from activities to outputs, from outputs to outcomes and to objective?	4.1. How realistically the cause-effect relationship of the activities, outputs, outcome and objective of this project?	Level of valid cause-effect relationship of the project's activities and results	ProDoc	Desk Review
		4.2. Are assumptions still hold true? How much the ability to achieve results was affected? And how the project respond to the changing assumption?	Reliability of the assumptions Perception on the impact of changing assumption and strategies	IOM	KII
	5. How adequate the consideration on the Human rights and gender equality were made during the project design and implementation?	5.1. How the interests of both men and women, plus the other identified sex identities were reflected in the project design?	Needs and interests of the migrants reflected in the project design	ProDoc IOM	Desk Review KII
		5.2. To what extent were the stakeholders, particularly migrants were consulted during the project design?	Level of stakeholder participation	ProDoc Gov, PRA, IOM ACRA/MAC and	Desk Review KII & FGD



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Criterion	Key Evaluation Questions	Sub-questions	Indicators	Sources of Data	Data Collection Tools
Effectiveness	6. How effective is the project's results are achieved compared to its plan and targets?	6.1. To what extent were the stakeholders, particularly migrants were consulted during the project design?	Level of result achievement compared to project's targets	Progress Reports IOM	Desk Review KII
	7. What are internal factors that contributed to progress or delay in the achievement of the output, outcome and objective results?	7.1. What are the internal factors enable/obstruct the achievements?	List of internal factors (enabling & obstructing)	Progress Reports IOM	Desk Review KII
		7.2. How did the project management respond to the internal negative factors to facilitate the achievement of the results?	List of strategies responding to the negative internal factors	Progress Reports IOM	Desk Review KII
	8. What external factors that contributed to progress or delay in the achievement of the output, outcome and objective results?	8.1. What are the external factors enable/obstruct the achievements?	List of internal factors (enabling & obstructing)	Progress Reports IOM	Desk Review KII
		8.2. How did the project management respond to the external negative factors to facilitate the achievement of the results?	List of strategies responding to the negative external factors	Progress Reports IOM	Desk Review KII
	9. To what extent project monitoring tools and systems were in place to track project implementation	9.1. What tools and systems used to monitor the project progress?	Monitoring tools and systems	Tools and systems	Desk Review/KII
		9.2. Quality of the project regular reports?	Consistency of data and descriptive information	Progress Reports	Desk Review/KII



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Criterion	Key Evaluation Questions	Sub-questions	Indicators	Sources of Data	Data Collection Tools
	progress, and to inform decisions?				
	<b>10.</b> How the project's beneficiaries and stakeholder perceive on the project implementation and results?	<b>10.1.</b> What is the satisfaction rate of different stakeholders on the project's outputs?	Satisfaction Rate on project's outputs	PRA/ACRA/MAC Gov IOM	KII, FGD and Online Survey
<b>Efficiency</b>	<b>11.</b> To what degree are inputs provided or available in time to implement project's activities?	<b>11.1.</b> Have the resources been made available in term of timeliness and amount as planned?	Financial Records and HR Record	Progress and financial reports IOM	Desk Review KII (Pro Team and RMO)
		<b>11.2.</b> Were the resources (financial and human) been used according to the plan?	Financial Records and HR Record	Progress and financial reports IOM	Desk Review KII (Pro Team and RMO)
	<b>12.</b> To what extent are project activities implemented as scheduled?	<b>12.1.</b> What were the key reasons leading to the project extension, and what are the lessons learned to avoid project extension in the future?	List of reasons	Progress report IOM	Desk Review KII (with Pro Team)
		<b>12.2.</b> To what extent the project extension impact the project cost?	Variation in term of cost between the original budget and extension	Financial Report IOM	Desk Review KII (Pro Team and RMO)



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Criterion	Key Evaluation Questions	Sub-questions	Indicators	Sources of Data	Data Collection Tools
	<b>13.</b> Are the costs proportionate to the results achieved?	<b>13.1.</b> What is the cost effectiveness of this project compared to its achieved results?	List of lessons learned	IOM	KII
<b>Impact</b>	<b>14.</b> What are positive and intended effects experienced by returned migrants from receiving countries which the project contributes to?	<b>14.1.</b> What benefits the migrants are benefiting from the improved performance of participating PRAs, MRCs and Job Centre?	List of observable benefits by migrants	Migrants Gov PRAs/ACRA/MAC MRCs	KII FGD
		<b>14.2.</b> Migrants' perception on the quality of services provided by participating PRAs, MRCs and Job Centre?	Perception on the quality of services	Migrants PRAs/ACRA/MAC	KII FGD
		<b>14.3.</b> How the deceived migrants feel about the compensation received through the national complaint mechanism?	Perception on compensation	Migrants Gov	KII
	<b>15.</b> What are the negative and unintended effects experienced by returned migrants from receiving countries which the project contributes to?	<b>15.1.</b> What are negative effects that directly or indirectly generated by the project on the migrants, PRAs, MRCs, Job Centre and government bodies?	List of negative effects on migrants	Migrants Gov PRAs/ACRA/MAC MRC Job Centre IOM	KII, FGD, Online survey



### 8.3. LIST OF DOCUMENTS REVIEWED

- The Final project document;
- The six interim narrative reports and six financial reports;
- Victims of Trafficking: Screen Interview Form;
- Training Materials on Complaint Mechanism;
- List of participants in various training delivered by the project;
- Prakas 250: Inspection on Private Recruitment Agencies, (MoVT, 2013)
- Prakas 252: On-site service of the Private Recruitment Agency and repatriation, (MoVT, 2013)
- Sub Decree 190 on the Management of the Sending of Cambodian Workers Abroad through Private Recruitment Agencies in 2011 and in 2013, and the 8 ministerial regulations (Prakas) to guide its implementation;
- The draft/final 2nd National Policy on Labour Migration;
- The MoVT's decision to establish the three one-window services for migrants at the main entry gates to Thailand;
- ASEAN Declaration on the Protection and Promotion of the Rights of Migrants Workers (2007);
- ILO Asian Regional Programme on Governance of Labour Migration Working Paper No.16, Interstate Cooperation on Labour Migration: Lessons learned from MOUs between Thailand and neighbouring countries, 2008;
- ILO, Cross-border labour migration in Cambodia: Considerations for the national employment policy, October 2013; and
- The collaboration letters or agreement on the project from the MoVT and MoFAIC.

### 8.4. LIST OF PERSONS INTERVIEWED

Nº	Name	Sex	Institution	Methods
1.	Chea Prumsatawat	Male	MAC	Face-to-face interview
2.	Mr. Wong	Male	MAC	Face-to-face interview
3.	Mr. Samnang	Male	MAC	Face-to-face interview
4.	Mey Chanbandith	Male	MoLVT	Face-to-face interview
5.	Vorn Veth	Male	ILO	Face-to-face interview
6.	Ruyzun	Male	MoFAIC	Face-to-face interview
7.	Dagn Eng Kakada	Male	ACRA	Face-to-face interview
8.	MEKONNEN Leul Ayalew	Male	IOM-COM-Cambodia	Curtesy meeting
9.	PRA from MAC	Male	PRA	FGD
10.	PRA from MAC	Female	PRA	FGD



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11.	PRA from ACRA	Male	PRA	FGD
12.	PRA from ACRA	Female	PRA	FGD
13.	Ly Kimchou	Female	PDoLVT in Battambang	Face-to-face interview
14.	Vong Pich	Male	IOM-MRC in Poi Pet	Face-to-face interview
15.	Eng Sokcheng	Female	IOM-MRC in Poi Pet	Face-to-face interview
16.	Touch Mony	Male	Vice Governor of Poi Pet Municipality	Face-to-face interview
17.	Path Tha	Male	Repatriated Migrants	Face-to-face interview
18.	Sok Rithi	Male	Repatriated Migrants	Face-to-face interview
19.	Vann Sreymom	Female	Repatriated Migrants	Phone call
20.	Theary	Female	Repatriated Migrants	Phone call
21.	Seang Sokhon	Male	Job Centre in Siem Reap	Phone call
22.	Sip Sisoli	Female	Job Centre in Battambang	Phone call
23.	Suong Sopheap	Male	CWCC in Siem Reap	Face-to-face interview
24.	Thaong Lya	Female	WVI in Siem Reap	Face-to-face interview

## 8.5. DATA COLLECTION INSTRUMENTS

### 1. Online Survey Form

Survey Questions	PRA	MoLVT	MoFAIC	Embassy/ Consular
<b>Self-Monitoring Checklist</b>				
1. Have you ever seen the Self-Monitoring Checklist to be used by the PRAs?	x	x		
2. Did you or your company involve in the development of this Self-Monitoring Checklist?	x	x		
3. What do you think about the development process of this Self-Monitoring Checklist?	x	x		
4. Did you or your company receive any training on how to fill in this Self-Monitoring Checklist?	x			
5. How many times your company had filled in this Self-Monitoring Checklist?	x			
6. What are the challenges in filling in this Self-Monitoring Checklist?	x			
<b>Migrants through PRAs</b>				
7. What is the total number of migrants recruited through your company by year: 2015, 2016 and 2017?	x			



Survey Questions	PRA	MoLVT	MoFAIC	Embassy/ Consular
8. Within those three years, how many cases had your company encountered any reports that the working conditions of migrants recruited through your company are different from the conditions stated in the work contract, by year 2015, 2016, and 2017?	x			
9. In order to reduce this difference, what should be done by your company?	x			
10. In order for your company to implement what you just mentioned above, what assistance do you need?	x			
<b>Training on Repatriation and Victim Assistance</b>				
11. Did you attend the training organized by IOM in collaboration with MoLVT and MoFAIC in China, Thailand and/or Malaysia on Repatriation and Victim Assistance?		x	x	x
12. How many cases of migrants from these countries you helped solved after attended this training?		x	x	x
13. How much the above training effect your coordination and communication with stakeholders to help the victims?		x	x	x
<b>Identification of Victims of Trafficking</b>				
14. Have you received the Victim Identification Form developed by IOM? If you have, when was that?			x	x
15. Have you ever used this Victim Identification Form (in case you received it)?			x	x
16. Why you do not use it? (In case have not used in question 15 above)			x	
<b>Dissemination on safe migration</b>				
17. Did you or your company/institution attend the ToT on Safe Migration organized by IOM?	x	x		
18. How many sessions did you or your company/institution further disseminate Safe Migration?	x	x		
<b>Compensation</b>				
19. How many victims of trafficking and labour exploitation that your company/institution helped coordinate for compensation?	x	x	x	x
20. Among those, how many cases that the victim of trafficking and labour exploitation successfully receive compensation? Number of male and female?	x	x	x	x
21. How much the BECOME effects on the effectiveness on helping the victims to successfully get compensation?	x	x	x	



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## 2. List of questions for Key Informant Interview

### A. Key Questions for the Government Officials

#### I. RELEVANCE:

1. What are the Government of Cambodia's legal framework, policies, strategies and programmes that are trying to improve outflow of migration?
2. What are the specific needs and challenges of migrants as the RPAs?
3. What else the government should do to address these migrants and PRAs besides the intervention provided in this project?

#### II. EFFECTIVENESS

1. What is the satisfaction rate of different stakeholders on the project's outputs?
2. What tools, processes and structures produced or recommended by the project, relevant for your institution?
3. What is the level of implementation of these recommended tools, processes and structures? Why at each level?

#### III. IMPACT

1. What benefits the migrants are benefiting from the improved performance of participating PRAs, MRCs and Job Centre?
2. What are negative effects that directly or indirectly generated by the project on the migrants, PRAs, MRCs, Job Centre and government bodies?
3. How the deceived migrants feel about the compensation received through the national complaint mechanism?
4. To what extent the project contributes to these positive effects?

#### IV. SUSTAINABILITY

1. What structures, processes and resources have been institutionalized by MoLVT and MoFAIC at national and sub-national level?
2. To what extent these institutionalized ones are being implemented after the project completion? And what factors encourage the implementation of these?
3. How more likely are these institutionalized structures, processes and resources be continued for a longer term?



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4. What is the level of financial commitment and capacity the government and PRAs have to continue implementing these institutionalized structures and processes?

## **B. Key Questions for the PRAs/MAC/ACRA**

### **I. RELEVANCE:**

1. What are the needs and challenges of PRAs in effectively managing migrant recruitment and supervision?
2. To what extent were the stakeholders, particularly migrants were consulted during the project design?
3. What needs and challenges of PRAs have the project targeted?

### **II. EFFECTIVENESS**

1. What is the satisfaction rate of different stakeholders on the project's outputs?
2. What tools, processes and structures produced or recommended by the project, relevant for your institution?
3. What is the level of implementation of these recommended tools, processes and structures? Why at each level?

### **III. IMPACT**

1. What benefits the migrants are benefiting from the improved performance of participating PRAs?
2. What are negative effects that directly or indirectly generated by the project on the PRAs?

### **IV. SUSTAINABILITY**

1. What structures, processes and resources have been institutionalized by PRAs?
2. To what extent these institutionalized ones are being implemented after the project completion? And what factors encourage the implementation of these?
3. How more likely are these institutionalized structures, processes and resources be continued for a longer term?
4. What is the level of financial commitment and capacity the government and PRAs have to continue implementing these institutionalized structures and processes?

## **C. Key FGD Questions for the PRAs**

### **I. RELEVANCE:**



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1. What are the needs and challenges of PRAs in effectively managing migrant recruitment and supervision?
2. What needs and challenges of PRAs have the project targeted?

## **II. EFFECTIVENESS**

1. What is the satisfaction rate of different stakeholders on the project's outputs? WHY?
2. What tools, processes and structures produced or recommended by the project, relevant for your institution? WHY?
3. What is the level of implementation of these recommended tools, processes and structures? Why at each level?

## **V. IMPACT**

1. What benefits the migrants are benefiting from the improved performance of participating PRAs, MRCs and Job Centre? WHY?
2. What are negative effects that directly or indirectly generated by the project on the migrants, PRAs, MRCs, Job Centre and government bodies?
3. Migrants' perception on the quality of services provided by participating PRAs, MRCs and Job Centre?

## **VI. SUSTAINABILITY**

1. What structures, processes and resources have been institutionalized by PRA?
2. To what extent these institutionalized ones are being implemented after the project completion? And what factors encourage the implementation of these?
3. How more likely are these institutionalized structures, processes and resources be continued for a longer term?
4. What is the level of financial commitment and capacity the government and PRAs have to continue implementing these institutionalized structures and processes?

## **D. Key Questions for the Migrants**

### **I. RELEVANCE:**

1. What are the specific needs and challenges do you have currently as the migrants?

### **II. IMPACT**



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1. What benefits do you receive from the performance of participating PRAs, MRCs and Job Centre?
2. Compared to 2 years ago, had you also received this kind of services before?
3. Migrants' perception on the quality of services provided by participating PRAs, MRCs and Job Centre?
4. How the deceived migrants feel about the compensation received through the national complaint mechanism? (As relevant), WHY?

## **E. Key Questions for the IOM Project staff**

### **I. RELEVANCE:**

1. What are the needs and challenges of PRAs in effectively managing migrant recruitment and supervision?
2. What are the specific needs and challenges of migrants?
3. Are the programme activities directly and indirectly addressing these needs and challenges?
4. How the interests of both men and women, plus the other identified sex identities were reflected in the project design?
5. To what extent were the stakeholders, particularly migrants were consulted during the project design?

### **II. EFFECTIVENESS**

1. To what extent were the stakeholders, particularly migrants were consulted during the project design?
2. What are the internal factors enable/obstruct the achievements?
3. How did the project management respond to the internal negative factors to facilitate the achievement of the results?
4. What are the external factors enable/obstruct the achievements?
5. How did the project management respond to the external negative factors to facilitate the achievement of the results?
6. What is the satisfaction rate of different stakeholders on the project's outputs?
7. What are the best practices did the project have in achieving the results?

### **III. EFFICIENCY**

1. Have the resources been made available in term of timeliness and amount as planned?
2. Were the resources (financial and human) been used according to the plan?
3. What were the key reasons leading to the project extension, and what are the lessons learned to avoid project extension in the future?
4. To what extent the project extension impact the project cost?



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5. What is the cost effectiveness of this project compared to other similar projects implemented elsewhere by IOM?
6. What are the lessons learned to increase project's efficiency?

#### **IV. IMPACT**

1. What are negative effects that directly or indirectly generated by the project on the migrants, PRAs, MRCs, Job Centre and government bodies?

#### **V. SUSTAINABILITY**

1. What structures, processes and resources have been institutionalized within the MoLVT, MoFAIC at national and sub-national level, and PRAs and their affiliation?
2. To what extent these institutionalized ones are being implemented after the project completion? And what factors encourage the implementation of these?
3. What are the best practices in institutionalizing the recommended structures and processes within government and PRAs and its affiliation for sustainability?
4. What should be done better or differently to increase the project's result sustainability?