



**Ex-post Evaluation:
Strengthening Capacity on Skills
Recognition, Recruitment and
Labour Migration Information in
Support of ASEAN Integration**

LM.0301

Final Report

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Evaluation consultant:
Sharon McClenaghan



Table of Contents

Executive Summary	3
Glossary of Terms	7
1. Introduction	8
2. Context of the evaluation.....	8
3. Evaluation purpose and objectives.....	10
3.1. Purpose and objectives.....	10
3.2. Evaluation scope	11
3.3. Evaluation criteria	11
4. Evaluation methodology.....	11
4.1. Data sources and collection	11
4.2. Data sampling.....	11
4.3. Data Analysis	12
4.4. Limitations and proposed mitigation strategies	13
5. Findings	14
6. Conclusions and recommendations.....	35
Annex One: Terms of Reference	38
Annex Two: Inception Report	43
Annex Three: Interview guide.....	56
Annex Four: List of documents / publications consulted	62
Annex Five : Results matrix with all changes noted	63

Executive Summary

The following report is an ex-post evaluation of the project, LM 0301, *Strengthening Capacity on Skills Recognition, Recruitment and Labour Migrations Information in Support of ASEAN Integration*,¹ managed by the Thailand office of the International Organization for Migration (IOM) and funded by the IOM Development Fund (“the Fund” or IDF).

This ex-post evaluation was commissioned by the Fund and was carried out by Sharon McClenaghan, Owl RE research and evaluation consultancy, Geneva, from January to July 2020. The evaluation focused on five main OECD-DAC² evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Human rights and gender equality were integrated into the evaluation criteria, where relevant.

The evaluation was carried out primarily through a desk review of available data and documents and key informant interviews with 19 project stakeholders.

Findings

The project was found to be broadly relevant to ASEAN focusing on the facilitation of high skilled labour mobility in line with the ASEAN Economic Community blueprint (2008) and the ASEAN Community Vision (2025), but the project’s objective was too ambitious and the results were very mixed.

The project produced some good results including a consultative meeting which developed an action plan for a portal to enable the dissemination of labour market information (LMI) for migration purposes and created opportunities for sharing LMI within ASEAN and increasing the knowledge assets of participants. However, the project was not able to complete all outputs and co-ordination with beneficiary countries was difficult due to the size of the project, which further impacted the effectiveness of project results. The sustainability of results was rated as adequate.

Relevance (rating: Good - 3): The project focus was in alignment with the ASEAN economic blueprint but varied in relevance with regard to individual ASEAN Member States (AMS). The objective was found to be too ambitious for a regional project, targetting 5 IOM Member States (MS) and including another 5 AMS within an initial timeframe of 18 months and requiring many changes to be made to the project design during project implementation.

¹ ASEAN refers to the The Association of Southeast Asian Nations, a regional intergovernmental organization comprising ten countries in Southeast Asia, which promotes intergovernmental cooperation and facilitates economic political security, military, educational and socio-cultural integration amongst its members and other countries in Asia.

² Organisation for Economic Co-operation and Development - Development Assistance Committee; ‘DAC Criteria for Evaluating Development Assistance’:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Effectiveness (rating: Adequate – 2): The project was found to have very mixed results. The objective and two outcomes were assessed as being partially or mostly achieved. Activities such as capacity-building workshops and the three other meetings provided some valuable knowledge and the basis for work going forward (the portal), but one output (the mapping report) was not completed and not distributed. Coordination with beneficiary countries was challenging and contributed to delays in the project.

Efficiency and Cost Effectiveness (rating: Adequate – 2): The project had two no-cost extensions (NCEs) extending it to 33 months during which time many changes were made to the Results Matrix (RM) during project implementation, with one outcome changing twice. Activities were changed to become more relevant but not all changes were noted in the RM nor in documentation found on PRIMA. A high turnover of project-related staff and number of consultants who worked on the project over the three year period at times disrupted the results of the project. Project activities were costly, with one output not completed. As seed funding it was assessed as having a low chance of receiving further funding.

Impact (rating: Adequate – 2): It was difficult to assess the impact of the project on achieving the objective owing to the number of changes made to the project, which also shared an outcome with another project (funded by the Japan- ASEAN Integration Fund). The short term impact was mixed, producing some useful knowledge and the development of a portal proposal to support LMI.

Sustainability (rating: Adequate – 2): Evidence of measures built into the project to ensure sustainability included a detailed action plan but the likelihood of receiving follow up funding was assessed as very low in the current climate. The project demonstrated a high level of dependence upon consultants for country labour market expertise, which further threatened the sustainability of project results.

Conclusions and recommendations

It is the conclusion of this evaluation that a narrower focus would have delivered better results for the project. The project was too ambitious in its design. This was reflected in the outcomes and outputs which were only partially achieved, the overall mixed results of the project and the limited sustainability of results.

The general consensus of interviewees was that the project organized well attended workshops and meetings which produced a very useful discussion of LMI, even if some content was repeated across the workshops and the concept of a series of three workshops was not the most cost-efficient. Some participants were able to apply this learning within their respective countries, although it was not possible to quantify the extent to which knowledge produced by the project was consolidated. A major shortcoming of the project was its inability to complete the mapping report and the lack of follow up to project activities, noted by a number of participants both of which compromised the impact of the project. Although the concept of the proposed portal was finalized and endorsed, it lacked the financial commitment for its creation, putting into question the logic that underlined this project component (i.e. the project only aimed to finalise a portal concept; not create the portal itself).

The project was also based on the assumption that the free flow of skilled labour was a priority for all AMS which proved not to be the case. The project overlapped with other IOM and external projects and did not fully capitalize on previous similar IOM projects.

Sustainability of project results were assessed as low based on the dependence on external financial support needed for the continued development of components such as the proposed portal, and the low degree of ownership demonstrated by ASEC and AMS.

Recommendations

A. Project Design and Documentation:

The project covered five IOM MS, in addition to five other AMS with different levels of development and priorities and was too ambitious in its design. In addition, the basis on which Singapore and Brunei Darussalam (non-IOM MS) participated in the project was not agreed before the project began which resulted in a significant delay before project activities began. The objective was too broad and had to be adapted throughout implementation. It also overlapped with another IOM project as well as sharing one of its outcomes with a related project. Project documentation was not consistent and not all changes made were noted as part of the project revision. In addition, according to interviewees, there was overlap in workshop content of the three workshops conducted and almost 100 flights purchased overall for all activities.

Recommendation

For IOM Thailand:

- Ensure that the basis of country participation in the project is approved by ASEAN before the project begins.
- Narrow the focus of the objective, outcomes and outputs for similar future projects.
- Attention should be paid to documentation/RM to ensure consistent and accurate reporting and to ensure that the project narrative aligns with the RM.
- All adjustments to the project should be made to the RM and submitted via a Project and Budget Revision to PRIMA.
- For future similar projects, work closely with ASEC to rationalise the three workshops into a two-day programme, reducing the number of flights required for attendees and ensuring the same AMS representatives receive all capacity building information, as was initially intended.

B. Project Management

The mapping report on existing recruitment standards and channels across AMS was left unfinished. Stakeholders mentioned a wish for the follow-up of project results which was key not just for the conclusion of the project but also for maintaining relationships with ASEC and AMS. For knowledge management purposes, it is suggested that contact details of the project

participants are collated and maintained for potential follow-up. It is also suggested that the project takes measures to quantify the extent to which knowledge gain resulting from project activities has been consolidated in order to fully demonstrate impact.

Recommendation

For IOM Thailand:

- Update and finalise the mapping document in some form (even a summary) and send to ASEC and AMS and / or ensure that the report and other project results are incorporated / institutionalised in ASEAN's work.
- Update participants via ASEC on project outputs.
- Create a repository of the contact details of all project participants and stakeholders.
- Continue post-project follow up with AMS and ASEC.
- Conduct post-workshops surveys to measure the increase in knowledge.

For all IOM units implementing IDF projects:

- Ensure that there is a clear process with responsibilities allotted to IOM staff for final sign off on project components, and in the case of a report intended for external audiences to ensure it is finalised and distributed.³

C. Sustainability

The sustainability of project results were limited. This was due to the incompleteness of project outputs (i.e. the mapping report), the dependence upon donor funding for further development, the overall low profile of high skilled labour amongst donor priorities and the high reliance upon external consultants for expertise. Further, consultants were chosen according to their availability and cost within the project timeline as well as their expertise. This could restrict the choice of consultant (e.g. if only one is available at the time) and compromise the results produced. Further, the projectized nature of IOM meant only limited staff time was available for follow up.

Recommendations:

For all IOM units implementing IDF projects:

- Introduce a sustainability plan / form to complete at the end of the project to ensure that all outputs have been completed and commitments kept and followed through with relevant stakeholders.
- Where projects overlap on subject matter or are based on a former project, more effort should be made to develop this in order to have stronger sustainability.

³ In this case, it applies to the Regional Thematic Specialist (RTS) for Labour Migration in the ROAP and the Senior Regional Specialist on Labour Migration and Human Development and the project manager.

Glossary of Terms

ACMW	AEAN Committee on the rights of migrant workers
AEC	ASEAN Economic Community
AFML	ASEAN Forum on Migrant Labour
AMS	ASEAN Member States
AQRF	ASEAN Qualifications Reference Framework
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
IDF	IOM Development Fund
IOM	International Organization for Migration
ILO	International Labour Office
IRIS	International Recruitment Integrity System
JAIF	Japan - ASEAN Integration Fund
LMI /S	Labour Market Information / System
MS	Member States
NQF	National qualifications framework
NCE	No-Cost Extension
PROMISE	Poverty Reduction through Skills Development for Safe and Regular Migration
RM	Results Matrix
SLOM	Senior labour officials meeting
TESDA	The Technical Education and Skills Development Authority

1. Introduction

Project for Ex-Post Evaluation	LM 0301
Duration of the Project	33 months: 01.08.2016 – 30.04.2019
Budget (USD)	\$300,000
Donor	IOM Development Fund (IDF)
Relevant National and Regional Offices	IOM Thailand
Countries covered	<i>Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.</i> ⁴
Evaluation	External Independent Ex-post Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	January – July 2020

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The evaluation was carried out primarily through a desk review of available data and documents and key informant interviews with 19 project stakeholders.

2. Context of the evaluation

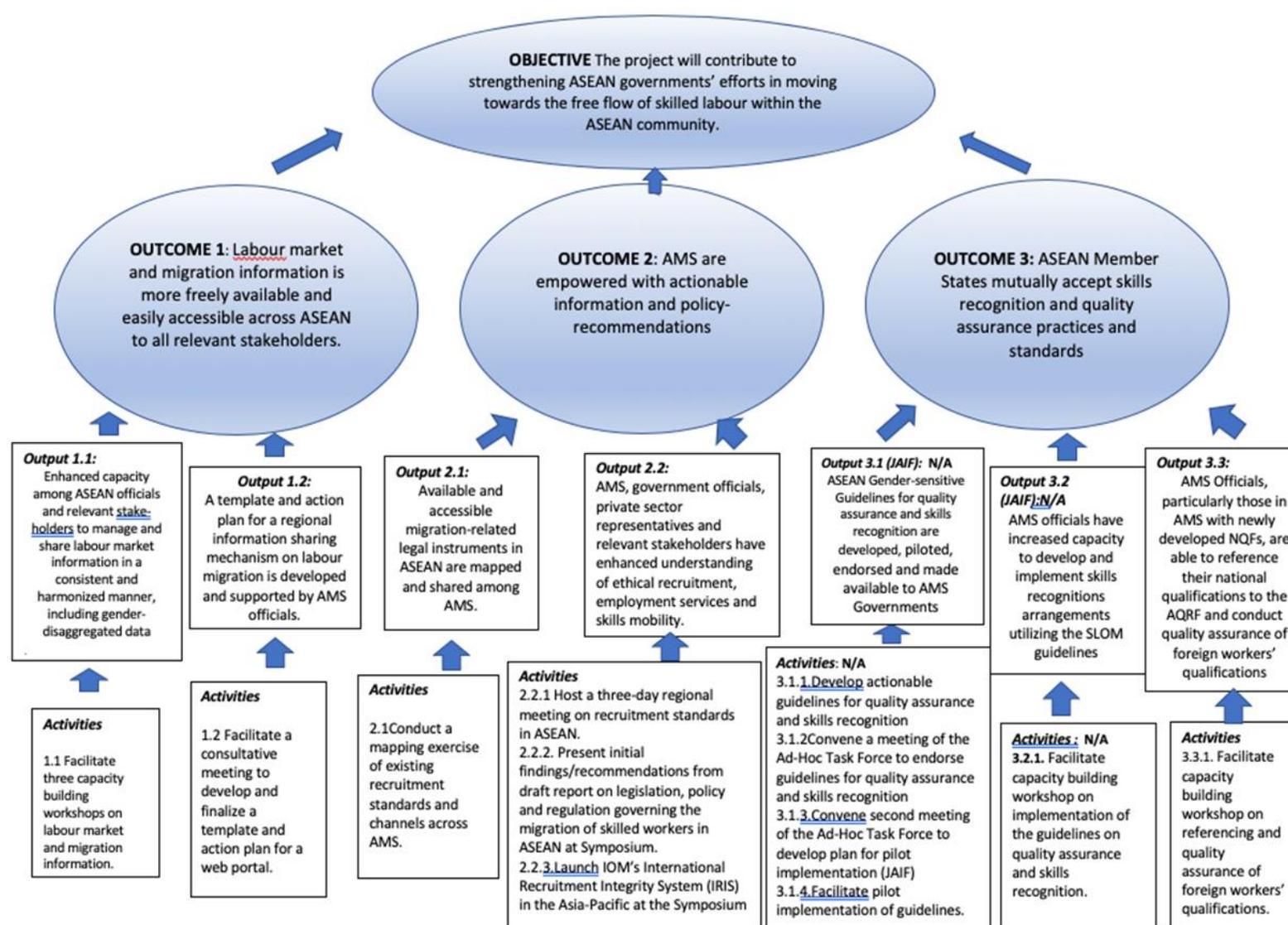
The Results Matrix (RM) is reproduced below to illustrate the intervention logic foreseen for the project.

⁴ The five countries which are italicized were not eligible IOM Member States (MS) when the project began and were not financially covered by the project, but as members of ASEAN, they were included in project activities. In June 2018 Lao People’s Democratic Republic joined as a 171st member state.

⁵ ASEAN refers to the The Association of Southeast Asian Nations, a regional intergovernmental organization comprising ten countries in Southeast Asia, which promotes intergovernmental cooperation and facilitates economic political security, military, educational and socio-cultural integration amongst its members and other countries in Asia.

⁶ Organisation for Economic Co-operation and Development - Development Assistance Committee; ‘DAC Criteria for Evaluating Development Assistance’:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



3. Evaluation purpose and objectives

3.1. Purpose and objectives

The purpose of this evaluation was to assess the relevance of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation aimed to promote transparency and accountability, assist the Fund in its decision-making, better equip staff to make judgments about the project and to improve the effectiveness for potential future project funding. The primary objectives of the evaluation were to:

- (a) Assess the relevance of the project's intended results;
- (b) Assess the Theory of Change;
- (c) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (d) Assess the efficiency and cost-effectiveness of project implementation;
- (e) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project has been successful in producing expected change;
- (f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
- (g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (h) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see section 3.3 below).

The findings, recommendations and lessons learned from this evaluation are to be used by IOM Thailand, all IOM units implementing IDF projects and the Fund, as described in the following table:

Table 1: Evaluation Intended Uses and Users

Intended Users	Intended Uses
IOM Thailand	<ul style="list-style-type: none">- To improve identification of country's needs and alignment of IOM's interventions with national, regional and global development agenda;- To improve identification of and alignment of IOM's interventions with national, regional and global development and migration agenda.- To improve efficiency and effectiveness of future project implementation.- To demonstrate accountability of project implementation and use of resources.- To identify specific follow-up actions/initiatives and project development ideas.

	- To document lessons learned and best practices.
All IOM units implementing IDF projects	- To improve efficiency and effectiveness of current and future IDF funded projects
IDF	- To assess value for money. - To use the findings and conclusions in consideration of future project funding approval.

3.2. Evaluation scope

The evaluation covered the full project period from 1st August 2016 – 30th April 2019. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project and were identified in collaboration with the IOM project manager. The terms of reference, (TOR) for the evaluation can be found at annex 1. The Inception Report can be found at annex 2. The list of interviewees can be found in annex 3. The main documents consulted are listed in annex 4.

3.3. Evaluation criteria

The evaluation focused on the following five main evaluation criteria, based on the OECD/DAC guidelines: relevance, effectiveness, efficiency, impact and sustainability. Gender and human rights were also mainstreamed where pertinent. In response to the evaluation purpose and scope, the evaluation focused on 23 out of the 30 evaluation questions found in the evaluation matrix (as outlined in the Inception Report found in annex 2). Responses to cross-cutting questions were integrated across the findings.

4. Evaluation methodology

The evaluation was conducted remotely. The evaluator used a participatory and mixed methods approach, involving and consulting with the relevant stakeholders as much as possible, integrating this approach into the methodology when feasible. Data was collected from a number of different sources in order to cross-validate evaluation findings.

4.1. Data sources and collection

Two data collection methods were employed to ensure reliability of data:

- 1) Desk review of available data and documents (see annex 4);
- 2) Key informant interviews; interviews were conducted with IOM and stakeholders involved in the project by skype or a questionnaire was sent by email.

4.2. Data sampling

A sample of 19 stakeholders involved in the project were interviewed, identified by the project manager, in consultation with the evaluator:

- 4 IOM staff: 3 from the Thailand Office, past and present, and 1 from the Regional Office for Asia Pacific.
- 1 consultant contracted by IOM to support the project,

- 3 from the Asean Secretariat (ASEC),
- 10 from ASEAN Member States (AMS), the majority being from the ASEAN Senior Labour Officials Meeting (SLOM): Thailand (4), Malaysia (4) Philippines (1), Indonesia, (1),
- 1 staff from the International Labour Organisation (ILO).

The stakeholders from AMS were selected from five countries based on their perceived higher probability of response, (Indonesia, Malaysia, Philippines, Thailand and Cambodia) and of these four responded (Cambodia did not). As a result, it is only the views of stakeholders from these four AMS which are represented and not the ten as a whole.

Regarding the selection of interviewees, a random sample of participants was chosen, based on the attendance at one or more project activities. This was sent to the Thailand IOM office to then send to ASEC to approve. ASEC then sent the list to the country focal points to send the evaluator the email addresses for contact purposes (these were not held by the IOM office). This process took a long time and in some cases the list of names and emails which were sent by the focal point differed from the initial suggested list sent. Also, in the case of Indonesia, only two officials from SLOM remained in their positions after elections and changes in the ministry last year and thus they were the only names contacted. The result was that the majority of interviewees could talk about only one of the project activities they had been involved in. Where this is the case it is noted in the report. With regard to the IOM staff contacted, one member of staff declined to be interviewed and another did not respond to email requests.

4.3. Data Analysis

Quantitative and qualitative approaches were used to analyse findings from the document review and interviews. This approach was also used to assess the achievements of the results matrix and accompanying project documentation. Triangulation (reviewing two or more sources of data) was used to corroborate findings and to substantiate findings and to underline any weaknesses in the evidence. For each evaluation criteria a rating was determined based on the following scale:

Table 2: Evaluation criteria and scaling

Evaluation Criteria Scaling		Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	<i>Supporting evidence will be detailed for each rating given.</i>
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.	

4.4. Limitations and proposed mitigation strategies

In total, six limitations and challenges were identified for the evaluation, five of which are detailed in the Inception Report. The sixth was identified during the evaluation. The following table describes these limitations and how they were addressed.

Table 3: Limitations and challenges

No.	Limitation	How these limitations were addressed
1	The context of COVID19: The timing of the evaluation during the COVID19 pandemic response impacts on the availability of IOM staff and project stakeholders/ beneficiaries, and/or extend the time that will take to respond to the evaluation request and provide inputs.	The former and current project manager supported the evaluator in contacting and arranging interviews with staff and stakeholders. This was a lengthy process due to the context of COVID-19 as well as having first to go through ASEC as describe above. The timeline of the evaluation was extended to allow for this.
2	General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.	Overall, extensive data was available in the documentation of project activities but the evaluation was limited by the high number of beneficiaries who only had partial experience of the project. As noted above only representatives of four AMS were interviewed, the majority of whom had attended one of the project activities. Recall was in general limited, considering that the first project activity (October 2017) was nearly two and a half years ago and given the number of meetings many of the interviewees will have attended since then. Where this was the case, the interview was not used and where there is limited evidence found, this is noted in the findings.
4	Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.	This materialized as somewhat of a problem and in some cases interviewees had not taken part in activities or could not remember specific details. It was unclear the extent to which they were able to be fully transparent about their views and the success of the project and this was further made difficult by the fact that interviews were all conducted in English which was more difficult for some of the interviewees than others. This problem was partially overcome by sending interviewees a questionnaire to answer by email.
5	General bias in the application of causality analysis.	This did not pose a major limitation. Where conflicting findings were found, triangulation with other sources and stakeholders was carried out.

6	High turnover of project related staff	The former project manager (now based in Geneva for IOM) was available and very supportive throughout the evaluation. However, there had been a high turnover of staff related to the project and no-one had an overview of the project as a whole. In addition, the person who developed the project was unavailable.
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5. Findings

The project was found to be relevant to ASEAN focusing on the facilitation of high skilled labour mobility in line with the ASEAN Economic Community blueprint (2008) and ASEAN Community Vision 2025, but was found to vary in its relevance to the individual 10 AMS participants, reflecting the different countries' priorities, capacities and needs in relation to the development of tools that the project aimed to develop.

In this regard, the project's objective was too ambitious (covering 5 countries which were eligible IOM MS and including another 5 which were not, over 18 months) and the results were very mixed. The project had two no-cost extensions (NCEs) extending it to 33 months during which time many changes were made to the RM during project implementation, with one outcome changing twice. Activities were changed to become more relevant but not all changes were noted in the RM or in documentation found on PRIMA.

The project partially or mostly achieved its objective and outcomes. It produced some good results in terms of three workshops and a consultative meeting which developed an action plan for a portal to enable the dissemination of labour market information (LMI) for migration purposes. The other two meetings conducted (a Good Practice seminar and workshop to disseminate ASEAN Guiding Principles), were also all evaluated highly by participants. Within this context, the project created opportunities for sharing of LMI within ASEAN and increasing the knowledge assets of participants. The project however was not able to complete all outputs. The mapping of migration-related legal instruments in ASEAN, (the `mapping report`), which was a core component of the project was not finalized nor circulated, and is already `out of date` according to stakeholders interviewed.

Coordination with beneficiary countries was difficult due to the size of the project and project management and implementation suffered from a high turnover of staff, both within IOM and within AMS, and a high dependence upon consultants for core labour migration expertise, which raises questions about the sustainability of results. The project workshops were very well attended but were costly.

The sustainability of results was rated as adequate. This was a result of a high dependence upon funding for the development of the proposed portal, the high turnover of project stakeholders (within IOM and government staff in AMS), and a high level of dependence upon consultants for core expertise.

Table 2: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
Relevance 3 – Good	The project focus was in alignment with the ASEAN economic blueprint and varied in relevance with regard to individual AMS. The objective was found to be too ambitious for a regional project, targetting 5 IOM MS and including another 5 AMS within a timeframe of 18 months and many changes were made to the project design during implementation.	Overall AMS support for the project. Stakeholders interviewed reflected a variance in how relevant they thought the tools of the project were. Changes were made to the RM which included two of the outcomes, related outputs and the adjustment of activities.
Effectiveness 2 – Adequate	The project was found to have mixed results. The objective and two outcomes were assessed as being partially or mostly achieved. Activities such as capacity-building workshops and the three other meetings provided some valuable knowledge and the basis for work going forward (the portal). One output was not completed. Coordination with beneficiary countries was challenging and contributed to delays in the project.	Interviewees and project related evaluations confirmed a high level of satisfaction with all of the six capacity workshops/ meetings (evaluated as very good / excellent by participants). One output, the mapping report was not finalised nor shared.
Efficiency and cost effectiveness 2- Adequate	A high turnover of project-related staff and number of consultants who worked on the project over the three year period at times disrupted the results of the project. Project activities were costly, with one output not completed. As seed funding it is assessed as having a low chance of receiving further funding.	One output (the mapping report) was not completed. Some changes to the project activities were not recorded in reporting nor in PRIMA. Three revised budgets were submitted but one is blank. Three NCEs extended the project from 18 months to 33 months.
Outcomes and Impact 2 - Adequate	It was difficult to assess the impact of the project on achieving the objective owing to the number of changes made to the project, which also shared an outcome with another project. The short term impact was mixed, producing some useful knowledge and the development of a portal proposal to support LMI.	Many changes made throughout the project implementation period. Two of the activities (workshops) differed from those which were noted on the RM. Examples of short-term results seen such as knowledge gain.
Sustainability 2 -Adequate	Evidence of measures built into the project to ensure sustainability included a detailed action plan but the likelihood of receiving follow up funding is very low in the current climate. The project demonstrated a high level of dependence upon	Action plan relating to the development of the LMI portal (later endorsed by AMS representatives). Little interest or `ownership` of the portal by AMS/ASEC/IOM. No long term work plan between IOM and

	consultants for country labour market expertise.	ASEC and no evidence the project has led to more IOM projects with ASEAN.
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Relevance - 3 – Good

The project was found to be relevant to ASEAN, focusing on the facilitation of high skilled labour mobility and mutual recognition of skills, in broad alignment with the ASEAN economic community blueprint (2008) complementing the Senior Labour Officials Meeting Working Group (SLOM-WG) work plan. However, skilled labour was not a priority issue for all AMS, which the objective assumed. As a consequence, components of the project were found to vary in relevance for participating members. The project was also found to be too ambitious and wide-ranging in its scope for an 18 months project with five IOM MS and an additional five which were not IOM MS, two of which (Singapore and Brunei Darussalam) did not participate in the majority of project activities. This was also evident by the need for three NCEs, extending the project by an additional 15 months (33 months in total). The project experienced a number of changes to the design throughout the implementation period and one of the outcomes (no. 2) was changed twice. Another outcome (no. 3) was shared with another partner project and the output also appeared to be related to the other project. Not all of changes were recorded in the RM nor on PRIMA.

1. To what extent is the project aligned with the needs and priorities of ASEAN stakeholders?

Finding: The project was focused on facilitating free skilled labour migration and was broadly aligned to the ASEAN economic community blueprint (2008), ASEAN Community Vision 2025 and to the SLOM working group workplan 2016-2020. However, the focus on high skilled labour had variable relevance to the different needs and priorities of the five IOM MS and the additional participating five AMS, all of which had very differing technical capacities and labour markets. This was reflected in some of the views of stakeholders and in particular towards key project components, such as the proposed LMI portal and the mapping report.

The project was broadly relevant to ASEAN and aligned with the vision of economic integration enshrined in the ASEAN Economic Community Blueprint (2008) designed for AMS to support the transition to high-income status. The project aimed to support AMS in facilitating the increased mobility of skilled labour by improving the management of LMI, as well as to develop tools to support this. It was also designed to complement the SLOM-WG work plan on Progressive Labour Practices to Enhance the Competitiveness of ASEAN 2016-2020 and the ASEAN Labour Ministers' work programme 2016- 2020.

The project included all ten AMS, only five of which were IOM eligible MS and high skilled labour was found to have variable relevance to their different needs and priorities. A number of stakeholders, including AMS interviewed confirmed the relevance of the project, (Malaysia and Indonesia). For other AMS interviewed, a wider focus to include lower skilled labour was suggested and reflects, in part, the overall small proportion of skilled worker migrants as a

proportion of overall intra-Asean migration, (an estimated 10%).⁷ Singapore and Brunei Darussalam (not covered by IDF funds for the project) have the highest percentage of migrants in highly skilled jobs (Brunei 18%- 2011 data), whereas in other AMS, the share is much lower eg. Cambodia, 0.7% (2013 data).⁸

Interviewees also noted the wide variation between AMS in terms of their technological capacities and the stage of development of their existing LMI systems. For example, Thailand which already has a system to record skilled labour (but not for semi-skilled and low-skilled) questioned the relevance of the project, and for other countries such as Laos, the level of technology needed to develop a LMI system would be challenging.

2. To what extent were the needs of beneficiaries and stakeholders taken into account during project design and implementation?

Finding: The evaluation found evidence of actions being taken to include beneficiaries during implementation and project design. ASEC, the main project partner inputted into the design of project activities and key stakeholders such as ILO, were involved but consulted once project activities had been planned. During implementation, the findings from self-evaluations conducted after each of the workshops/meetings were used, when possible, to improve subsequent meetings. However, the evaluation also found areas of overlap with another SLOM project and it was not clear the extent to which this project should have been aware of this or consulted the relevant stakeholders beforehand.

It was not possible to interview any IOM staff involved in the project design but according to interviewees, ASEC, the main partner, was asked to comment and input into the design. ILO which has the closest mandate to the project was also consulted throughout the project once it had begun. The project was found to overlap with another project developed with the SLOM group,⁹ (Philippines and Vietnam) which also planned to provide labour migration information and a resource for direct recruitment. It was not clear how much the project was aware of this before development and the ongoing work undertaken as a result of this.

3. Was the project well designed according to IOM project development guidelines?

Finding: The RM was changed throughout project implementation and was not fully updated. The project was originally designed with one objective, three outcomes and seven outputs, (two of which related to another project). Of these, outcome 1 was changed once and outcome 2 was changed twice and three of four outputs were changed. The third outcome was shared as part of a separate project funded by the Japan ASEAN Integration

⁷ While the AEC Blueprint focuses on enhancing the flow of skilled and professionals, they account for less than 10% of intra-regional labour flows, Yue, C., R. Shreshtha, F. Kimura, and D. Ha (2019), 'Skills Mobility and Development in ASEAN', in Intal, P. and M. Pangestu, Integrated and Connected Seamless ASEAN Economic Community, Jakarta, ERIA, pp. 77–95.

⁸ Skilled Labor Mobility and Migration, Challenges and opportunities for the ASEAN economic community, (ed) E. Gentile, 2019, Asian Development Bank, page 9 and page 13 table 1.2. <https://www.adb.org/sites/default/files/publication/517601/skilled-labor-mobility-migration-asean.pdf> (ref ABD bank)

⁹ *Strengthening Labour Market Information System (LMIS) in ASEAN Member States (AMS) Towards Achieving Greater Labour Mobility Across ASEAN*, 2016- 2020

Fund and output 3.3 was included as part of the IDF project as a parallel activity.¹⁰ Two of the activities differed in content from stated in the RM making the logical connection difficult to assess. Not all changes made were recorded in the RM nor on PRIMA.

Table 5: Evaluation Assessment of the Project Results Matrix Vertical Logic

The results matrix was not very clear, in part a result of the many revisions made to the RM over the project timeframe. The objective was found to be too wide for a regional project with 10 countries and the related indicator, baseline and target were not measurable. The final revised Outcome 1 and 2 (the latter which was changed twice) was found to be relevant but outcome 1 was not fully supported by one of the outputs. Outcome 3 was part of another project but was included as Output 3.3 was a parallel activity.

Activities related to Output 2.2 were changed and it was unclear the extent to which they led to the results required and Output 3.3 (relevant for the project), was not supported by the activity noted. Not all changes were recorded on the RM nor in project documentation¹¹.

Vertical Logic	Analysis and suggested alternatives
<p>Objective The project will contribute to strengthening ASEAN governments' efforts in moving towards</p> <p>Indicator: Reduction of barriers to the free flow of skilled labour</p> <p>Baseline: Extensive barriers to skilled labour mobility in majority of AMS</p> <p>Target: All 10 ASEAN countries (for the IDF specifically 5 countries) have reduced the barriers to free flow of skilled labour</p> <p>Assumption: none Former Assumption: Moving towards the free flow of skilled labour remains a priority for ASEAN.</p>	<p>The objective was appropriate but too ambitious for the project lacking detail as to how AMS efforts will be strengthened.</p> <p>A suggested alternative is: "the project will contribute to developing appropriate legislation and increase access to LMI to support the free flow of skilled labour within the ASEAN community". The Indicator and the Baseline are non-specific nor are they SMART.</p> <p>A suggested Indicator could be: "AMS state reduction of barriers to the free flow of skilled labour as a result of increased LMI."</p> <p>A suggested baseline could be: "0 appropriate legislation, accessible LMI and mapping data systems."</p> <p>The target was not realistic. A suggested target could be "Number of ASEAN countries which state reduction of barriers to the free flow of skilled labour as a result of increased LMI is a minimum 7 out of 10."</p>
<p>Outcome 1: Labour market and migration information is more freely and accessible across ASEAN to all relevant stakeholders.</p> <p>Indicator: Number of AMS that report greater understanding of how to access and use labour market information.</p> <p>Baseline: N/A - labour market information is not shared or easily accessible at the regional level, nor easily available/accessible for some countries at the national level.</p> <p>Target: 6 - at least 6 AMS (specific to IDF) report greater understanding</p>	<p>The revised outcome would need to be adapted to include Output 1.2 which covers the planning stage.</p> <p>A suggested alternative is: "Outcome 1: Labour market and migration information is more freely available and the basis established to make it more easily accessible across ASEAN to all relevant stakeholders."</p>

¹⁰ The project was also part of another IOM partner project, "The Development of Cross National Guidelines for HR Qualification and Skills Recognition among ASEAN Economies", funded by Japan ASEAN Integration Fund (JAIF) and managed by IOM Indonesia.

¹¹ All the identified changes to the RM are detailed in annex 5.

<p>Assumption: All ASEAN Member States support the enhanced sharing of labour market information.</p>	<p>The revised indicator was not appropriate as reported by the IOM in their reporting¹².</p> <p>The Baseline, Target and Assumption were correct.</p>
<p>Output 1.1. Enhanced capacity among ASEAN officials and relevant stakeholders to manage and share labour market information in a consistent and harmonized manner, including gender-disaggregated data.</p> <p>Indicator: Number of labour officials with increased capacity to manage and share labour market information (including labour migration data), disaggregated by sex.</p> <p>Baseline: N/A - Limited capacity/knowledge among labour officials from most AMS.</p> <p>Target: 24 - AMS officials have increased capacity.</p> <p>Assumptions:</p> <p>1. Limited employee turn-over in relevant ministries among trained officials (in table: and correct officials are sent to events) Removed from final RBM 2. AMS officials follow-up on the capacity building training with concrete improvements in practices</p>	<p>The Output is appropriate. The indicator¹³ could be adjusted as follows: “Number of labour officials reporting increased capacity in managing and sharing labour market information (including labour migration data), disaggregated by sex.”</p> <p>The Baseline was revised and is not appropriate in this general form. It is suggested that the former baseline remains, e.g. “5 - Limited capacity/knowledge among officials from most AMS on the management and sharing of labour migration information”.</p> <p>The target is correct.</p> <p>The assumptions are appropriate.</p>
<p>Activity: 1.1: Facilitate three capacity building workshops on labour market and migration information</p>	<p>The activity is appropriate.</p>
<p>Output 1.2: A template and action plan for a regional information sharing mechanism on labour migration is developed supported by AMS officials</p> <p>Indicators: 1) Number of member states expressing support of the action plan 2) Number of stakeholders attending consultative meeting on the development and advancement of ASEAN labour migration information sharing platform (disaggregated by sex).</p> <p>Baseline: 1) 0 - no template and action plan exists in place, 2) 0 - there was no previous plan in place for the development of an information sharing platform in ASEAN.</p> <p>Target: 10 - template and action plan is endorsed/supported by all 10 AMS (8 specific to IDF).</p> <p>Assumptions:</p> <p>1. There is the willingness and capacity to develop harmonized mechanism for sharing information on labour markets and migration across ASEAN. 2. Full participation of stakeholders from various sectors within ASEAN and the private sector.</p>	<p>Output 1.2 is appropriate.</p> <p>The revised indicators and target are appropriate..</p> <p>Suggested revised Baseline: The development of an information sharing platform in ASEAN was suggested as part of a former IOM USAID project but is unclear at what point this began to be developed by other countries.</p> <p>Assumptions are appropriate but assumption 2) could be revised as follows ” Stakeholders who attend the consultative meeting have sufficient seniority to represent their country in making decisions.”</p>
<p>Activity: 1.2: To facilitate a consultative meeting to develop and finalize a template and action plan for a web portal.</p>	<p>The activity was relevant.</p>
<p>Outcome 2: AMS are empowered with actionable information and policy-recommendations.</p> <p>Indicator: Number of ASEAN member states empowered with access to available/accessible, clear,</p>	<p>A stronger alternative Outcome is proposed: “AMS representatives demonstrate increased access to actionable information to promote the free flow of skilled labour within the ASEAN community.”</p>

¹² “Most AMS have a significant way to go before accurate and reliable data is even available at the national level, which is required to be able to effectively share at the regional level, and thus we cannot report accurately on this indicator,” (Interim report 4)

¹³ Two of the previous three indicators were dropped as the project adapted to fit the reality of the quality of the data available and the activities of the AMS, see Annex 5.

<p>well-formulated and up-to-date migration-related legislation, policy and regulation. Baseline: 0. Former baseline: No definitive baseline but numerous reports of recruitment fraud in ASEAN. Target: 10- 8 specific to IDF Former target: More systematic data is collected on recruitment practices and fraud in ASEAN indicating an increase in ethical recruitment. Assumption All ASEAN MS want to be empowered with actionable information relating to policy/ legislation and regulation.</p>	<p>The outcome is formulated as an output. A suggested alternative is: AMSs promote the free flow of skilled labour within the ASEAN community thanks to increased capacity and a policy base.”</p> <p>The outcome and indicator were changed twice. The final indicator is not SMART as it cannot be measured and does not track the change in the beneficiaries. Suggested alternative: “Number of ASEAN member with up-to-date actionable migration-related legislation, policy and regulation and increased capacity.”</p> <p>It is suggested that the Baseline indicates the current level of actionable information. The target is too ambitious. A suggested alternative is: “minimum 7 IDF AMS indicate increase in level of access to actionable information.”</p> <p>As empowerment is difficult to assess, it is suggested the Assumptions are replaced by. 1) All ASEAN MS partake in the collection and access of data and 2) Actionable information relating to policy/ legislation and regulation is available and can be collated and made available to AMS.</p>
<p>Output 2.1: Available and accessible migration-related legal instruments in ASEAN are mapped and shared among AMS. Baseline: 1) 0- - report is not available and sharable 2) 0 - migration-centric legal instruments of AMS have recently been mapped/consolidated in the context of intra-ASEAN mobility. Target: 1) 1 report is available, 2) 10 countries have their migration-centric legal instruments mapped. Assumption: There is sufficient information publicly available to map recruitment channels in ASEAN</p>	<p>The Output, indicators, targets, baseline are correct.</p> <p>The assumption is correct.</p> <p>The activity is appropriate.</p>
<p>Output 2.2: AMS government officials, private sector representatives and relevant stakeholders have enhanced understanding of ethical recruitment, employment services and skills mobility. Former output: AMS officials have enhanced capacity to provide gender-sensitive and ethical recruitment and employment services Indicator: 1) Number of officials/ representatives reporting improved understanding with enhanced capacity (disaggregated by sex), 2) Number of tools/mechanisms/initiatives to facilitate improved access to ethical recruitment/employment services are presented and made available Baseline: 1) 0, 2) 0. Target: 1) 24, 2) 2.Assumption: Officials of ASEAN Member States have sufficient existing knowledge and capacity to benefit from the capacity building.</p>	<p>The revised output, indicator, baseline and target are appropriate.</p>

<p>Activity:</p> <p>1).Host a three-day regional meeting symposium on ethical recruitment, employment services and skills mobility recruitment standards in ASEAN.</p> <p>2) Present initial findings /recommendations from draft report on legislation, policy and regulation governing the migration of skilled workers in ASEAN at Symposium</p> <p>3) Launch IOM's International Recruitment Integrity System (IRIS) in the Asia-Pacific at the Symposium</p>	<p>Activities supporting this output were changed. Activity 2.2.1. was changed to a two-day jointly hosted 'Good practice seminar' focusing on labour mobility skills and growth with the IOM PROMISE project.¹⁴</p> <p>Changes were not documented in PRIMA, including activities 2) and 3) which were added during project implementation.</p>
<p>Outcome 3: ASEAN Member States mutually accept skills recognition and quality assurance practices and standards</p> <p>Indicators: 1) Number of member states who recognize skills and competencies from other member states. 2) Number of sectors/professions for which recognition is effective.</p> <p>Baseline: Recognition is limited to those sectors covered by MRAs and not by all member states</p> <p>Target: 8 (for IDF proposal) AMS recognize skills/competencies from other AMS. Recognition extends beyond those professions covered by the MRAs to other professions with high numbers of migrant workers.</p> <p>Assumption: All ASEAN Member States fully support and engage in efforts to facilitate mutual recognition of qualifications beyond the 8 MRAs</p>	<p>Outcome 3 and related outputs were part of the IOM partner project, "The Development of Cross National Guidelines for HR Qualification and Skills Recognition among ASEAN Economies", funded by Japan ASEAN Integration Fund (JAIF) and managed by IOM Indonesia. Only output 3.3. was part of this project.</p> <p>The baseline should be 0 (numeric indicator).</p> <p>The assumption should be worded: Assumption: All ASEAN Member States will fully support and engage in efforts to facilitate mutual recognition of qualifications beyond the 8 MRAs.</p>
<p>Output 3.1: ASEAN Gender-sensitive Guidelines for quality assurance and skills recognition are developed, piloted, endorsed and made available to AMS Government</p>	<p>All activities under the partner project were finalised by August 2016</p>
<p>Output 3.2: AMS officials have increased capacity to develop and implement skills recognitions arrangements utilizing the SLOM guidelines</p>	<p>All activities under the partner project were finalised by August 2016.</p>
<p>Output 3.3: AMS Officials, particularly those in AMS with newly developed NQFs, are able to reference their national qualifications to the AQRF and conduct quality assurance of foreign workers' qualifications</p> <p>Indicator: Number of officials with increased capacity to conduct the AQRF referencing process, prepare a referencing report and conduct quality assurance of foreign workers' qualifications against the AQRF (disaggregated by sex).</p> <p>Baseline: Some AMS have capacity/systems in place to reference national qualifications to AQRF; CLMV and Thailand do not yet have clear referencing and quality assurance systems in place for AQRF. Quality assurance systems not yet in place for numerous AMS.</p> <p>Target: 24 officials (8 per AMS) have increased capacity to reference their national qualifications and</p>	<p>Output 3.3 was designed in accordance to the JAIF funded project as a activity undertaken by IOM Thailand. The resulting focus of the activity which supported this output was not on the ASEAN Qualifications Reference Framework (AQRF) nor on foreign workers' qualifications but on the ASEAN guiding principles.</p> <p>In order to align with the activity implemented the suggested Output is: "A self-assessment process against the ASEAN guiding principles is available to ASEAN MS."¹⁵</p>

¹⁴The PROMISE program, 'Poverty reduction through safe migration, skills development and enhanced job placement in Cambodia, Lao People's democratic republic Myanmar and Thailand,' was funded by the Swiss Agency for Development and Cooperation.

¹⁵ This is taken from the concept note for the supporting activity: Capacity Building Workshop on the Implementation of the ASEAN Guiding Principles for Quality Assurance and Recognition of Competency Certification Systems, Consultant's copy.

<p>skills standards to the AQRF and conduct quality assurance of foreign workers' qualifications Assumption: The AQRF remains a viable and useful tool by which workers qualifications can be compared and referenced across ASEAN.</p>	
<p>Activity: 3.3. Facilitate capacity-building workshop on referencing and quality assurance of foreign workers' qualification.</p>	<p>The activity undertaken was :‘Capacity Building Workshop on the Implementation of the ASEAN Guiding Principles for Quality Assurance and Recognition of Competency Certification Systems` and differed from the activity stated in the RM. Project documentation relating to the workshop differs from the details found in the RM.</p>

4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs?

Finding: High-skilled immigration remains core to the vision of ASEAN economic integration and within this context, the expected outcomes (1 and 2) and related outputs remain mostly valid, having undergone a series of changes throughout project implementation to make them more relevant. However, two of the outputs need follow up, one urgently, in order to ensure their relevance.

Within the context of ASEAN Economic vision and the increasing importance of high-skilled immigration to economic integration¹⁶, the project and its two main components, designed to support LMI, (portal and report) are still valid, which was confirmed by interviewees. However, as discussed below for the outcomes and outputs to remain valid and pertinent, further exploration would be needed as to how to make them more relevant to beneficiary needs to accommodate the difference in levels and rates of development of the AMS. The mapping report, not yet distributed, needs following up urgently in order to ensure its relevance.

Further, the project’s components were amended considerably over its three year period to ensure its relevance. For example, the original Output 2.1 on ethical recruitment was found to be less relevant for high-skilled labour, and it was changed to a mapping report.

5. Were the management practices appropriate for achieving the expected outcomes?

Finding: The project was extended by 15 months and underwent considerable change within the duration of its 33 month implementation period, including changes in the project staff. As a result, project management practices were not consistent and did not cover a full documentation of the changes made in the project.

The project was extended by 15 months in part as a result of an initial project delay of nine months and underwent considerable change within the duration of its 33 month implementation period, with changes made to two of the outcomes, as well as outputs, indicators and targets and activities. During this time there were also changes in the project staff. As a result, project management practices were not consistent and did not cover a full

¹⁶ <https://www.weforum.org/agenda/2019/08/southeast-asia-realising-importance-high-skilled-immigration/>

documentation of the changes made in the project. For example, a workplan and resource schedule were developed at the beginning of the project and updated but did not include all changes to the project.

The key assumption which underpinned the project, was that the free flow of skilled labour was a priority for all AMS. However, this was found not to be the case, which delayed the project, alongside related complications and lack of buy-in by MS.

6. How adequately were human rights and gender equality taken into consideration during the project design and implementation?

Finding: It was not possible to fully assess the degree to which gender and human rights were considered during the project design and implementation. There was evidence that gender was, at some points, considered an integral part of the project but changes made to the RM removed some of these in the final version.

It was not possible to fully assess the degree to which gender and human rights were considered during the project design and implementation. Evidence shows that gender was, at some points, considered an integral part of the project but changes made to the RM removed some of these in the final version where in initial versions of the RM gender was included. For example, the original Outcome 1 included reference to gender-disaggregated data and the original Outcome 2 and output 2.2 also both include consideration of gender sensitivity which were omitted in the final RM. Gender remained in the RM in the form of disaggregation of attendees and where possible an even number of men and women attendees participated in the project's six workshops and meetings.

7. Is the project in line with IOM/IOM Development Fund priorities and criteria?

Finding: The project was aligned to IOM and the Fund's goals and priorities. It supported 2 of IOM's current strategic foci and one of IDF's eligibility criteria.

The project was found to support two of IOM's current strategic foci, notably:

No. 3: To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters and

No 12: To support the effort of States on the area of labour migration, in particular short-term movements and other types of circular migration.

Concerning IDF's eligibility criteria, the project responded to the key criteria in terms of capacity-building.

Effectiveness - 2 – Adequate

The objective was too ambitious for a relatively short-term project and was found to have mixed results. The project involved ten ASEAN MS with different priorities, stages of development, levels of technical capacity, as well as different relationships with the IOM. The objective and

two outcomes (no. 1 & 2) were assessed as being mostly or partially achieved. The third outcome was not possible to assess as it was heavily reliant on a separate JAIF-funded project. The activities such as the capacity-building workshops (and other meetings) provided valuable knowledge and information for attendees, and the basis for work going forward (the proposed portal) which was successfully developed into an Action Plan. However, the mapping report (output 2.1) was not delivered.

8. Have the project’s outputs and outcomes been achieved in accordance with the stated plans and results matrix?

Finding: The project’s outcomes were mostly or partially achieved and the objective was partially achieved, with evidence of increased knowledge of LMI, an action plan for the development of the LMI portal and dissemination of ASEAN Guiding Principles among national stakeholders. The project however was not effective in achieving all its outputs as the mapping report (output 2.1) was not completed.

The project had mixed results for beneficiaries: two of the three outcomes were mostly or partially achieved. The activity under the third outcome that was shared with another project contributed positively to the project although it was different than originally designed. Evidence of some of the project benefits included the application of LMI and other knowledge gained from the project events being applied by participants on return to their countries. However, the mapping document (output 2.1), one of the main components of the project, was not finalized and circulated. The view of several stakeholders interviewed was that it will not be usable now unless updated. The consultative meeting on the development of the portal (output 1.2) was successful and developed the portal idea to the point of an action plan, now endorsed by SLOM. However, interviewees reported a mixed response to the likely effectiveness of the proposed portal; the overall view held was that while it was needed, it was not likely to be feasible to implement without further funding and country ownership.

Table 6: Assessment and analysis of the Results Matrix Vertical Logic

Results matrix element	Level of achievement	Analysis
Objective: <i>The project will contribute to strengthening ASEAN governments’ efforts in moving towards the free flow of skilled labour within the ASEAN community.</i>	Partially achieved	The objective was too ambitious for the project and difficult to evaluate as no relevant indicator nor baseline had been set. There was evidence that the project contributed to the project objective but this was partial. One of the key project outputs (the mapping report) had not yet been finalised nor shared with project beneficiaries at the time of the evaluation.
Outcome 1: <i>Labour market and migration information is more freely available and easily accessible across ASEAN to all relevant stakeholders.</i>	Mostly Achieved	There was evidence of improved access to LMI through the activities of three capacity-building workshops attended by AMS and also through the ideas developed for a regional information sharing mechanism on labour migration (the LM portal). However, this output (1.2) was at the level of an idea/proposal and not yet a functioning tool.
Output 1.1. <i>Enhanced capacity among ASEAN officials and relevant stakeholders to manage and share labour market information in a consistent and harmonized manner,</i>	Achieved	Three capacity-building workshops on LMI were attended by 27 government officials from some eight AMS. According to internal evaluation surveys and interviews, participants found them useful and some gave concrete examples of how they had gained operational knowledge of LMI and were using the content in their own work.

<i>including gender-disaggregated data</i>		
Output 1.1. Activity	Achieved	
Output 1.2: <i>A template and action plan for a regional information sharing mechanism on labour migration is developed and supported.</i>	Achieved	A consultative meeting was attended by 51 stakeholders (from all AMS), which successfully developed and finalized a template and action plan for the proposed LMI portal, and included a presentation of a mock-up/template, later endorsed by SLOM. However, achievement of this output did not significantly contribute to Outcome 1 as it remained a concept only.
Output 1.2. Activity	Achieved	
Outcome 2: <i>AMS are empowered with actionable information and policy recommendations.</i>	Partially achieved	The evaluation found partial evidence of this outcome having been achieved. One of the outputs, the mapping report on migration-related legal instruments of all AMS was not finalised and circulated. This also limited the effectiveness of the related seminar.
Output 2.1: <i>Existing recruitment channels and tools in ASEAN are mapped and shared.</i>	Not achieved	The report was compiled but not circulated to AMS.
Output 2.1. Activity	Not achieved	The mapping report of available migration-related legal instruments of all AMS, 'A Comparative Analysis of Legislation and Policies in ASEAN member states on Skilled Immigration,' was drafted, but a final copy was not finalised nor made available to AMS.
Output 2.2: <i>AMS government officials, private sector representatives and relevant stakeholders have enhanced understanding of ethical recruitment, employment services and skills mobility.</i>	Partially achieved	The supporting activity (seminar) differed from what had been planned, see below.
Activity : 2.2.1 Host a three-day regional meeting symposium on ethical recruitment, employment services and skills mobility recruitment standards in ASEAN. 2.2.2 Present initial findings/ recommendations from draft report on legislation, policy and regulation governing the migration of skilled workers in ASEAN at Symposium 2.2.3. Launch IOM's international recruitment integrity system (IRIS) in the Asia-Pacific at the Symposium	Partially achieved	The activity 2.2.1. supporting this output was changed in focus to a jointly hosted regional 'Good practice seminar' focusing on labour mobility skills and growth. It supported and was informed by the regional IOM initiative <i>Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Cambodia, Lao People's Democratic Republic, Myanmar and Thailand (PROMISE)</i> , funded by the Swiss Agency for Development and Cooperation. The seminar was attended by 63 officials from the public and private sectors of 9 of 10 AMS on 9-10 April 2019. Activity 2.2.1. and 2.2.3. were to be carried out at the meeting planned for 2.2.1. but were only implemented partially; the draft mapping report was shared (2.2.2); the IRIS was not fully launched but was introduced to the meeting ¹⁷ .
Outcome 3: <i>ASEAN Member States mutually accept skills recognition and quality assurance practices and</i>	Not possible to assess	This outcome relates also to a separate JAIF-funded project, implemented by IOM Indonesia as described above. For this project the relevant output was (3.3), but the AQR Standard

¹⁷ According to interviewees, IOM HQ decided not to launch IRIS in Asia Pacific at the time of the meeting.

<i>standards. (output 3.1. and 3.2. not part of this project)</i>		was not promoted as a reference tool so assessment of it as a standard was not possible.
Output 3.3: <i>AMS Officials, particularly those in AMS with newly developed NQFs, are able to reference their national qualifications to the AQRF and conduct quality assurance of foreign workers' qualifications.</i>	Not possible to assess	This was not the correct output for the project nor the supporting activity (which was not revised in the RM).
Output 3.3. Activity: <i>Facilitate capacity building workshop on referencing and quality assurance of foreign workers' qualifications.</i>	Activity undertaken supported the project objective (but not the Output).	The activity undertaken : 'Capacity Building Workshop on the Implementation of the ASEAN Guiding Principles for Quality Assurance and Recognition of Competency Certification Systems` differed from the activity stated in the RM (it had no specific focus on foreign workers' qualifications), but supported the project objective.

9. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?

Finding: Coordination and collaboration with target beneficiaries and stakeholders was often a challenge for the project, in part a result of the size of the project involving ten AMS and the nature of having to work through ASEC to reach AMS.

The project was organized around a total of six different meetings all of which had a high attendance, (a total of approximately 150 people). The original aim for the three capacity-building workshops was to have the same attendees at all of the events. This proved not feasible and may have hampered consolidation of knowledge attained.

Coordination was a challenge for the project. ASEC, the main project partner was fundamental to the co-ordination and involvement of AMS but as all communication had to first go through them in order to reach the beneficiaries, this took extra time. Further, decision-making within ASEC was done on the basis of consensus amongst all AMS which was a time-consuming process.

10. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objective and how have they been managed?

Finding: A number of internal and external factors influenced the results of the project. These included: Having to find additional funding for two AMS not initially budgeted for, the challenging nature of a regional project which required membership consensus to move forward, a high turnover of project and AMS ministry staff and a high reliance on consultants for country thematic expertise.

The following positive factors which influenced the results of the project were identified:

Internal factors

- **The adaptability and commitment of IOM project staff** was mentioned by many of the interviewees.

The following negative factors which influenced the results of the project were identified:

External

- **Additional funding was required to cover all ten AMS:** The initial ASEAN project was budgeted to include eight AMS but in response to a request from ASEC it extended to include all ten AMS equally. Included within these ten were four countries which were not eligible IOM MS. This resulted in operational challenges namely that funding was required for the inclusion of the additional two countries (Brunei and Singapore) which resulted in a delay in the project of nine months and the need for a NCE.
- **Bureaucratic decision-making processes of ASEC were slow moving and challenging for project efficiency** especially as member consensus was required for decision-making, (see also question 13). Delays were further compounded by the fact that the level of commitment to the project differed between the leadership of AMS countries and may not have been reflected by the person attending the meeting.
- **A high turnover of AMS ministry staff as a result of the project delay.**

Internal factors

- **The RM was not clear** and not all changes to activities were noted, (see question 14).
- **High turnover of IOM staff** and within AMS impacted the continuity of the project.
- **The relationship between IOM Thailand and ASEC the main project partner, (based in Indonesia) was a relatively new partnership** and did not benefit from strong contacts and a shared work history as other IDF projects have.
- **A lack of an internal process to organise the closure and follow up of the project** meant that completion of the output was not done in a timely manner
- **The lack of labour expertise within IOM as it relates to AMS** was noted by a number of interviewees and was seen as a weakness, leading to a heavy reliance on external consultants¹⁸ and questioning the sustainability of the work. As noted in project documentation, `the project required labour market information and statistics specialists and migration law and policy experts.` Consultants were chosen according to their availability and cost within the project timeline as well as their expertise, which restricted the choice of consultants. The initial consultant employed for the workshops left the project and a new consultant was found which led to a repetition in workshop content according to interviewees.
- **Lack of update and feedback from IOM after the workshops** was often cited by many of the interviewees as a weakness of the project.

11. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?

Finding: AMS did not receive a finalised copy of the mapping document as it was not completed within the project timeframe.

A finalised copy of the mapping document was not circulated to AMS as it was not completed within the project timeframe and remains in draft form. Further, project activities were dispersed

¹⁸ As noted by one stakeholder, project staff had to `get up to speed` very quickly as the project began as there was no previous knowledge base relevant for the project and technical expertise had to be contracted.

amongst different representatives of AMS and meant that not all potential beneficiaries were reached – or reached consistently.

Efficiency and Cost Effectiveness - 2 – Adequate

The project management suffered from a number of disruptions. The project covered five IOM MS but included in all activities an additional five AMS, including two for which additional funding outside of the IDF grant had to be secured, which delayed the project by nine months.¹⁹ A high level of turnover of those who worked on the project within IOM caused further delays and inefficiencies in project management. Two NCEs extended the project from 18 months to 33 months during which time the project underwent a number of changes and adjustments. A revised budget/workplan was submitted twice, the latter in January 2019, four months before the end of the project. Not all details of changes to the budget/workplan were included. All activities were carried out within budget, with two activities benefiting from being co-financed by partners, although this did not free up any additional IDF funding in one case. Project results achieved were not found to be fully proportionate to the costs expended and one output was not finalized. The potential of the investment by the IDF for future funding was assessed as low.

12. How cost-effective was the project? Could activities have been implemented with fewer resources without reducing the quality and quantity of the results?

Finding: The project was not found to be very cost-effective, particularly as one of the project components was not completed. The cost of providing six workshops/meetings which required the travel and accommodation of participants from AMS was also very high (some 100 flights financed). Three of the workshops were part of the same series and required three separate trips.

As indicated in the project proposal, the project was originally part of million-dollar JAIF-funded project. The USD \$300,000 IDF budget was adapted to complement this project. The budget covered the participation of eight AMS but additional funding had to be found for the remaining AMS (Singapore and Brunei), whose presence at the workshops and meetings was the lowest.

Organising and budgeting for six workshops and meetings for a ten country ASEAN country project was very challenging particularly in relation to the extensive travel requirements. Three of the capacity-building workshops took place in Bangkok over a some six months period. Interviewees indicated that savings could have been made if the three separate workshops were somehow combined (the total cost of the three workshops was \$87,662 of which around a third was spent on airfares- \$26,865). An overlap of material in the three workshops, was cited by a number of interviewees, indicating an inefficient use of resources, in part a result of having to replace the main consultant after the first workshop. In addition, the mapping report which included significant inputs from ASEC and AMS was not finalised by the IOM and represents a loss of investment for the project.

¹⁹ At the beginning as it was assumed that project could proceed with eight countries financed to participate. At the request of ASEC, extra funding had to be found to include all ten countries.

Two project activities were revised to include jointly hosted and funded activities. The first was with the PROMISE project which provided \$23,000 of co-funding for a workshop (which differed in content from what was originally planned)²⁰. The second was with the Technical Education and Skills Development Authority (TESDA) in the Philippines, but there was no evidence of cost-savings as the workshop had been budgeted too low to begin with, as reported in the project's third interim report.

13. How efficient was the overall management of the project?

Finding: The efficiency of the overall management of the project was mixed. Interviewees were in agreement as to the commitment of the project manager to drive the project forward and achieve results. However, a number of factors made this difficult, which included the challenges of managing a regional ASEAN project in which all communication to partners had to first go through ASEC and the need for consensual agreement on action. The management of the project also suffered from the lack of an agreed plan for the finalisation and dissemination of the mapping report by all relevant IOM staff. Staffing issues included the replacement of a consultant mid-contract which caused a delay.

Despite considerable efforts and dedication on the part of individual staff involved in the management of the project, it was found only to be moderately efficient, a result of both internal issues as well as external factors beyond the control of the project. As a regional ASEAN project this also presented challenges for efficient project management. All contact with the AMS had to first go through ASEC, an extra level of administration which was often very time consuming. Further, decision-making was based on consensus of all AMS which further delayed the project, as extra time was needed to collect all AMS inputs.

There was a high turnover of project staff. The person/s which developed the project and those that implemented it were different. This is reflected in part by the many changes made to the project throughout implementation and may have contributed to a number of discrepancies noted in the project documentation. The project also had a heavy dependence upon external consultants. As a result of the unexpected departure of the consultant who was organizing the three capacity-building workshops, a new consultant was brought in to complete the second and third workshops. This caused a delay and resulted in an overlap in workshop content and a perceived lack of continuity in the content and efficiency of the project.²¹

One of the main weaknesses of the project was the failure to finalise the mapping report (output 2.1), a core project component. According to interviews conducted with IOM staff, there would appear to be no clear process for the finalisation of the report, which was planned to be made available to the AMS. As a result, the report was not circulated and according to one internal IOM interview, it is now `too late` to circulate it as the report data is now out of date.

²⁰ `An Inclusive Future for Southeast Asia: Labour Mobility, Skills and Growth' Regional Good Practice Seminar, 9-10 April 2019'

²¹ As noted by one participant; "There needed to be better coordination between IOM and the consultants. They fly all the participants to Bangkok and repeat the content."

14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension? If so, why?

Finding: Project progress was monitored throughout the timeframe, with interim and final reports both narrative and financial, submitted every six months and upon project completion. However, changes were made throughout the project and while documentation is on the whole very detailed it is not always consistent nor were all changes recorded in project reporting and/or PRIMA. There is also evidence of discrepancies between the RM and interim reports. Three budget revisions were approved (the second one is blank), the last one only four months before the end of the project. The project required two NCEs and it was extended for a total of 15 months.

Project documentation was not always clear or consistent and not all changes were recorded on the RM nor in project documentation, possibly a result of a high turnover of staff working on the project. For example, documentation from interim report 2 onwards makes reference to the revised outcomes but the outcomes listed in the RM table remain the same (unrevised) in interim reports 1-4 and then only change to match the revised outcomes in Interim report 5. Also, in the Final Financial Report output 2.1 and output 2.2 are conflated into `Output 2` and there is no reference to output 2.1.(the mapping report).

Not all changes in the project activities were included in the documentation either. For example the reduction in scope of Activity 1.1.1 and Activity 2.2.1 (from three to two days) as well as the addition of Activity 2.2.2. and Activity 2.2.3. should have been noted in the budget. Other discrepancies in reporting include the omission of Brunei and Singapore from the geographical coverage noted in the final report and the workplan was created sometime after project activities had started with delays indicated but this was not updated.

Two of three budget revisions were approved (the second one was rejected as the interim report was not yet approved), and the last one was approved only four months before the end of the project. There are examples of budget reuse approved by IDF such as in-country translation services for the mapping exercise. However, not all changes are included in the budget. The project completed activities with a remainder of \$2,570 which did not include a budget for an evaluation.

Table x : Comparison between the Proposed budget and the actual budget spent

Expenditure item	Proposed budget	Actual expenditure	Change indicated in documentation?
Staff	82,158	81,196	N/A
Office	7,210	9,189	
Operational Expenses:	87,662	86,162	
Output 1.1			
Output 1.2	48,284	45,881	Change in activities, noted in Interim 1 narrative and financial.
Output 2.1, (Referred to as Output 2)			Conflated in the Financial report

Output 2.2 (Referred to as Output 2)	41,353	42,234	In addition, \$23,000 was donated by PROMISE
Output 3.3	33,333	32,768	
TOTAL	300,000	297,430	

The project required two NCEs. The first was as a result of IOM Thailand having to seek additional funding for the inclusions of Brunei and Singapore, not initially included in the project. The other two NCEs were granted to cover the participation of extra countries and complete the outputs.

15. Were the costs proportionate to the results achieved?

Finding: The project had a budget of \$300,000 of which \$297,430 was spent. The most significant results achieved included a number of intangible assets such as knowledge gain and an action plan for a proposed portal, the value of which is difficult to assess in terms of cost. Activities were overall expensive, such as the three workshops which flew participants in from between 8-10 AMS on three different occasions. The mapping report, a core project component was an inefficient use of resources.

The project had a budget of \$300,000 of which \$297,430 was spent. The most significant results achieved included a number of intangible assets such as knowledge gain and an action plan for a planned portal, the value of which is difficult to assess in terms of cost. Activities were overall expensive, such as the three workshops which flew participants in from between 8-10 AMS on three different occasions as part of the same capacity building workshop series and cost \$86,162. The mapping report, a core project component was an inefficient use of resources. It cost \$8,645 and considerable human resources from IOM, ASEC and AMS ²² and still has not been finalised nor distributed to ASEAN members.

Impact – Adequate - 2

It was challenging to evaluate the overall impact of the project considering the high level of the objective and the three outcomes, one of which was heavily dependent upon outputs from another project. Those who attended project activities (workshops/seminars, etc.), benefited from availability of LMI and experiences of others. The development of the proposed portal was ambitious and it achieved its limited goal of finalizing the concept while not producing the actual portal. However, the mapping report was not circulated in a final form and thus project partners and stakeholders have not been able to benefit from a final published copy. Also, the impact of project results relating to the mapping report and the portal will further diminish with time if there is no follow up.

16. Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?

²² Each section of the mapping report was written based on questionnaires translated into four languages and facilitated by ASEC sent to all AMS. The results of each country's mapping was then sent back to all individual governments via SLOM for review in March 2019.

17. Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution from external factors?

Finding: Project activities produced a number of positive results which included: increased dissemination of LMI and concrete knowledge gain of workshop/meeting attendees, and an action plan and recommendations for the next stage of development of the proposed LMI portal. An unintended negative effect of the project was that a number of interviewees stated their disappointment in the results of the project, caused by the failure to complete the mapping report and lack of project follow-up. No longer term impact could be identified at this stage, nor could any discernable impact from external factors be attributed to the results.

A short – medium term positive change attributable to the project was that it increased dissemination of LMI, bringing together in six workshop/meetings a wide number of stakeholders from the field (over 150 in total). Knowledge was gained and some interviewees gave concrete examples of how they had gained operational knowledge and were using the content in their own work, (it was not possible to assess how consolidated the learning was overall owing to the high turnover of employees within the AMS.)²³ The project also produced an action plan and recommendations for the next stage of development of the proposed LMI portal, now endorsed by SLOM. In addition, the strategic value of project was also to position IOM Thailand to have an initial partnership with ASEAN and strengthen the lines of communication with ASEC.²⁴

An unintended negative effect identified was that the mapping report was not delivered to stakeholders as promised causing a number of interviewees to state their disappointment in the results of the project. Another negative effect was that project updates were not delivered to participants which was noted by a number of interviewees, especially in relation to the proposed portal, which threatens to undermine the momentum built by the project to further its development.

No long-term changes were possible to identify and no contribution was seen from external factors which influenced the changes noted.

Sustainability - 2 - Adequate

Sustainability was assessed as “adequate” as the results were very mixed. The proposed LMI portal was supported by the development of a detailed action plan and recommendations. This was endorsed by the SLOM group after project completion, although questions were raised as to how sustainable the portal project was in the absence of external funding to create it (n.b. at the time of the evaluation it was still in proposal form and unfunded). The sustainability of project results were also not supported by the inability of the project to complete and circulate the mapping report and by a general lack of project follow-up by IOM with AMS which project participants expected. The high turnover of staff within the IOM office and within AMS was also

²³ For example in the case of Indonesia, only two of the nine identified Government project participants were still in post in June 2020.

²⁴ A number of IOM staff noted the importance of the project for further ‘cementing’ the relationship with ASEC.

a challenge to the sustainability of project results as was the heavy reliance on external technical expertise in the form of consultants.

18. Did the project take specific measures to guarantee sustainability?

Finding: The project tried to ensure sustainability of the proposed portal, through a very comprehensive and in-depth action plan with recommendations developed for the next stage of portal development. The action plan was subsequently endorsed by SLOM as were the recommendations from the high-level multi-stakeholder meeting. However, the next stage of development of the portal was dependent upon a number of factors including external funding and commitment from AMS regarding ownership. The other main project component, the mapping report was not found to be a sustainable resource as it was not finalised nor made available to AMS and is now becoming outdated.

The project developed an action plan now endorsed by the SLOM WG which addressed funding for the proposed portal. However, as noted by interviewees, the proposal to develop the portal was problematic in that sustainability depends on third party financial support. It would also need a commitment by AMS on how to manage it, as well as more work on how it will address a range of functionality questions. This was also acknowledged in the consultative meeting, including the significant resources (human, technical and financial) needed to maintain a dynamic region-wide and web-based data system. Interviewees also indicated that there was low donor appetite for a project addressing high-skilled labour within ASEAN, which includes both middle-income countries and developed countries, such as Singapore which already has their own LMI portal.

Funding proposals were developed for the next stage of portal development by IOM²⁵ although there are currently limited human resources to work on it further and little evidence of `ownership` by ASEC or AMS needed to develop the results of the project further. There would also seem to have been a misalignment of expectations between IOM, ASEC and AMS as to who would lead the next stage of development: IOM expected leadership from AMS; from ASEC/AMS there was a high expectation that IOM would lead on it.

19. Have the benefits generated by the project deliverables continued once external support ceased?

Finding: There was evidence that knowledge had been gained and was being used from the project workshops. However, the portal was still at the stage of project proposal and the mapping report was not yet finalised.

²⁵ According to project documentation, Interim Report 4, `the team put together two last-minute extensive concept notes after [funding] calls were released that were of relevance to this project. As a result, a USD 2 million concept note was drafted and submitted to the Government of Japan (JAIF), with feedback still expected at the end of the reporting period. A brief proposal for a [funding] call released by the British Embassy in Jakarta was also drafted, however it was not submitted as projects in greater need of additional funding were prioritized for submission by ROAP.`

- According to interviewees and workshop evaluation data collected, there was a high level of satisfaction by workshop attendees and evidence that knowledge had been gained and was being used. The portal was still at the stage of project proposal and the mapping report was not yet finalised although IOM Thailand has remained engaged with ASEC with regard to securing support for the planned portal²⁶. The project also was disadvantaged as it was not part of a larger ASEAN joint workplan, as was the case with the ILO labour migration project, Triangle, (2015 – 2027). Many of the interviewees also noted the lack of project updates and feedback from IOM after the workshops which limited the sustainability of relationships built by project activities.

20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?

21. How far was the project embedded in institutional structures and thus sustained beyond the life of the project?

Finding: Some learning of the workshops had been well integrated in to government programmes but for others, especially those AMS with high staff turnover or where different representatives were sent to each of the workshops, this was not necessarily the case. While the proposed portal has been endorsed, there was no evidence of further commitment by ASEC or any AMS.

According to interviewees, some learning of the workshops had been well integrated into government programmes but for others, especially those AMS with high staff turnover or where different representatives were sent to each of the workshops, this was not necessarily the case.

While the proposed portal has been endorsed, it was unclear how significant this endorsement was as there was no evidence of further commitment by ASEC or any of the AMS to host and further develop it.

22. Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?

23. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?

Finding: Project partners did not have financial capacity to maintain the benefits of the project in the long run. IOM Thailand continued to discuss with ASEC on the future of the project outputs but it was unclear the extent to which there were adequate human resources to maintain any project benefits.

Project partners did not have financial capacity to maintain the benefits of the project in the long run, as was noted in the consultation meeting for the development of the portal. According

²⁶ IOM Thailand remains engaged with ASEC exploring potential donors for the portal development and engaged with the ongoing ILO TRIANGLE work and supporting Philippines, Indonesia and Vietnam in their work to look at labour market systems across countries with a view to developing regional online portal, (current project manager, email 22.6.2020).

to interviewees, developing the portal would be a `massive enterprise` and in order for it to be sustainable it would need to be re-designed to be wider than just skilled labour. IOM Thailand has continued to meet with ASEC to discuss the future of the project outputs but it was unclear the extent to which there were adequate human resources to maintain any project benefits.

6. Conclusions and recommendations

It is the conclusion of this evaluation that a narrower focus would have delivered better results for the project. The project was too ambitious in its design. This was reflected in the outcomes and outputs which were only partially achieved, the overall mixed results of the project and the limited sustainability of results.

The general consensus of interviewees was that the project organized well attended workshops and meetings which produced a very useful discussion of LMI, even if some content was repeated across the workshops and the concept of a series of three workshops was not the most cost-efficient. Some participants were able to apply this learning within their respective countries, although it was not possible to quantify the extent to which knowledge produced by the project was consolidated. A major shortcoming of the project was its inability to complete the mapping report and the lack of follow up to project activities, noted by a number of participants both of which compromised the impact of the project. Although the concept of the proposed portal was finalized and endorsed, it lacked the financial commitment for its creation, putting into question the logic that underlined this project component (i.e. the project only aimed to finalise a portal concept; not create the portal itself).

The project was also based on the assumption that the free flow of skilled labour was a priority for all AMS which proved not to be the case. The project overlapped with other IOM and external projects and did not fully capitalize on previous similar IOM projects.

Sustainability of project results were assessed as low based on the dependence on external financial support needed for the continued development of components such as the proposed portal, and the low degree of ownership demonstrated by ASEC and AMS.

Recommendations

D. Project Design and Documentation:

The project covered five IOM MS, in addition to five other AMS with different levels of development and priorities and was too ambitious in its design. In addition, the basis on which Singapore and Brunei Darussalam (non-IOM MS) participated in the project was not agreed before the project began which resulted in a significant delay before project activities began. The objective was too broad and had to be adapted throughout implementation. It also overlapped with another IOM project as well as sharing one of its outcomes with a related project. Project documentation was not consistent and not all changes made were noted as part of the project revision. In addition, according to interviewees, there was overlap in workshop content of the three workshops conducted and almost 100 flights purchased overall for all activities.

Recommendation :

For all IOM Thailand:

- Ensure that the basis of country participation in the project is approved by ASEAN before the project begins.
- Narrow the focus of the objective, outcomes and outputs for similar future projects
- Attention should be paid to documentation/RM to ensure consistent and accurate reporting and to ensure that the project narrative aligns with the RM
- All adjustments to the project should be made to the RM and submitted via a Project and Budget Revision to PRIMA.
- For future similar projects, work closely with ASEC to rationalise the three workshops into a two-day programme, reducing the number of flights required for attendees and ensuring the same AMS representatives receive all capacity building information, as was initially intended.

E. Project Management

The mapping report on existing recruitment standards and channels across AMS was left unfinished. Stakeholders mentioned a wish for the follow-up of project results which was key not just for the conclusion of the project but also for maintaining relationships with ASEC and AMS. For knowledge management purposes, it is suggested that contact details of the project participants are collated and maintained for potential follow-up. It is also suggested that the project takes measures to quantify the extent to which knowledge gain resulting from project activities has been consolidated in order to fully demonstrate impact.

Recommendation

For IOM Thailand:

- Update and finalise the mapping document in some form (even a summary) and send to ASEC and AMS and / or ensure that the report and other project results are incorporated / institutionalised in ASEAN's work.
- Update participants via ASEC on project outputs
- Create a repository of the contact details of all project participants and stakeholders
- Continue post-project follow up with AMS and ASEC.
- Conduct post-workshops surveys to measure the increase in knowledge.

For all IOM units implementing IDF projects:

- Ensure that there is a clear process with responsibilities allotted to IOM staff for final sign off on project components, and in the case of a report intended for external audiences to ensure it is finalised and distributed.²⁷

F. Sustainability

The sustainability of project results were limited. This was due to the incompleteness of project outputs (i.e. the mapping report), the dependence upon donor funding for further development, the overall low profile of high skilled labour amongst donor priorities and the high reliance upon

²⁷ In this case, it applies to the Regional Thematic Specialist (RTS) for Labour Migration in the ROAP and the Senior Regional Specialist on Labour Migration and Human Development and the project manager.

external consultants for expertise. Further, consultants were chosen according to their availability and cost within the project timeline as well as their expertise. This could restrict the choice of consultant (e.g. if only one is available at the time) and compromise the results produced. Further, the projectized nature of IOM meant only limited staff time was available for follow up.

Recommendations:

For all IOM units implementing IDF projects:

- Introduce a sustainability plan / form to complete at the end of the project to ensure that all outputs have been completed and commitments kept and followed through with relevant stakeholders.
- Where projects overlap on subject matter or are based on a former project, more effort should be made to develop this in order to have stronger sustainability.

Best practice

- At the consultative meeting on the portal, the most prominent success of the meeting was the endorsed list of recommendations. These recommendations were drafted and circulated to AMS attendees prior to the meeting, along with the 'Action Plan' to provide participants with enough time to read and review both documents.

Lessons learnt

- IOM does not have a long standing relationship with ASEAN on labour migration issues, such as ILO does and this should be borne in mind when designing such an ambitious and challenging project, originally planned as a multi-million dollar project. In addition, working with ten different ASEAN countries (four of which are not IOM MS) through the medium of ASEC in which decision-making is by consensus is very difficult within the parameters of a short term project.
- A heavy reliance on consultants for core expertise is a risk.
- Follow up is essential. A high turnover of staff from AMS who participated in the project means a loss of capacity built up. Similarly, a high turnover of projectised staff from IOM also means relationships have to start again to be rebuild with key partners. The longer time goes by without project follow up, then the less impact the project has.
- Planned outputs (in this case, the mapping report) create expectations amongst stakeholders and need to be completed to satisfy their needs and maintain the reputation of the project and IOM. IOM also needs to share the risks and expectations together with ASEAN counterparts, so there can be joint accountability toward the commitment of the project.

Annex One: Terms of Reference

EX-POST EVALUATION OF: *Strengthening Capacity on Skills Recognition, Recruitment and Labour Migration Information in Support of ASEAN Integration - LM.0301*

I. Evaluation context

With the inception of the ASEAN community in 2016, facilitating skilled labour mobility is crucial to the furtherment of regional integration to ensure that the potential economic and developmental benefits are realised and equitably distributed among the ASEAN Member States (AMS). While progress has been made, various challenges remain, such as the effective sharing of labour market information and the varying levels of capacity amongst AMS on managing and facilitating intra-regional migration - several AMS do not yet have policies and mechanisms in place to ensure that tangible benefits can be gained.

In response to this, the project aimed to enhance dialogue and coordination among AMS, and support the strengthening of capacity, frameworks and mechanisms to facilitate the increased mobility of labour, and its effective management in ASEAN. It aimed to focus on key areas which were identified in consultation with AMS and the ASEAN Secretariat as priorities in moving towards the freer movement of skilled labour. These included: the effective collection and sharing of labour market information, ensuring greater complementarity and linkages between existing relevant initiatives and policies, developing common regulatory frameworks to facilitate improved provision of ethical recruitment and employment services for migrant workers, capacity development and concrete tools and that can be used to guide the process of referencing and mutual recognition of skills at various skill levels.

II. Evaluation purpose

This evaluation will generate findings, conclusions and recommendations, which will serve as valuable inputs for the IOM Development Fund (“the Fund”), the IOM country office in Thailand as well as other IOM country offices in the ASEAN region and involved stakeholders to inform and improve their future programming and strengthen their ability to deliver high quality results. It will be carried out in line with the Fund’s guidelines, which recommend an evaluation between 6 months to 12 months after the project completion.

This external independent evaluation will be conducted remotely by Dr. Sharon McClenaghan of the evaluation consultancy, Owl RE, Geneva, Switzerland. Owl RE has not been involved in the project formulation, planning and implementation and will provide an independent analysis, findings and recommendations.

III. Evaluation Scope

The scope of this evaluation will encompass the outcome and objective level of the results and cover the whole project implementation until the time of the evaluation. Outputs will be assessed as a means towards the achievement of the project’s outcomes and objectives to

identify the project impact. The evaluation will also provide concrete recommendations for future / similar programming.

The evaluation will cover the ASEAN region and the time period of the project’s duration from 01/08/2016 to 30/04/2019 and will take place remotely.

IV. Evaluation Criteria

In response to the evaluation purpose as stated above, the evaluation will look into the five OECD/DAC main evaluation criteria (relevance, effectiveness, efficiency, impacts/outcomes and sustainability), in addition to the cross-cutting themes of human rights and gender equality.

V. Evaluation questions

Based on the evaluation criteria, a set of evaluation questions was proposed. Specific sub-questions relevant for this project may be added as needed. These questions will be matched to indicators, data collection tools and sources in an evaluation matrix that will be detailed in the Inception Report.

Criteria	Key Evaluation Questions	Sub-Questions
Relevance	1. To what extent were the needs of stakeholders and beneficiaries taken into account during project design? 2. Is the project aligned with national priorities and strategies, government policies and global commitments? 3. Was the project well designed according to IOM project development guidelines? 4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended, in terms of direct beneficiary needs? 5. Were the management practices appropriate for achieving the expected outcomes? 6. Are the project activities and outputs consistent with the intended outcomes and objective? 7. How adequately were human rights and gender equality taken into consideration during the project design and implementation?	2.1 To what extent is the project relevant to current government priorities and the migration context? 3.1 Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities would effectively lead to results and outcomes? If not, why not? 3.2. Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they realistic or did they need to be updated? 4. To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary needs? 5.1. Were the indicators/targets used to measure progress in reporting? 5.2 Was a work plan and resource schedule available and used by the

	8. Is the project in line with the IOM/IOM Development Fund priorities and criteria?	project management and other relevant parties? If not, why not? 5.3 Were the risks and/or assumptions holding true? Were risk management arrangements in place?
Effectiveness	9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix? Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes? 10. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed? 11. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?	9.1. Have the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries?
Efficiency and Cost effectiveness	12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results? 13. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities? 14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why? 15. Were the costs proportionate to the results achieved?	12.1 Budget variance: actual budget versus projected budget 13.1 If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project? 14.1 Were narrative reports submitted regularly and on time? Were budget reports submitted regularly and on time?
Outcome and Impacts	16. Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)? 17. Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be? 18. Can those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?	16.1 What are the possible longer-term impacts from the project?
Sustainability	19. Did the project take specific measures to guarantee sustainability?	

	<p>20. Have the benefits generated by the project continued once external support ceased?</p> <p>21. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?</p> <p>22. How far was the project embedded in institutional structures and thus sustained beyond the life of the project?</p> <p>23. Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?</p> <p>24. Have adequate levels of suitable qualified human resources been available to continue to deliver the project's stream of benefits?</p>	<p>22.1 To what extent do the governments already, or plan to, take ownership of the results of the project?</p>
<p>Cross-cutting themes</p>	<p>25. How were various stakeholders (including rights holders and duty bearers, local civil society groups or non-governmental organizations) involved in designing and/or implementing the project?</p>	

VI. Evaluation methodology

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

Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications, meeting evaluations and other materials identified
- Key informant interviews, where possible, with the project stakeholders conducted remotely to document both qualitative and quantitative information.

A questionnaire survey will not be used on the basis that it would be too difficult and relatively unproductive. It would rely on another body to administer it (the ASEAN secretariat), that will also be responsible for facilitating access to the interviewees. In addition, participants' feedback has already been gathered for evaluation purposes following each of the 6 workshops and meetings held and which can be used in lieu of a questionnaire.

Data analysis:

The evaluator is expected to analyse the data with both qualitative and quantitative methods, appropriate to the data collected. The methodology will be further described in the Inception Report.

Selection of persons for key informant interviews

At this stage, the following stakeholders are proposed for key informant interviews where possible.

Institution type	Stakeholder	Number	Location	Stakeholder outreach
IOM	IOM Thailand: First project officer Second project officer RMO Regional Thematic Specialist (RTS),	6	Thailand Geneva	Key informant interviews
Government and affiliated organizations ASEAN representatives	Ministry of Labour, the Royal Thai Government (RTG), ASEAN Secretariat (ASEC) project focal point ASEAN Senior Labour Officials Meeting (SLOM)- (selected members) ASEAN MS representatives The Technical Education and Skills Development Authority (TESDA)	TBD	ASEAN States	Key informant interviews.
Key non-governmental stakeholders	Workers/ employers representatives. Recruitment agencies. Professional regulators. Regional Coordinator for the PROMISE Labour Migration Project. Representative of the ILO's TRIANGLE project.	TBD	ASEAN States	Key informant interviews.
	Consultants			Key informant interviews.

VII. Evaluation deliverables

Deliverables	Schedule of delivery
1. Inception Report finalized	20.03.2020
2. Completed data collection	17.04.2020
3. De-briefing session with project manager delivered	17.04.2020
4. Draft Evaluation Report	01.05. 2020
5. Final Evaluation Report and Brief	08.05.2020

VIII. Evaluation workplan

Week beginning	February – April 2020					
	09.03	16.03	23.03	20.04	27.04	04.05
Key tasks	1	2	3, 4, 5, 6	7	8	9

Kick off meeting with project manager; document review; briefing from Fund team						
Drafting and delivery of inception report						
Data collection (and remote interviews)						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief						

Annex Two: Inception Report

1. Introduction and Context

Project for Ex-Post Evaluation	LM.0301
Duration of the Project	33 months : 01.08.2016 – 30.04.2016
Budget (USD)	\$300,000
Donor	IOM Development Fund (IDF)
Country Office	IOM Thailand
Countries covered	<i>Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.</i> ²⁸
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	February – May 2020

This document is an inception report produced for the IOM Development Fund (the Fund), the ex-post evaluation of the project, *Strengthening capacity on skills recognition, recruitment and labour migrations information in support of ASEAN integration*.²⁹ This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, the project aimed to enhance dialogue and coordination among the ASEAN Member States (AMS), and support the strengthening of capacity, frameworks and mechanisms to facilitate the increased mobility of labour, and its effective management within ASEAN. With the inception of the ASEAN community in 2016, facilitating skilled labour mobility

²⁸ The 4 countries which are italicized are not eligible IOM Member States (MSs) but as members of ASEAN, were covered by the project.

²⁹ ASEAN refers to The Association of Southeast Asian Nations, a regional intergovernmental organization comprising ten countries in Southeast Asia, which promotes intergovernmental cooperation and facilitates economic political security, military, educational and socio-cultural integration amongst its members and other countries in Asia.

is crucial to the furtherment of regional integration to ensure that the potential economic and developmental benefits are realised and equitably distributed among the AMS. While progress has been made, various challenges remain, such as the effective sharing of labour market information and the varying levels of capacity amongst AMS on managing and facilitating intra-regional migration -several AMS do not yet have policies and mechanisms in place to ensure that tangible benefits can be gained.

The project focused on key areas which were identified in consultation with AMS and the ASEAN Secretariat (ASEC), as priorities in moving towards the freer movement of skilled labour. These included: the effective collection and sharing of labour market information, ensuring greater complementarity and linkages between existing relevant initiatives and policies, developing common regulatory frameworks to facilitate improved provision of ethical recruitment and employment services for migrant workers, capacity development and concrete tools and that can be used to guide the process of referencing and mutual recognition of skills at various skill levels.

2. Purpose and Objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are sustainable, and/or have the prospects of sustainability, (following the DAC evaluation criteria.³⁰)

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgments about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results based management.

The primary objectives of the evaluation are to:

- (a) Assess the relevance of the project's intended results;
- (b) Assess the relevance of the Theory of Change and design of the results matrix and the extent to which the objective, outcomes and outputs are well formulated; the indicators were SMART and baseline and targets appropriate;
- (c) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (d) Assess the efficiency and cost-effectiveness of project implementation;

³⁰ Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

- (e) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;
- (f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
- (g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (h) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in annex 5 to illustrate the intervention logic foreseen for the project.

3. Methodology

The evaluation framework will focus on the standard DAC criteria and cross-cutting themes criteria, supported by standard tools (i.e. interview guide and evaluation checklist – see annexes 3 and 4) and will take place over an extended period of 14 weeks. This will allow for delays resulting from the COVID19 pandemic and an extended 5 week period for interviewing. The evaluation will be conducted remotely and will take a participatory approach involving and consulting with the relevant stakeholders in the different steps of the evaluation and integrating this approach into the methodology as far as is feasible. It will use a mixed methods approach and cross validate evaluation findings through the triangulation process, where possible.

3.1. Research methods/tools

Research tools will be both quantitative and qualitative and will be used across the different themes and questions. The following table provides further information on these tools and how they will be deployed. The logistics of conducting an evaluation remotely in part determined the selection of research methodology. An initial idea to conduct an on-line survey with interviewees, with regard to their involvement in project activities (attendance at workshops/ meetings etc), was rejected in favour of extending the interviews planned and minimising the number of responses required for engagement with the evaluation. The project had already carried out post-workshop evaluation surveys and the existence of the evaluation data also supported the decision not to conduct a survey with project participants.

At the time of writing, during the COVID 19 pandemic, the majority of people are working at home, with many experiencing poor WIFI connections. For this reason, some of the interviews will be conducted by email.

Tool	Description	Information Source
<i>Document review</i>	Review and analysis of main documentation	IOM documentation on PRIMA, including internal/external reports, surveys, feedback reports on workshops/ publications, guidelines. Evaluation data.

<i>Interviews - internal</i>	Some 6 semi-structured interviews using an interview guide, in person or virtually.	IOM country office program staff past and present. IOM Regional staff.
<i>Interviews - external</i>	20 semi-structured interviews using an interview guide, virtually or by email.	Representatives from the Senior Labour Officials Meeting Group (SLOM) Other ASEAN Government officials involved in the project A representative of the ASEAN Secretariat Project consultants Other stakeholders including: ILO, recruitment agencies and the private sector.

3.2. Sampling

Overall sampling will be purposeful in that the stakeholders will be selected for the evaluation, based on their involvement as staff, consultants, experts, partners or beneficiaries of the project. The selection of participating stakeholders will be led by the project co-ordinator and in the case of the SLOM group, with the help of the ASEAN secretariat and will aim to be representative, to ensure that a balance is found in terms of gender and other project-specific criteria.

3.3. Analysis

The findings from the desk review, existing evaluation data and key informant interviews will be collated and analysed using appropriate quantitative and qualitative techniques and the evaluation criteria used will be rated by the evaluator based on the scale in the table below, with supporting evidence described. Where the evidence is weak or limited, it will be stated.

Findings will be used to assess the achievements of results as articulated in the Results Matrix, both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria.

Evaluation Scaling	Criteria	Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention	<i>Supporting evidence will be detailed for each rating given.</i>
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	

3.4. Limitations and proposed mitigation strategies

The following limitations have been identified with accompanying mitigation strategies to minimise the impact described where possible. If it is not possible to fully rectify the limitations identified, findings will have to be reached based on partial information. Where this occurs the evaluation will seek to be transparent about the limitations of the evaluation and to describe how these may have affected the overall findings, conclusions and recommendations.

- (a) The context of Covid19: The timing of the evaluation during the Covid19 pandemic response will likely impact on the availability of IOM staff and project stakeholders/beneficiaries, and/or extend the time that will take to respond to the evaluation request and provide inputs.

Mitigation strategy: Early and close involvement of the project manager to help coordinate meetings and ensure availability of key stakeholders. Interviews will take place remotely over an extended period of 4 weeks allowing for the disruptions caused by COVID19.

- (b) General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.

Mitigation strategy: Triangulation with other data gathering tools from different sources will help address data gaps, such as existing workshop evaluation data.

- (c) Objective feedback– interviewees may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.

Mitigation strategy: Anonymizing sources if necessary, underscoring the message that the evaluations are independent and ensuring interviews are conducted on a one to one basis where possible can help address issues of confidentiality.

- (d) General bias in the application of causality analysis

Mitigation strategy: Judgements will be informed by the team and all findings will be reviewed jointly, as well as by the project manager and the main evidence for ratings will be described.

4. Workplan

The workplan is divided into three phases, covering a 14 - week period:

Phase 1 – Inception: An initial meeting with the project manager and IOM Development Fund staff to discuss the evaluation framework, identify stakeholders and to ensure involvement and ownership from the start. From this, a methodology, timeline, standard tools and evaluation approach has been developed and detailed in the inception report (this document).

Phase 2 – Data collection: During the second phase of the evaluation field work will be undertaken. Interviews will be conducted either in person or by Skype or email, and all relevant project data will be collected and reviewed.

Phase 3 - Report writing: During the final phase collected data will be analysed and a report drafted for validation. The results of the evaluation will be disseminated by means of the report.

The key tasks and timing are described in the following table:

	February – May 2020					
Week/period beginning	24.02	06.04	13.04	11.05	18.05	25.05
Key tasks	1, 2,3,4, 5,6	7	8, 9, 10, 11,	12	13	14
Kick off meeting with project manager; document review; briefing from Fund team						
Drafting and delivery of inception report						
Field data collection (remote interviews)						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief.						

4.1. Team management

The evaluation will be carried out by Sharon McClenaghan with Glenn O’Neil as a support and for quality control.

5. Deliverables

The following deliverables (draft and final), are foreseen for the consultancy: Inception report (this document), Executive summary, (2 pages), Evaluation report and Evaluation learning brief.

Deliverables	Schedule of delivery
6. Inception Report finalized	04.04.2020
7. Completed field data collection	15.05.2020
8. De-briefing session with project manager delivered	15.05.2020
9. Draft Evaluation Report	22.05. 2020
10. Final Evaluation Report and Evaluation Brief	29.05.2020

Annex One: Evaluation Matrix

Key Evaluation Questions and sub questions	Indicators	Data Collection Tools	Sources of Information
RELEVANCE : Extent to which the project's objective and intended results remain valid as originally planned or modified			
1.1 To what extent were the needs of beneficiaries and stakeholders taken into account during project design?	Needs of beneficiaries and stakeholder groups reflected in project design. Evidence of consultation during project development and of project activities and outputs tailored to their needs.	Document review Interviews	Project documentation KIIs
1.2 Is the project aligned with the needs and priorities of the Governments?	Alignment of project with relevant national policies, strategies and programs.	Document review Interviews	KIIs Project Documentation
1.3 Was the project well designed according to IOM project development guidelines? 1.3.1 Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities and outputs would effectively lead to results and intended outcomes and objective? 1.3.2 Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they realistic or did they need to be updated?	Relevance of the RM, theory of change and vertical logic to the identified needs and priorities of the project overall.	Document review	Project documentation
1.4. To what extent do the expected outcomes and outputs remain valid and	Current relevance of project outputs and outcomes to current national priorities.	Document review Interviews	KIIs Project Documentation

pertinent as originally intended in terms of direct beneficiary needs? 1.4.1. To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary			
1.5. Were the management practices appropriate for achieving the expected outcomes? 1.5.1. Were the indicators/targets used to measure progress in reporting? 1.5.2. Was a work plan and resource schedule available and used by the project management and other relevant parties? If not, why not? 1.5.3 Were the risks and/or assumptions holding true? Were risk management arrangements in place?	Extent to which project management practices are appropriate for achieving expected outcomes.	Document review Interviews	KIIs Project Documentation
1.6 How adequately were human rights and gender equality taken into consideration during the project design and implementation?	Reference to human rights and gender equality concerns in key project documents and deliverables. Informed opinion/perceptions of PM, and key informants.	Document review Interviews	KIIs Project Documentation
1.7. Is the project in line with IOM/IOM Development Fund priorities and criteria?	Adherence to IOM's/ IOM Development fund mandates and strategic goals as demonstrated by the IDF's objectives and MIGOF	Document review Interviews	IDF eligibility criteria, MIGOF KIIs Project Documentation
EFFECTIVENESS : The extent to which the project achieves its intended results			
2.1. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	Extent to which project outputs and outcomes have been achieved and the projects deliverables and results (expected and unexpected) led to	Document review Interviews	KIIs Project Documentation

2.1.1 To what extent have project monitoring tools and systems in place to track project implementation and inform decisions?	benefits for stakeholders and beneficiaries. Effectiveness of project monitoring tools.		
2.2 Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?	Level of Involvement and extent of effectiveness of target beneficiaries, partners and stakeholders in collaboration and coordination processes.	Interviews Document review	KIIs Project Documentation
2.3 What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?	Identification of influential a) internal factors (positive and negative) and b) external factors (positive and negative). Effectiveness of project management of internal and external factors.	Interviews	KIIs
2.4 . Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products? 2.4.1 How do the project's beneficiaries and stakeholders perceive the project implementation and results?	Identification of factors which prevented/impacted beneficiaries and partners from accessing results/services/ products.	Interviews	KIIs
EFFICIENCY & COST EFFECTIVENESS: How resources (human, financial) are used to undertake activities and how well these are converted to outputs			
3.1. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?	Adherence to original budget- Level of budget variance. Extent to which the resources required for project activities could have achieved the same results with less inputs/funds, on a sustainable basis.	Document review Interviews	KIIs Project Documentation
3.2. How efficient was the overall management of the project?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities.	Document review Interviews	KIIs Project Documentation

3.2.1. Were project activities implemented as scheduled? To what degree were inputs provided/available on time to/from all parties involved to implement activities?	Level of efficiency of project management rated by the stakeholders and beneficiaries. Adherence to original workplan.		
3.3. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated	Document review	Project Documentation
3.4. Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	KIIs Project Documentation
IMPACT: How the project intervention affects outcome and whether these effects are intended or unintended.			
4.1 Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.	Document review Interviews S	KIIs Project Documentation
4.2 Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be?	Extent to results achieved adherence to gender equality and other human rights and their sustainability.	Document review Interviews	KIIs Project Documentation
4.3 Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution from external factors?	Estimation of contribution of project and identified external factors.	Interviews Document review	KIIs Project Documentation
SUSTAINABILITY : If the project's benefits will be maintained after the project ends			
5.1 Did the project take specific measures to guarantee sustainability?	Number of documented specific measures taken to ensure sustainability.	Document review Interviews	KIIs Project Documentation
5.2. Have the benefits generated by the project deliverables continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	KIIs

5.3 Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?	Extent of sustainability measures taken by national /local institutions to support the project. Level of commitment by key stakeholders to sustain project result.	Interviews	KIIs
5.4 How far was the project embedded in institutional structures and thus sustained beyond the life of the project?	Degree of embeddedness of project into institutional structures and likelihood of sustainability, re. structures, processes and resources.	Interviews	KIIs
5.5 Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?	Extent of level of financial capacity of partners and ability to maintain project in the future.	Interviews Document review	KIIs Project Documentation
5.6 Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	Extent of qualified human resources sufficient to continue delivering project benefits.	Interviews	Project Documentation
Cross Cutting Criteria			
6.1 How were the various stakeholders involved in designing and/or implementing the project?	Level and quality of involvement of stakeholders in designing and/or implementing the project.	Interviews	KIIs Project Documentation
6.2. Data Collection: were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries? 6.3.If personal data was collected or otherwise processed during implementation of the projects, has this been done in accordance with IOM's Data Protection Principles? 6.4.Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability,			KIIs Project Documentation

displacement, ethnicity, gender, nationality, migration status)?			
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Annex Two: Draft structure for evaluation report

1. Executive summary
2. List of acronyms
3. Introduction
4. Context and purpose of the evaluation
 - context
 - evaluation purpose
 - evaluation scope
 - evaluation criteria
5. Evaluation framework and methodology
 - Data sources and collection
 - Data analysis
 - Sampling
 - Limitations and proposed mitigation strategies
6. Findings
7. Conclusions and recommendations
8. Annexes:
 - Evaluation terms of reference;
 - Evaluation inception report;
 - Evaluation matrix;
 - Timeline,
 - List of persons interviewed or consulted;
 - List of documents/publications consulted;
 - Research instruments used (interview guidelines, survey, etc).

Annex Three: Interview guide

This guide is intended for interviews with internal and external stakeholders. The questions will be adapted on the basis of the persons being interviewed.

Interview Questions		Informants
General		
	Please briefly explain your work at IOM/external organisation (and how long have you been in this position?).	All
	What has been your role and involvement in the project being evaluated? At what stage did you become involved in the project?	All
Relevance		
1.1.	How relevant was the project to the needs and priorities of stakeholders and beneficiaries, (including ASEC)? - Were stakeholders and beneficiaries consulted during the development of the project? If so, were the project activities/outputs tailored to their needs? Did they change at different stages of the project? - To what extent were their needs reflected in project design?	IOM COM IOM PO Consultant Stakeholders
1.2.	How well aligned is the project with relevant national/regional policies, organisational mandates and global commitments? - What were the national / regional policies the project aligned to? - How well aligned is the project to the IOM mandate?	IOM COM IOM PO Consultant Government
1.3.	Were the project activities and outputs consistent with the intended outcomes and objective? -Is the original project logic still relevant? Did the assumptions hold true? If not, how were the results affected and how did the project respond? - To what extent, if any, was the project revised/amended from the first to the second phase, to be more relevant to stakeholders' needs?	IOM COM IOM PO
1.4.	How did the project consider human rights and gender equality during the project design and development (and implementation?)	IOM COM IOM PO Consultant
1.5.	How relevant is the project currently to government and ASEAN priorities?	IOM COM IOM PO Consultant Partners/ Beneficiaries
Effectiveness		
2.1.	Did the project produce the intended results, compared to its plan and target outputs? What were the quality of results? -Does this include gender and HR considerations?	IOM COM IOM PO Consultants Partners/ Beneficiaries

2.2.	What role did collaboration and coordination play in the project's achievements? [With the different AMS, consultants and other stakeholders].	IOM PO Consultant Partners/ Beneficiaries
2.3.	What would you describe as the factors [Classify by internal or external] in the achievement of the output, outcome and objective results? And, how did the project respond / adapt to those factors?	IOM COM IOM PO Consultant Partners/ Beneficiaries
2.4.	What would you describe as the factors (Classify by internal or external) that hindered the output, outcome and objective results? And, how did the project respond/ adapt to those hindering factors.	IOM COM IOM PO Consultant Partners/ Beneficiaries
2.5.	How adequate were consideration of the human rights and gender equality made during project implementation? Does the diaspora and skills gap mapping allow for different experiences of male and female migrants?	IOM COM IOM PO Consultant Partners/ Beneficiaries
Efficiency and Cost Efficiency		
12.	To what extent did the project represent the best possible use of available resources to achieve results of the greatest possible value to stakeholders and beneficiaries involved?	IOM CO IOM RMO IOM PO Consultants
13.	How well was the project implemented; were all inputs delivered on time? -Were the project activities undertaken and were the project outputs delivered on time / within budget, as planned? -Were all reports submitted in time? And updated with changes? Was the budget spent according to the workplan/was the budget updated? -If any of the activities/outputs were delayed, what was the cause, and what, if any, were the negative effects on the project? How did the project cope/manage the delays and/or negative effects?	IOM CO IOM RMO IOM PO
14.	Are the costs proportionate to the results achieved?	IOM CO IOM RMO IOM PO
Outcomes and Impacts		
15.	What would you describe as the positive changes resulting from the project in the short term and longer term?[Classify by intended or unintended] (what factors contributed to them?)	IOM CO IOM PO Partners/ Beneficiaries
16.	What would you describe as the negative impacts of the project in the short term and longer term? [Classify by intended or unintended]	IOM CO IOM PO Partners/ Beneficiaries Consultant
Sustainability		

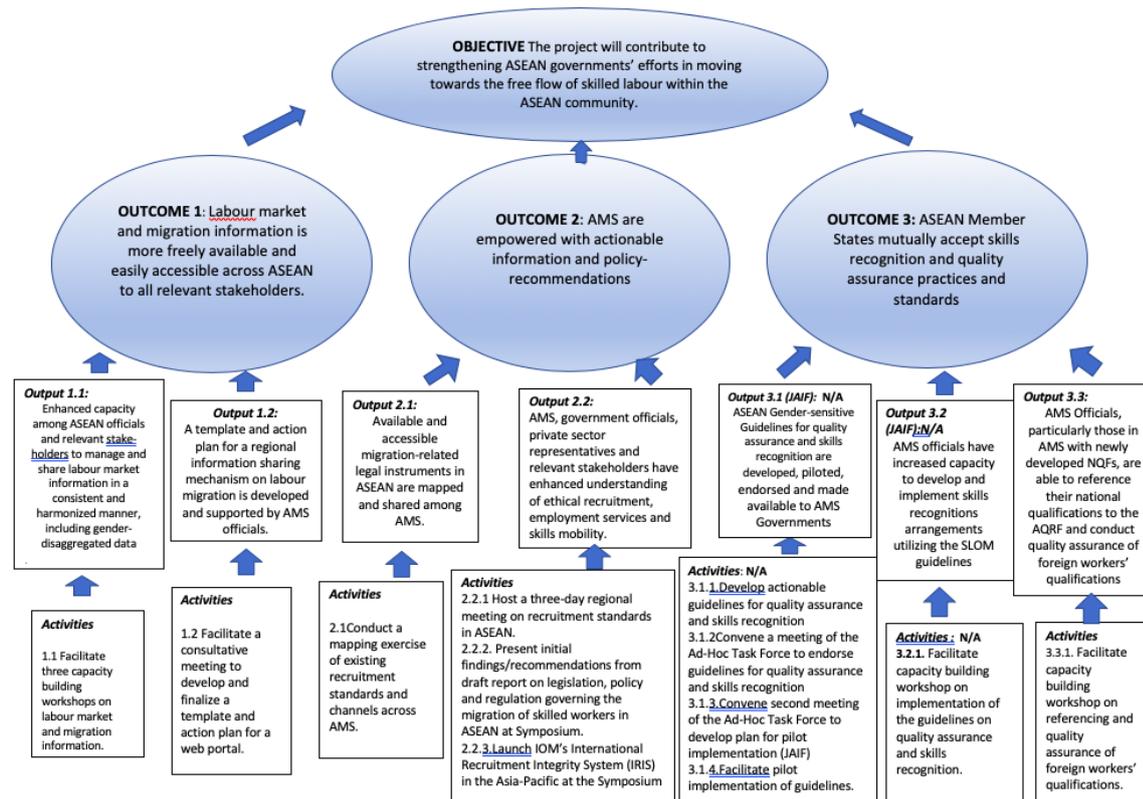
17.	How likely are the benefits of the project to continue and what are the main factors that influence the achievement or non-achievement of project sustainability?	IOM CO IOM PO Partners/ Beneficiaries Consultant
18.	How well has the project been supported by national/local institutions and how well is it integrated? -What sustainability mechanisms/options were put in place by ASEC, the Government and/or partners to ensure that project results are sustained? -Are there sufficient resources in place to ensure sustainability of the project's financial and human resources?	IOM CO IOM PO Partners/ Beneficiaries
19.	To what extent have the partners and beneficiaries been able to 'own' the outcomes of the project post funding?	IOM CO IOM PO Partners/ Beneficiaries
Other		
20.	What would you recommend for the continued success for this project's results (and other similar)?	All
21.	What would you say are the main lessons learnt from this project? 1) for the management of the project and 2) the results achieved?	All
Any other comments		

Annex Four: Checklist for evaluation

Following is a checklist that will be followed by the evaluation team for the evaluation.

#	Step	Yes / No Partially (specify date)	Explanation / comment
<i>Inception and preparatory phase</i>			
1.	Initial briefing from Fund team		
2.	Document review by Owl RE team		
3.	Kick-off meeting with project manager		
4.	Creation of inception report		
5.	Validation of inception report by project manager		
6.	Validation of inception report by Fund team		
7.	Creation of interview schedule by project manager		
8.	Reception and comment on interview schedule by the evaluation team		
<i>Data collection phase - country visit</i>			
9.	Initial briefing with IOM manager/staff		
10.	Data collection conducted with main stakeholder groups		
11.	Feedback presentation/discussion with IOM manager/staff at conclusion of data collection		
<i>Analysis and reporting phase</i>			
12.	Compilation and analysis of data /information.		
13.	Quality control check of evidence by evaluation team leader		
14.	Submission of draft report to project manager and Fund team		
15.	Reception of comments from project manager and Fund team		
16.	Consideration of comments received and evaluation report adjusted		
17.	Validation of final report by project manager		
18.	Validation of final report by Fund team Production of learning brief		

Annex Four: Results matrix



Annex Three: List of persons interviewed

IOM Staff (4)

1. Rohit Ayyer, former project labour migration consultant, IOM Thailand.
2. Tamsin Fernandez-Cox, former Project Manager, IOM Thailand currently Public Health Officer, Geneva, Switzerland
3. Dana Graber Ladek, Chief of Mission, IOM Thailand
4. Lara White, Senior Specialist for Labour Mobility and Human Development, Regional Office for Asia Pacific.

Project stakeholders

5. Mega Irena, Assistant Director, ASEAN Secretariat
6. Sarah Choirinnisa, ASEAN Secretariat
7. Madyah Rahmi Lukri, Senior Officer, ASEAN Secretariat
8. Marja Paavilainen, Senior Programme Officer, TRIANGLE in ASEAN, ILO Regional Office for Asia and the Pacific.
9. Andrea Bateman, Consultant

Representatives of AMS

Malaysia (4)

10. Dr Alina Rahman Othman, Principal Assistant Director, Department of Skills Development, Ministry of Human Resources of Malaysia
11. Maslina Mohd Basir, Ministry of Human Resources of Malaysia
12. Nor Azelan nor Wahidah, Ministry of Human Resources of Malaysia
13. Kumaresan Manika, Statistician, Institute of Labour Market Information and Analysis (ILMIA), Ministry of Human Resources of Malaysia

Thailand-(4)

14. Mrs.Patcharintr Harncharoen, Labour Specialist, Senior Professional Level, Department of Employment. Attended capacity workshop 1.
15. Mr. Bancha Chuenchom, Labour Specialist, Professional Level, Department of Employment, Attended capacity Workshop
16. Mr. Wutthisak Pathomsart, Labour Specialist, Senior Professional Level, Department of Employment, Attended capacity Workshop 3
17. Ms.Tunlaya Amasuwan, International Relations Officer, professional level, International Cooperation Bureau, Office of Permanent Secretary, Attended Consultative Meeting on “Enhancing Information Management and Sharing of Labour Market and Migration Information in ASEAN.

Philippines (1)

18. Katherine Amor, Zarsadias, Technological Educational Skills Development Authority, Philippines.

Indonesia (1)

19. Sigit Ary Prasetyo, Ministry of Manpower, Indonesia.

Annex Four: List of documents / publications consulted

- IOM project document, including proposal and budget,
- Budget monitoring and Revision: Project budget pipeline analysis and revised budget
- Interim project reports and Final report
- Workshop and meeting evaluations

IOM Migration Governance Framework

IOM Fund eligibility criteria (undated)

IOM mission and strategic focus (undated)

External documentation:

- Skilled Labor Mobility and Migration Challenges and Opportunities for the ASEAN Economic Community, (2019, ed. by Elisabetta Gentile, Asian Development Bank.
- Capacity Building Workshop on the Implementation of the ASEAN Guiding Principles for Quality Assurance and Recognition of Competency Certification Systems, Concept Note, (Consultant`s copy)
- Evaluation of Capacity Building Workshop on the Implementation of the ASEAN Guiding Principles for Quality Assurance and Recognition of Competency Certification Systems, Concept Note, (Consultant`s copy)
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Annex Five : Results matrix with all changes noted

Vertical Logic	Changes made
<p>Objective The project will contribute to strengthening ASEAN governments' efforts in moving towards the free flow of skilled labour within the ASEAN community.</p> <p>Indicator: Reduction of barriers to the free flow of skilled labour</p> <p>Baseline: Extensive barriers to skilled labour mobility in majority of AMS</p> <p>Target: All 10 ASEAN countries (for the IDF specifically 8 countries) have reduced the barriers to free flow of skilled labour</p> <p>Assumption: Moving towards the free flow of skilled labour remains a priority for ASEAN.</p>	<p>None</p>
<p>Outcome 1: Labour market and migration information is more freely available and easily accessible across ASEAN to all relevant stakeholders.</p> <p><i>Former Outcome:</i> ASEAN officials and relevant stakeholders demonstrate willingness to manage and share labour market information in a consistent and harmonized manner, including gender-disaggregated data.</p> <p>Indicator: Number of AMS that report greater understanding of how to access and use labour market information.</p> <p><i>Former Indicator:</i> Number of AMS that report greater understanding of how to access and use labour market information from other AMS.</p> <p>Baseline: N/A - labour market information is not shared or easily accessible at the regional level, nor easily available/accessible for some countries at the national level.</p> <p>Target: 6 - at least 6 AMS (specific to IDF) report greater understanding</p> <p>Assumption: All ASEAN Member States support the enhanced sharing of labour market information.</p>	<p>Outcome changed once. Indicator changed</p>
<p>Output 1.1. Enhanced capacity among ASEAN officials and relevant stakeholders to manage and share labour market information in a consistent and harmonized manner, including gender-disaggregated data.</p> <p>Indicator: Number of labour officials with increased capacity to manage and share labour market information (including labour migration data), (disaggregated by sex).</p> <p><i>Former Indicators:</i> 1) Number of officials with increased capacity to manage and share labour migration data (disaggregated by sex) 2) Number of AMS compiling and disseminating information relevant to free flow of skilled labour 3) Number of gender-disaggregated datasets collected and shared among AMS</p> <p>Baseline: N/A - Limited capacity/knowledge among labour officials from most AMS.</p> <p><i>Formerly:</i> 1) Limited capacity/knowledge among officials from most AMS on the management and sharing of labour migration information</p>	<p>Indicators changed, reduced from 3 to 1 and gender disaggregation was removed.</p> <p>Baseline was changed. Target was changed.</p>

<p>2) Only 1 AMS (Singapore) compiles and disseminates information relating to foreign workers. 3) Limited gender-disaggregated data available and not shared among AMS Target: 24 - AMS officials have increased capacity. <i>Former Targets:</i> 1) 24 AMS officials (3 per AMS) have increased capacity to develop and manage labour migration information. 2) 4 additional AMS compile and disseminate information relevant to free flow of skilled labour in ASEAN following capacity building. 3) Gender-disaggregated data from at least 7 AMS (specific to IDF) is compiled and disseminated more widely Assumptions: 1. Limited employee turn-over in relevant ministries among trained officials (in table: and correct officials are sent to events) Removed from final RBM 2. AMS officials follow-up on the capacity building training with concrete improvements in practices</p>	
<p>Activity: 1.1. Facilitate three capacity building workshops on labour market and migration information (IDF)</p>	<p>Activity remained the same.</p>
<p>Output 1.2: A template and action plan for a regional information sharing mechanism on labour migration is developed supported by AMS officials <i>Former Output:</i> A template and action plan for a regional information sharing mechanism on labour migration is developed endorsed by AMS officials Indicators: 1) Number of member states expressing support of the action plan 2) Number of stakeholders attending consultative meeting on the development and advancement of ASEAN labour migration information sharing platform (disaggregated by sex). <i>Former indicators</i> included: Percentage of participants who support development of an ASEAN LM web portal (disaggregated by sex). Baseline: 1) 0 - no template and action plan exists is in place, 2) 0 - there was no previous plan in place for the development of an information sharing platform in ASEAN <i>Formerly:</i> 1) No baseline as there was no previous plan in place for the development of an information sharing platform in ASEAN. 2) 3) The extent of support for an ASEAN web portal is unclear. Target: 10 - template and action plan is endorsed/supported by all 10 AMS (8 specific to IDF). <i>Formerly:</i> 2) 32 participants (specific to IDF) attend the consultative meeting including representatives from all 10 AMS. 3) At least 80% of participants support the development of an ASEAN web portal Assumptions: 1. There is the willingness and capacity to develop harmonized mechanism for sharing information on labour markets and migration across ASEAN. 2. Full participation of stakeholders from various sectors within ASEAN and the private sector.</p>	<p>The output changed.</p> <p>The indicators, baseline and target were changed.</p>
<p>Activity: 1.2: To facilitate a consultative meeting to develop and finalize a template and action plan for a web portal.</p>	<p>The activity was the same.</p>
<p>Outcome 2: AMS are empowered with actionable information and policy-recommendations. Former Outcome: Gender-sensitive migration services available to migrant workers in ASEAN facilitate informed migration and ethical recruitment.) Former (and original) Outcome : Migrant workers have increased access to gender sensitive migration services in ASEAN</p>	<p>The Outcome was changed twice. The indicator was changed. The Baseline was changed.</p>

<p>Indicator: Number of ASEAN member states empowered with access to available/accessible, clear, well-formulated and up-to-date migration-related legislation, policy and regulation.</p> <p><i>Former indicator:</i> Proportion of migrant workers recruited and deployed following the principles of ethical recruitment (disaggregated by sex).</p> <p>Baseline: 0.</p> <p><i>Former baseline:</i> No definitive baseline but numerous reports of recruitment fraud in ASEAN.</p> <p>Target: 10- 8 specific to IDF</p> <p><i>Former target:</i> More systematic data is collected on recruitment practices and fraud in ASEAN indicating an increase in ethical recruitment.</p> <p>Assumption All ASEAN MS want to be empowered with actionable information relating to policy/ legislation and regulation.</p>	
<p>Output 2.1: Available and accessible migration-related legal instruments in ASEAN are mapped and shared among AMS.</p> <p><i>Former output:</i> Existing recruitment channels and tools in ASEAN are mapped and made available to AMS</p> <p>Indicators: 1) Number of reports detailing available and accessible migration-related legal instruments in ASEAN, 2) Number of countries mapped.</p> <p><i>Former Indicators:</i> 1) Number of ASEAN member states empowered with access to available/accessible, clear, well-formulated and up-to-date migration-related legislation, policy and regulation 2) Number of countries mapped.</p> <p>Formerly: 1) Number of recruitment channels mapped. 2) Number of countries reviewed.</p> <p>Baseline: 1) 0 - report is not available and sharable 2) 0 - migration-centric legal instruments of AMS have recently been mapped/consolidated in the context of intra-ASEAN mobility.</p> <p><i>Former baseline:</i> 1) Recruitment channels in ASEAN are poorly understood and documented, 2) No ASEAN-specific recruitment channels have been reviewed and mapped to date in the context of intra-ASEAN mobility</p> <p>Target: 1) 1 report is available, 2) 10 countries have their migration-centric legal instruments mapped.</p> <p>Assumption: There is sufficient information publicly available to map recruitment channels in ASEAN</p>	<p>The Output, indicators and baseline changed once.</p> <p>Added Assumption: Mapping report will be shared with the AMS if completed post project.</p>
<p>Activity: Conduct a mapping exercise of existing recruitment standards and channels across AMS (IDF)</p> <p>Changed from: Existing recruitment channels and tools in ASEAN are mapped and made available to AMS</p>	<p>The activity was changed.</p>
<p>Output 2.2: AMS government officials, private sector representatives and relevant stakeholders have enhanced understanding of ethical recruitment, employment services and skills mobility.</p> <p><i>Former output:</i> AMS officials have enhanced capacity to provide gender-sensitive and ethical recruitment and employment services</p> <p>Indicator: 1) Number of officials/ representatives reporting improved understanding with enhanced capacity (disaggregated by sex), 2) Number of tools/mechanisms/initiatives to facilitate improved access to ethical recruitment/employment services are presented and made available</p> <p>Baseline: 1) 0, 2) 0.</p>	<p>The output, baseline and target were all changed.</p>

<p><i>Formerly:</i> Recruitment, including gender-sensitive recruitment, has not been an issue raised through ASEAN-level activities yet Target: 1) 24, 2) 2. <i>Former target:</i> 1) 24 officials (3 per AMS) have enhanced capacity to provide ethical recruitment and employment services utilizing a gender-mainstreaming approach. Assumption: Officials of ASEAN Member States have sufficient existing knowledge and capacity to benefit from the capacity building.</p>	
<p>Activity: 2.2.1. 1).Host a three-day regional meeting symposium on ethical recruitment, employment services and skills mobility recruitment standards in ASEAN (IDF) <i>Formerly:</i> 1) Host a two-day regional meeting on recruitment standards in ASEAN (IDF) 2) Present initial findings /recommendations from draft report on legislation, policy and regulation governing the migration of skilled workers in ASEAN at Symposium 3) Launch IOM's International Recruitment Integrity System (IRIS) in the Asia-Pacific at the Symposium</p>	<p>Activity 2.2.1. was changed Activity 2.2.2. was added bu Activity 2.2.3. was changed, noted in the IR but not in the RM nor PRISM</p>
<p>Outcome 3: ASEAN Member States mutually accept skills recognition and quality assurance practices and standards Indicators: 1) Number of member states who recognize skills and competencies from other member states. 2) Number of sectors/professions for which recognition is effective. Baseline: Recognition is limited to those sectors covered by MRAs and not by all member states Target: 8 (for IDF proposal) AMS recognize skills/competencies from other AMS. Recognition extends beyond those professions covered by the MRAs to other professions with high numbers of migrant workers. Assumption: All ASEAN Member States will fully support and engage in efforts to facilitate mutual recognition of qualifications beyond the 8 MRAs</p>	<p>Outcome 3 relates to a separate project funded by the Japan ASEAN Integration Fund (JAIF) for a project managed by IOM Indonesia adopted by ASEAN Labour on May 201</p>
<p>Output 3.1: ASEAN Gender-sensitive Guidelines for quality assurance and skills recognition are developed, piloted, endorsed and made available to AMS Government</p>	<p>Part of another project.</p>
<p>Output 3.2: AMS officials have increased capacity to develop and implement skills recognitions arrangements utilizing the SLOM guidelines</p>	<p>Part of another project.</p>
<p>Output 3.3: AMS Officials, particularly those in AMS with newly developed NQFs, are able to reference their national qualifications to the AQRF and conduct quality assurance of foreign workers' qualifications Indicator: Number of officials with increased capacity to conduct the AQRF referencing process, prepare a referencing report and conduct quality assurance of foreign workers' qualifications against the AQRF (disaggregated by sex). Baseline: Some AMS have capacity/systems in place to reference national qualifications to AQRF; CLMV and Thailand do not yet have clear referencing and quality assurance systems in place for AQRF. Quality assurance systems not yet in place for numerous AMS. Target: 24 officials (8 per AMS) have increased capacity to reference their national qualifications and skills standards to the AQRF and conduct quality assurance of foreign workers' qualifications Assumption: The AQRF remains a viable and useful tool by which workers qualifications can be compared and referenced across ASEAN.</p>	<p>Output 3.3 was shared with the IDF project.</p>

Activity: 3.3. Facilitate capacity building workshop on referencing and quality assurance of foreign workers' qualification.	
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