

## Terms of Reference for Final Evaluation

### 1. Executive Summary

Request from:	ADRA Thailand		
Type of assessment:	<input type="checkbox"/> Appraisal	<input type="checkbox"/> Monitoring	<input checked="" type="checkbox"/> Evaluation
Type of Program:	Migrant Rights Advocacy		
Agreement Symbol	CSO-LA/2019/412-540		
Funding Source	The European Union		
Project title:	CSO Development for the Promotion and Advancement of Migrant Rights (CSO-DPAMR) Project		
Project duration:	1 Jan 2020 to 30 Jun 2023 (42 months)		
Overall Project Objective:	Increased social and economic equality of marginalised and vulnerable migrant workers in the greater Mae Sot area, Thailand.		
Specific Project Objectives:	Strengthened capacity of local CSOs to effectively advocate for improvements in labour/human rights and working conditions for vulnerable migrant workers in greater Mae Sot, Thailand.		
Objective of the Evaluation:	<p>The main objective of this evaluation is to provide ADRA and the European Union (EU) with an assessment of the project performance, relevance, and to capture outcomes and possible impacts of the broader project, and make suggestions to future projects.</p> <p>The evaluation results are envisaged to identify and analyze the lessons learned, assess the potential impact of the project including its scope, implementation and the ability to achieve objectives. The evaluation will summarize the experiences gained, technically and managerially, identify challenges faced and best practices, and recommend approaches and methodologies for future sustainability.</p>		
Methodology	Key informant discussions, individual interviews, focus groups, surveys, direct observations, document reviews (reports and project documents)		
Period of field assessment:	Third week of April 2023 (tentative dates)		
Expected completion date: (Final report)	10 June 2023		

### Background to the Project

---

*In January 2020, Adventist Development and Relief Agency (ADRA) and Human Right Development Foundation (HRDF) started a 36-month Project entitled CSO Development for the Promotion and Advancement for Migrant Rights funded by the European Union that aimed at increasing social and economic equality of marginalised and vulnerable migrant workers in the greater Mae Sot area,*

***Thailand. The project targets 6,000 migrant workers in greater Mae Sot, Thailand. In December 2022, the project was extended to June 2023.***

Thailand is a main receiving country in ASEAN hosting approximately 2 million registered migrant workers.<sup>1</sup> In this regard, it is assumed that 80% of them are Myanmar migrants. Considering the number of female migrants, women migrant workers make up a significant proportion for approximately 50% of total migrant population.<sup>2</sup> In Tak province, Mae Sot and Phob Pra districts are common destination for Myanmar migrants due to flexibility of border management and the impact of Special Economic Zone that create high demand of labour as well as the growth of agricultural sector. In Mae Sot, there are approximately 375 manufacturing factories locating in the district and it is seen as a pull-factor for migrants to come and seek better economic opportunities. However, migrant workers in the target areas are often encounter with different forms of exploitation and human rights violations, such as limited access to basic social protection and being exploited by employers and officials.<sup>3</sup>

The major problems facing Burmese migrant workers include: (i) the necessary legislation, policy, and enforcement required to ensure more rights, freedoms and protection from exploitation for migrant workers, are not currently in place. Under Thai laws, migrant workers are not allowed to form labour unions, therefore, they have limited capacity in voicing their concerns. Further, although there has been some law reform to increase protection of migrant workers, enforcement remains at a low level. (ii) Lack of capacity of CSOs to engage in the dialogue process at national level, language barriers, limited resources and travel restrictions, are among major factors that limit the ability of CSOs to engage directly. (iii) Occupational health and safety is another issue affecting migrants, where injuries could be prevented through more effective regulation of the workplace. Migrant workers often encounter with ‘3 D-jobs’, *Dangerous, Dirty, and Difficult*, making this group highly susceptible to injury. The major health concerns of migrant workers include skeletal or muscular illnesses due to heavy workloads and poor occupational health and safety standards.

It is envisaged that these identified problems will be tackled through the “*CSO Development for the Promotion and Advancement of Migrant Rights*” project. The stated objective will be achieved by three expected results described below:

**Result 1:** Improved awareness of and adherence to labour laws among target employers and migrant workers;

**Result 2:** Enhanced CSO capacity to engage in policy dialogue platforms and networks for migrant rights and advocacy and;

**Result 3:** Strengthened collaboration between CSOs, local authorities, and private sector to bring about improved labour/human rights for migrant workers.

---

<sup>1</sup> Thailand Migration Report 2019

<sup>2</sup> IOM, Assessing Potential Changes in Migration Patterns, 2015

<sup>3</sup> IOM Flow Monitoring Report, Sept 2018

## Key Project Stakeholders

---

**Migrant workers** in Mae Sot who have participated in project activities, such as safety and hygiene training, legal aid consultation, community outreach, and so on.

**Labour Protection and Welfare Provincial Office (LPO)** is an associate partner for providing guidelines on the implementation of this proposed action. As a government agency working to promote and protect labour rights, LPO are playing a key role in providing legal assistance for migrant workers and monitoring the implementation of labour law in the target factories.

**Mae Sot Hospital (MSH)** is a government hospital located in Mae Sot district, Tak province. The hospital provides health services to both Thai and migrant workers. As an associate partner of the project, MSH is a member of the Happy and Safety Factory Model Working Committee, providing guidance and information about migrant workers' health insurance and their access to health services. They also provided COVID-19 vaccination to migrant workers in their communities. In addition, MSH provided technical input on health related IEC materials produced by this project.

**The Federation of Thailand Industries (FTI)** is an associate partner for coordinating with factories and providing guidance on the implementation of the Factory Model Initiative. FTI is part of a consultative team to identify target factories that ADRA has worked with to promote labour law and improve working conditions.

**Civil Society Organizations (CSOs)** are local organizations based in Mae Sot. Three CSOs received sub-grants to provide legal assistance, youth empowerment program as well as delivering training on occupational health and hygiene promotion to migrant workers.

**Factory owners/managers** in Mae Sot who have participated in project activities, particularly those who signed up for the "Happy and Safety Factory Model". Under this model, target factories are trained and supported to comply with the 4 criteria that include: 1) Management, Administration and Operation on Occupational Safety, Health and Environment in workplace; 2) Health, Sanitation and Working Environment; 3) Reduce accidents in workplace; 4) Knowledge and skills of employees.

## Key Components of the Final Evaluation

---

**The main objective of this evaluation is to provide ADRA and the European Union (EU) with an assessment of the project performance, relevance, and to capture outcomes and possible impacts of the broader project, and make suggestions to future projects.**

This project implementation period is 42 months. This evaluation aims to focus on the project implementation period till May 2023.

The evaluation results are envisaged to identify and analyze the lessons learned, assess the potential impact of the project including its scope, implementation and ability to achieve objectives. The evaluation will summarize the experiences gained, technically and managerially, identify challenges faced and best practices, and recommend approaches and methodologies for future sustainability.

To achieve the above objective the Final Evaluation will address the following:

1. Assessment of the project progress towards attaining its objectives and results using **logical framework** matrix and indicators, particularly outcome indicators, (Note: A review of output indicators will be provided by the project team); Assessment of the Monitoring, Evaluation, and Learning (MEL) system in capturing and analysing data;

The following questions should be answered:

- To what extent has the project taken recommendations from the mid-term evaluation and incorporated into the remaining period of the project?
- Based on the achievement or underachievement of the project results, how does this stand against a qualitative and quantitative analysis?

2. Assess the **relevance** of project in addressing the problems stated in the proposal;

The following questions should be answered:

- Are the project interventions (methodologies and activities) relevant to achieve the project objectives?
- Are the project interventions (methodologies and activities) relevant to the context and target group?
- Is the project adequately adjusting to changing situations or contexts?
- Were there any changes made in the design of the project during implementation?
- What evidence is there to demonstrate the value of the intervention?

3. Assessment of the performance of the project in terms of **efficiency and effectiveness** of the activities undertaken, as well as in terms of the quality of the relationships established with key stakeholders;

The following questions should be answered:

- Is the project managed efficiently, in terms of human capital, staff, financial and other resources versus the results?
- Are beneficiaries sufficiently involved in the project implementation? Is there feedback from beneficiaries to project implementers?
- How effective was the capacity building support provided to CSO partners?
- What are the external constraints to achieving better efficiency and how well are they mitigated?
- Were synergies capitalised on with other actors (local and international) involved in similar projects?
- How has the relationship been between the partners and local government authorities?
- To what extent is the project achieving its specific objective “to strengthen capacity of local CSOs to effectively advocate for improvements in labour/human rights and working/living conditions for vulnerable migrant workers in greater Mae Sot”?

- To what extent has the project demonstrated the value against the amount of funding utilized to deliver the project?
4. Assess the prospects of the **sustainability** of the project outcomes and benefits and make concrete recommendations for its further improvement for future projects based on the evidence collected;

The following questions should be answered:

- To what extent are the risk mitigation and sustainability plans in the project proposal, in addition to unforeseen risks, addressed during project implementation? How realistic were these?
  - What evidence is there to suggest the project’s interventions and/or results will be sustained after the project ends?
  - Can the project be scaled up or replicated in the future?
5. Assess the **impact** of the project in achieving the overall project goal. A special attention will be given to the impact of the COVID-19 on the project and how the project has adapted activities under this pandemic.

The effect of the project on its wider environment, and its contribution to the wider policy or the project’s overall objective. In particular, the evaluation of impact should address the following key elements:

- Policy level impact;
- Social level impact;
- Economic level impact;
- Technical level impact.

The following questions should be answered:

- Is the project ultimately contributing to the overall objective stated in the proposal? i.e. “To strengthen and empower marginalized and vulnerable migrant workers in greater Mae Sot, Thailand”.
  - What, if any, are the unintended impacts of the project intervention, both positive and negative?
  - What are the external constraints to achieving better effectiveness and how well are they mitigated?
  - If the project had not occurred, would there have been any change?
  - What activities were adapted under the COVID-19 pandemic?
6. Identify and describe the main **lessons learned** from the project performance to date, notably taking into account the lessons learned workshops conducted by the external consultant.

The following questions should be answered:

- How was learning addressed within the scope of the project?
- What are the lessons learned on different levels – organization, implementation, beneficiaries, CSOs, and risks (both internal and external)?

## **Methodology of the Final Evaluation**

---

The evaluation will be based on the findings and factual statements identified from review of relevant documents including the project contractual documents and in particular the amended “Description of

the Action”, the annual interim reports to the donor, the baseline survey report, mid-term evaluation, findings from primary data collected from the field visit, as well as any technical reports, Monitoring, Evaluation and Learning Plan, training materials and different promotional materials produced by the project. A list of the above documents will be shared with the evaluator before the beginning of the mission. The mission will also undertake field visits and interview the stakeholders including target beneficiaries, government officials, CSOs, migrant workers, etc.

Participation of stakeholders in the evaluation should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

In particular, the following stakeholders should be visited and interviewed:

- ADRA’s Project Team including Program Director, Monitoring and Evaluation Officer, and Field Coordinators for a detailed overview about the project performance, successes and challenges encountered;
- Labour Protection and Welfare Provincial Office (LPO) for an overview about the joint initiative (Happy and Safety Factory Model), relevance of the project and collaboration with ADRA’s project team;
- Three sub-granting CSO partners for a detailed overview about the partnership with ADRA, effectiveness of the activities and challenges encountered;
- Minimum of 3-5 Factory owners/managers who have participated in the Factory Model initiative for feedback on the initiative and benefits for the factories;
- Minimum of 20 Migrant factory workers who have been participating in the project activities for feedback on the effectiveness of the activities that target them and any suggestions for improvement.
- Survey at least 300 migrant workers who have been participating in the project activities for feedback on the effectiveness of the activities that target them and any suggestions for future improvement.

Methodologies such as focus group discussions, semi-structured interviews, surveys, and direct observations, etc. will be applied as appropriate.

### **Products expected from the evaluation**

---

The evaluator will provide ADRA with a comprehensive draft report for review and comments. Please note that the suggestions, which are made for future improvement, are expected to be incorporated in the final report to the EU. The report should be preceded by an executive summary. The report will include:

- Purpose of the evaluation and the methodology.
- The main findings: project relevance, efficiency, effectiveness, impact of project activities, sustainability with recommendations for improvement. Key questions asked in the “key components of the final evaluation” of this Term of Reference need to be answered and incorporated into the sub-sections under the main findings. A special attention will be given to the Factory Model Initiative and the key findings from the Factory Model Analytical Report will

be incorporated to report. The Factory Model Analytical Report will be shared with the evaluator at the beginning of the mission.

- Exit Plan
- Lessons learned: Assessment of attainment of indicators, operational and developmental lessons. (Lessons learned captured among four stakeholder groups (youth, paralegals, CSOs, and staff of implementing organizations) will be shared with the evaluator at the beginning of the mission)
- Conclusions and recommendations.
- Annexes: TOR, Itinerary, List of people/groups involved in evaluation (interviewed, consulted, met, etc.), List of documents reviewed/data sources, tools used for evaluation and analysis.

Note: We will encourage regular contact between ADRA and the evaluators to ensure a good understanding of the project activities and the evaluation recommendations. In this context, we envisage at least two meetings:

- Briefing (After the desk review of project documents and before starting the field mission): the evaluators will explain the approach and methodology of the evaluation to ADRA team and the co-implementing partner.
- De-briefing (after completion of the field mission): the evaluators will share the pre-liminary findings and recommendations, which will be developed in the draft report and ADRA and the co-implementing partner will provide a first reaction to them, as appropriate.

### **Timeframe and duration of the evaluation**

---

A total of **20** payable working days are planned for this evaluation:

- 2 days desk review (clarify matters arising from the documents reviewed previously)
- 2 days designing the interview and survey questionnaires
- 5-6 days field assessment (visiting Mae Sot and interviewing key stakeholders) including meeting with ADRA staff, training of local enumerators as necessary;
- 2 days of data entry and analysis (including data entry and analysis for quantitative survey in appropriate software)
- 6 days writing of the draft report (give two weeks for ADRA to provide comments to the draft report)
- 2 days to address comments from ADRA and finalize the report

The ADRA project team in Mae Sot will facilitate the planning of the field itinerary. Accommodation, transportation including domestic flights, and food during the field mission in Mae Sot will be covered by the project. ADRA will provide translators/interpreters during the field mission.

### **Background of the consultant undertaking the evaluation**

---

- Hold at least a bachelor degree in the development field, preferable master degree in related development field;
- At least 10 years' experience in the development field, experiences or background with migration issues is preferred;

- At least 5 year experience in conducting similar scale evaluations;
- Experience in working with migrant communities would be beneficial;
- Good understanding of Thai-Myanmar border situation and migration practices;
- Ability to communicate fluently in English (Written and Spoken);
- Concrete experience in providing written reports in English;
- Thai and/or Myanmar language would be beneficial;
- Has not taken any consultancy work from this project (except lessons learned facilitator and reporting consultant).

### **Submission of application**

---

Applications should be submitted no later than 30 March 2023.

Applications in English language, including i) a resume of no more than 3 pages; ii) a cover letter; iii) detailed budget to carry out this consultancy, costs including consultant fee, travel to Mae Sot if based outside of Mae Sot, accommodation in the field; iv) contact details of 2 references should be submitted by email to [linda@adrathailand.org](mailto:linda@adrathailand.org), copy [freycy@adrathailand.org](mailto:freycy@adrathailand.org);

### **Evaluation of application**

---

Applications will be evaluated by a Selection Committee within two weeks of the application deadline. Only the successful candidate will be contacted within three weeks after the application deadline.