Annex A

Terms of Reference (TOR)

The Consultancy to Conduct the Final Evaluation of the Action entitled 'Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement'

Under the program title
"Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement (MW Rights and BHR)"

Finance by
The European Union, represented by the European Commission

Requisition number	PR052610014
Issued dated	8 October 2026
Consultancy Service	The purpose of this Term of Reference (TOR) is to hire a professional consultant ("Consultant") to conduct the Final evaluation of the Action entitled 'Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement'.
Program Title	Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement (MW Rights and BHR)
Funding Source	The European Union
Require for competitive bidding	Yes

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1. PURPOSE

The purpose of this Term of Reference ("TOR") is to hire a professional consultant ("Consultant") to conduct a final evaluation of the Action entitled 'Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement' ("Action"). The evaluation will assess the **relevance, coherence, effectiveness, efficiency, impact, and sustainability** of the Action, as well as progress against the Logical Framework and Activity Matrix. Raks Thai Foundation ("Raks Thai") is responsible for this TOR under the Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement (MW Rights and BHR) project, funded by the European Union, represented by the European Commission.

2. BACKGROUND

Thailand currently houses at least 4 million migrant workers from its neighbouring countries, with just over 2.5 million registered (Myanmar 70%, Cambodia 21%, Laos 9%), who are often recruited by labour brokers from vulnerable communities, and engage in "3D" sectors involving dirty, difficult, dangerous work or labor-intensive sectors such as fishing and seafood processing, construction, manufacturing, or agriculture industries. They commonly face unfair treatment, violation of their rights, lack of protection, and challenges in accessing welfare, basic services, and justice.

Raks Thai, HRDF, and MAP have all been providing assistance, protection and empowerment for these migrant workers. With the support from the European Union, represented by the European Commission, Raks Thai, HRDF, and MAP have collaboratively implemented the Action entitled 'Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement' during 2024–2026.

The Action has been designed through a joint workshop in March 2023 between the three organizations based on their direct experience working with the workers and the relevant ILO Conventions: C87 & 98 on freedom of association and collective bargaining, P29 on forced labour, C188 on work in fishing, C190 on violence and harassment; and informed by Thailand's National Action Plan (NAP) on Business and Human Rights (BHR) and the recommendations in the report for Thailand's Universal Periodic Review (UPR).

The overall objective of the Action is: To respect, protect, and fulfil migrant workers' labour rights in Thailand. The Specific objective is: Enhanced legal and social frameworks for migrant workers and their dialogue with Thai national and local public and private duty-bearers in Samut Sakhon, Samut Prakan, and Tak provinces.

The ultimate goal of the Action is realisation of the rights of migrant workers in Thailand, with 2 key strategies: first focusing on the workers and families themselves, through a) empowering them with knowledge and information regarding their rights and supporting migrant workers' organizing both formally and informally, at their workplace and in communities, to enable their collective bargaining and negotiation with employers and basic self-protection, while b) maintaining case services and assistance to support the workers facing violation of their rights and challenges in accessing social services and justice. This first strategy mixing protection and empowerment focuses on enabling the migrant workers as rights-holders to exercise their rights. The second strategy is to engage with the government and employers as duty-bearers, through a mix of positive engagement and monitoring/watchdog role, to enable them to meet their obligations thus providing facilitating environment for migrant workers to exercise rights.

During the implementation period, the Action has carried out activities across community outreach, case management and legal assistance, strengthening capacities of migrant worker groups and leaders, engagement with business actors, and dialogue and advocacy with relevant stakeholders in line with the Action's Logical

Framework. Baseline study and mid-term evaluation have been conducted to establish reference values, assess implementation progress, and generate recommendations to strengthen implementation of the Action.

Thus, to support learning, accountability, and future programming, Raks Thai considers it important to conduct a final evaluation to assess overall project performance and achievements against expected outputs, outcomes, objectives, and indicators. The evaluation will examine what worked, for whom, under what conditions, and why; identify achievements, good practices, challenges and gaps; and generate practical recommendations for future programming and policy engagement.

This TOR proposes a final evaluation focusing on migrant workers as rights-holders; their awareness of and access to labour rights, services, protection and justice; the capacities, leadership and engagement of migrant worker groups; the perceptions and practices of Thai business owners, employers and associations as duty-bearers in relation to Business and Human Rights (BHR) and Human Rights Due Diligence (HRDD); and progress in policy dialogue and engagement with relevant government agencies. The evaluation will also consider gender equality, inclusion, participation, and sustainability across the Action. Findings are expected to inform policymakers, practitioners, business actors, migrant worker groups, implementing partners, and future migrant-related programming and policy.

3. OBJECTIVES OF THE TOR

The consultant will work in collaboration with Raks Thai to:

a) Assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the Action, including overall performance and achievements against its intended impact, outcomes, outputs, and relevant indicators under the Logical Framework and Activity Matrix.
b) Examine progress, achievements, implementation quality, unintended results, and remaining gaps in relation to migrant workers' rights, empowerment, participation, access to services and justice, strengthening of migrant worker groups and leadership, and engagement with relevant public and private duty-bearers, with attention to gender and other relevant dimensions of inclusion.
c) Generate evidence-based and practical recommendations to inform future programming, organizational learning, policy engagement, sustainability strategies, and implementation of similar actions related to migrant workers' rights and Business and Human Rights in Thailand.

4. EXPECTATION

The consultancy is expected to contribute to the following:

4.1 Expected Output

The expected outputs of this TOR include:

4.1.1 A final evaluation that assesses the Action's performance and achievements against the impact, outcomes, outputs, and indicators specified in Appendix 1: Logical Framework and Activity Matrix of the Action (LFA), and analyses performance using the evaluation criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.

The evaluation will assess changes against baseline and mid-term findings, where comparable evidence is available, and examine the extent to which the Action has contributed to its overall and specific objectives. It will identify intended and unintended results and explain key factors that enabled or constrained achievement.

4.1.2 A final evaluation report that assesses project design, implementation strategy and approaches, management and partnership arrangements, achievements, challenges, gaps, lessons learned, and sustainability; and the extent to which these contributed to the Action's objectives and indicators under the Logical Framework. The evaluation will also assess outcomes related to migrant workers' rights, empowerment and participation of migrant worker groups and leaders, engagement of business actors on BHR and HRDD, and contribution to strengthening legal and social frameworks for migrant workers.

The evaluation shall identify key achievements, good practices, implementation gaps, lessons learned, and factors contributing to or limiting performance, and provide prioritized, feasible recommendations for future programme design, implementation, partnership, sustainability, and policy engagement.

Note: The evaluation results should represent the implementation areas of the Action and relevant stakeholder groups according to each specific indicator in the LFA. Additionally, the evaluation should include comparative analysis of progress, achievements, and remaining gaps across implementation areas and stakeholder groups to support practical recommendations and future policy and programme responses.

4.2 Targeted Beneficiaries

The targeted beneficiaries of this evaluation are policymakers and local practitioners responsible for designing and implementing migrant-related policies and programmes, implementing agencies, business sectors, migrant worker groups, and relevant stakeholders. The aim is to strengthen migrant workers' rights in Thailand under the National Action Plan on Business and Human Rights.

4.3 Level of Communication

The language used in both the evaluation report and presentation should be concise and comprehensible for people with various backgrounds.

5. SCOPE OF WORK

The Consultant shall conduct the final evaluation for the Action entitled 'Securing Migrant Workers' Rights in Thailand under the BHR through Empowerment and Engagement', implemented by Raks Thai Foundation, MAP Foundation, and HRDF. The evaluation should be utilization-focused, participatory, gender-responsive, rights-based, and grounded in credible quantitative and qualitative evidence.

The quantitative component will focus on migrant workers in **Samut Sakhon, Samut Prakan, and Tak** (Mae Sot), based on the proposed sample presented in Appendix 2.

The qualitative component will cover relevant stakeholder groups and locations according to the Action's implementation and the indicators being assessed. These may include **migrant workers, migrant worker groups and leaders, government agencies, private sector actors, implementing partners, and other relevant stakeholders in Bangkok, Samut Sakhon, Samut Prakan, Tak and Chiang Mai.** The final selection of respondents and locations will be agreed with Raks Thai during the inception phase, based on the most up-to-date project data and implementation results.

The scope of work includes, but is not limited to:

5.1. Establishment and process of evaluation advisory committee

Raks Thai will establish an evaluation advisory committee composed of staff from Raks Thai, its program partners, and the Consultant. The committee will participate throughout the evaluation process, attending meetings and providing advice to ensure the evaluation's effectiveness.

The Consultant shall conduct the evaluation independently and impartially. Raks Thai Foundation and project partners will facilitate access to relevant information and stakeholders and may provide factual clarification and comments on draft deliverables. However, the Consultant shall retain full responsibility for the independent analysis, findings, conclusions, and recommendations of the evaluation. The Consultant shall disclose any actual or potential conflict of interest that may affect the independence or impartiality of the evaluation.

5.2 Design and development of final evaluation

The Consultant will collaborate closely with designated staff from Raks Thai and its partners to develop the evaluation framework, key evaluation questions, methodology, sampling approach (where applicable), and tools for data collection and analysis. The methodology should enable triangulation across data sources and stakeholder groups and should explicitly address relevance, coherence, effectiveness, efficiency, impact, sustainability, gender equality, participation, and human-rights considerations as relevant to the Action and available evidence.

The final evaluation will be guided by the following core evaluation questions:

a) To what extent has the Action remained relevant to the needs and priorities of migrant workers and coherent with the relevant policy and institutional context?
b) To what extent has the Action achieved its intended outputs, outcomes, and indicators under the Logical Framework, and what key factors have enabled or constrained achievement?
c) How efficiently have available resources, implementation arrangements, and partnerships supported delivery of the Action?
d) What intended and unintended changes have occurred for migrant workers, migrant worker groups and leaders, and relevant public and private duty-bearers, and to what extent has the Action contributed to these changes?
e) Which results, capacities, relationships, and approaches are likely to be sustained beyond the Action, and what practical recommendations can inform future programming and policy engagement?

This involves:

a) Conducting desk review of relevant project documents.
b) Developing questionnaires and tools for quantitative and qualitative data collection.
c) Utilizing a mixed-method approach for quantitative and qualitative data collection and analysis.
d) Ensuring appropriate integration of quantitative and qualitative data collection and findings to assess the progress and achievements of the Action.

The review shall include:

- Project design and strategy documents, workplan, activity documents and other documents related to the Action.
- Baseline study and mid-term evaluation findings.

- Project Logical Framework and Activity Matrix of the Action (LFA), with particular attention to indicators, assumptions, risks and mitigation strategies.
- Project monitoring data, progress reports, and relevant indicator tracking records.

The evaluation methodology, data collection tools, and workplan **must be submitted to and approved by Raks Thai and its partners and submitted to the European Union prior to data collection**.

5.3 Collecting and analyzing data
All structured questionnaires and appropriate tools for both quantitative and qualitative data collection will be developed and pre-tested before data collection. The Consultant will collect and analyse data to assess achievements and progress against the Action's impact, outcomes, outputs, and indicators under the LFA.

5.3.1 Quantitative data
The Consultant will be responsible for:

a) Designing quantitative data collection methodology and tools.
b) Recruiting and managing data collection teams.
c) Conducting data collection training for data collection teams.
d) Supervising data collection and ensuring data quality in collaboration with designated staff of Raks Thai and partners.
e) Overseeing quantitative data entry, cleaning, and analysis using an appropriate computerized system.

Quantitative data will provide an important source of evidence for assessing progress against indicators and patterns of change. Findings must be triangulated with qualitative evidence, project monitoring data, document review, and stakeholder perspectives to support balanced conclusions about program performance and contribution.

The Consultant is expected to arrange and manage data collection resources independently. Where necessary and subject to prior agreement, Raks Thai and project partners may provide reasonable support in facilitating access to respondents and supporting data collection arrangements.

5.3.2 Qualitative data
Qualitative data collection will complement quantitative findings and provide contextual understanding of program achievements, implementation quality, contribution pathways, stakeholder experiences, unintended results, sustainability, challenges, and gaps.

The Consultant will collect qualitative data from relevant stakeholders agreed upon with Raks Thai in the approved evaluation methodology through appropriate methods such as Key Informant Interviews (KII), Focus Group Discussions (FGD), or other suitable approaches.

The Consultant will be responsible for conducting data collection, analysis, and reporting.

Note: The Consultant must strictly adhere to research ethics and principles, including the protection of Intellectual Property and compliance with the Personal Data Protection Act, B.E. 2562. The Consultant will be legally responsible for any breaches of law identified during the consultancy services.

5.4 Preparing a comprehensive report detailing findings and recommendations

5.4.1 Draft final evaluation report
The Consultant will prepare the first draft of the final evaluation Report based on the desk review and quantitative and qualitative evidence, in consultation with Raks Thai's designated staff. The report should clearly distinguish evidence, analysis, conclusions, and recommendations and include an executive summary, methodology and limitations, findings by evaluation question/criterion, conclusions, lessons learned, and prioritized recommendations. The final report structure will be agreed with Raks Thai.

The drafted report and a PowerPoint presentation summarizing findings and recommendations must be written and submitted **in English** to Raks Thai. The Consultant will present these to Raks Thai and its partners for comments and revisions.

5.4.2 final evaluation report
The final report and annexes must be written and submitted in English, and must include an Executive Summary in both Thai and English to Raks Thai in Microsoft Word and PDF format.

The full dataset compilation, including quantitative and qualitative data (raw, cleaned, and analysed), data dictionaries/codebooks where applicable, data collection tools, and analysis files must also be provided, subject to applicable consent, confidentiality, data-protection, and ethical requirements.

5.5 Presenting findings to partners and key stakeholders

5.5.1 Presentation of findings with program partners and key stakeholders
The Consultant will prepare a PowerPoint presentation summarizing findings and recommendations.

5.5.2 Presentation of the complete report to key stakeholders and donors
The Consultant will present the final results to key stakeholders and the European Union once the final report is published, and approved by Raks Thai

6. DURATION

Consultancy Period
The consultancy assignment is expected to require a maximum level of effort of **thirty-five (35) working days, from 24 October 2026 to 27 December 2026,** unless otherwise agreed in writing by Raks Thai Foundation.

The Final evaluation report and presentation shall be completed no later than 27 December 2026.

7. DUTY STATION

The consultant can decide upon the work location that suits the most the purposes of each task specified in 5. SCOPE OF WORK unless actions, on-site data collection, and meetings must be taken place in Bangkok and/or at provincial sites based on agreement plan. Additionally, the consultant shall travel where Raks Thai offices, its partners and relevant stakeholders are located.

Most of the tasks identified in Section 5 (Scope of Work) may be conducted virtually. The Consultant will be responsible for organizing and conducting training for data collection teams, either virtually or in person as appropriate.

The Consultant shall be responsible for all costs related to field data collection, including travel and accommodation, unless otherwise agreed in writing by Raks Thai Foundation.

In collaboration with Raks Thai, the consultant must engage through emails, phone calls, face-to-face meetings, site visits, and any other forms of communication when needed. The consultant is expected to use their own facilities, space, and make use of their own equipment throughout the scope of work identified in this TOR.

8. DELIVERABLES

Regarding the scope of work outlined in Section 5, the Consultant shall submit the following deliverables:

Activity	Location	Timeline	Deliverables
8.1 Establishment and Process of Evaluation Advisory Committee	Virtual	Week 1	8.1.1 Inception Meeting with Raks Thai Foundation, project partners, and relevant programme team members. 8.1.2 Agreed workplan and meeting summary.
8.2 Design and Development of Final Evaluation	Home-based / virtual	Week 1-2	8.2.1 Inception Report, including the evaluation methodology, workplan, timeline, sampling approach, questionnaires, data collection tools, and evaluation framework. 8.2.2 Final evaluation methodology and data collection tools revised and finalized based on comments from Raks Thai Foundation and project partners prior to data collection.
8.3 Collecting and Analyzing Data	Selected sites or virtual	Week 3-8	8.3.1 Completion of data collection tools' training and testing, quantitative and qualitative data collection in accordance with the approved methodology. 8.3.2 Clean quantitative dataset, qualitative interview records/notes (where applicable), and completed data analysis.
8.4 Preparing a Comprehensive Report Detailing Findings and Recommendations	Home-based / virtual	Week 9-10	8.4.1 Draft Final evaluation Report submitted, including methodology, findings, analysis, achievements, gaps, conclusions, and recommendations. 8.4.2 PowerPoint presentation and presentation of draft findings and recommendations to Raks Thai Foundation, project partners, and relevant stakeholders for comments and validation. 8.4.3 Final evaluation report incorporating comments and feedback from Raks Thai Foundation and relevant stakeholders.

Activity	Location	Timeline	Deliverables
8.5 Presenting Findings to Partners and Key Stakeholders	Virtual	No later than 27 December 2026	8.5.1 Final presentation of evaluation findings and recommendations to Raks Thai Foundation, project partners, relevant stakeholders, and the European Union.

Additional Requirements:

1. The final evaluation report shall be prepared in English, and shall include an Executive Summary in both Thai and English.
2. The Final evaluation Report shall be submitted in editable Microsoft Word and PDF formats.
3. The Final evaluation Report shall be a maximum of **30 A4 pages**, excluding the cover page, acknowledgements, table of contents, annexes, references, and appendices.
4. Data collection tools may be included in the annexes or appendices and shall not be counted toward the 30-page limit. The Consultant shall submit all quantitative datasets (raw and cleaned), qualitative data records (where applicable), data collection tools, and the PowerPoint presentation together with the Final evaluation Report.
5. The Consultant shall submit **two (2) printed hard copies** of the approved Final Evaluation Report to Raks Thai Foundation. Datasets, analysis files, and other supporting materials may be submitted electronically.

Remarks: All deliverables are subject to review and approval by Raks Thai Foundation before finalization.

9. PAYMENT AND CONSULTANT FEES

Consultant fees

The maximum budget available for this Terms of Reference (TOR) is THB XXXXXX, inclusive of the consultant's professional fees.

Funding will be sourced from **MW Rights and BHR Project, Budget Line 5.4.3 Final evaluation - Raks Thai, GRN013505, SA: 05005**

The consultant's fees shall be inclusive of all costs and expenses related to the assignment under this TOR, including but not limited to communication expenses, local travel within Bangkok, out-of-pocket expenses, and all applicable taxes and VAT. Payments will be made based on the Consultant's actual invoices and upon satisfactory completion and acceptance of the required deliverables by Raks Thai.

Raks Thai Foundation will cover additional costs that are directly related to the assignment and are not included in the consultant's fees. Such expenses must be mutually agreed upon in writing between Raks Thai and the Consultant and must receive prior written approval from the designated Raks Thai representative during the initial planning phase before implementation begins. Reimbursement will be made based on actual invoices, receipts, and submission of completion reports and required deliverables.

Compliance with Applicable Requirements

The Consultant shall comply with all applicable requirements, policies, procedures, and contractual conditions relevant to this assignment, as communicated by Raks Thai Foundation. Where applicable, the Consultant shall perform the assignment in a manner consistent with the requirements of the European Union. The Consultant shall also comply with applicable requirements related to ethics, prevention of sexual exploitation and abuse (PSEA), anti-fraud, confidentiality, intellectual property, and record retention, where relevant to the implementation of this assignment.

Payment Terms

Payment instalments will be paid based on approved deliverables and invoices. Payment will be made within 15 days upon satisfactory completion and acceptance of deliverables. The payment period will be:

Time of Payment	Payment amount	Conditions and Deliverable products
1st payment (20% of the total budget)	Payment amount will be based on deliverables submitted by the consultant and approved by Raks Thai.	- Contract signed by Raks Thai and the Consultant and all required documents completed; - Submission of the deliverable 8.1.1 and 8.1.2, and all documents related to implementation; - 1st payment invoice.
2nd payment (40% of the total budget)	Payment amount will be based on deliverables submitted by the consultant and reviewed by Raks Thai.	- Submission and approval of Deliverables 8.2.1, 8.2.2, and all relevant implementation documents; - 2nd payment invoice.
3rd payment (30% of the total budget)	Payment amount will be based on deliverables submitted by the consultant and reviewed by Raks Thai.	- Submission and approval of Deliverables 8.3.1, 8.3.2, 8.4.1,8.4.2,8.4.3, and all final documents related to implementation; - 3rd payment invoice.
Final payment	Payment amount will be based on deliverables submitted by the	- Submission and approval of Deliverables 8.5.1 all final documents related to implementation;

Time of Payment	Payment amount	Conditions and Deliverable products
(10% of the total budget)	consultant and reviewed by Raks Thai.	- Final payment invoice.

The payment amount will be based on an invoice submitted by the consultant, which will be reviewed by Raks Thai. Payment shall then be transferred to the consultant by informing Raks Thai of the account name, account number, bank name, branch, and SWIFT code of the consultant.

10. RIGHTS AND PROPERTIES

Raks Thai owns the rights and property to all documents, materials, and products under this TOR. Dissemination of these documents, materials, and/or products, owned by Raks Thai, requires written permission from the authorized person of Raks Thai.

Raks Thai shall not be responsible for any harm and all claims, liabilities, suits, actions (including charges, disbursements, and reasonable fees of counsel), processing, damages, expenses, and obligations of any kind incurred by the consultant or asserted against the consultant, its officers, and employees, by or on behalf of any person, on account of, based on, or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the consultant, audit agents, employees, research sites, assignees, transferees, delegates, or successors, for which the consultant retains responsibilities.

The Consultant shall ensure confidentiality and appropriate handling of information collected during implementation of this assignment.

11. QUALIFICATIONS AND REQUIRED DOCUMENTS

Qualifications

Qualifications and Expertise:

The consultant should possess the following qualifications and expertise:

a) Background related to human rights, gender, migration, labour rights, Business and Human Rights (BHR), social development, or other related fields.
b) Previous experience in conducting similar assignments, including baseline studies, mid-term evaluations, Final evaluations, Final evaluations, or other project evaluation assignments using quantitative and qualitative approaches.
c) Familiarity with migrant worker issues in Thailand, particularly labour rights, migration, and Business and Human Rights (BHR), is preferred.
d) Knowledge and understanding of Human Rights Due Diligence (HRDD), responsible business conduct, and gender-responsive programming are considered an advantage.
e) Experience in designing evaluation methodologies, quantitative and qualitative data collection and analysis, stakeholder consultation, and preparing evidence-based evaluation reports with practical recommendations.
f) Proficiency in English language.

Competencies:

a) Strong analytical, communication, and report-writing skills.
b) Ability to work independently and deliver outputs within agreed timelines.
c) Ability to work effectively in multicultural and cross-sector environments.
d) Ability to maintain ethical standards, confidentiality, and appropriate handling of sensitive information.

Education: Master's degree or higher in Human Rights, Social Sciences, Gender Studies, Migration Studies, Community Development, International Development, Public Policy, Evaluation, Statistics, or other related fields.

Experience: A minimum of five (5) years of professional experience in designing and conducting project evaluations, including baseline studies, mid-term evaluations, Final evaluations, Final evaluations, or similar assignments using mixed-method approaches. Previous experience related to migration, labour rights, human rights, or Business and Human Rights (BHR) is preferred.

Required documents:

1. Curriculum Vitae (CV) of the consultant and key personnel (if applicable);
2. Technical proposal (maximum 2–3 pages) outlining the understanding of the assignment, proposed evaluation methodology, sampling approach, indicative workplan, and team composition (if applicable);
3. Financial proposal in THB, including consultancy fees and all estimated costs required to complete the assignment;
4. One or two examples of previous relevant work (e.g. baseline study, mid-term evaluation report, Final evaluation report, Final evaluation report, or research report).

All required documents must be submitted to Raks Thai contact person via e-mail or courier.

12. KEY CONTACT PERSON

All required documents must be email to Raks Thai contact persons as follow:

Secondary Contact (Consultancy Service Coordinator)

Name: Ms. Jomtien Jansomrag
Title: Program Officer, Program Quality Department of Raks Thai Foundation
Email: jomtien@raksthai.org
Phone: 061-826-2119

13. APPENDIX

Appendix 1: Logical Framework and Activity Matrix of the Action (LFA).

Results	*Results chain*	*Indicator*	*Baseline (value & reference year)*	*Target (value & reference year)*	*Current value* (31 December 2025)*	*Sources of data*	*Assumptions*
Impact (Overall objective)	**OO:** To respect, protect, and fulfil migrant workers' labour rights in Thailand.	**1:** Level of Thailand´s compliance with labour rights (freedom of association and collective bargaining) (by gender and migrant provisions) SDG 8.8.2	6.17 (2022)	5.5 (2026)	6.70 (2023)	ILO textual sources, and SDG Gateway: Thailand https://data.unescap.org/national-analysis?filter=National+Analysis&tab=overview&country=THA	Non-ratification of the Fundamental Conventions: C.87 and C98 remains a key obstacle in ensuring that migrant workers can fully exercise their labour rights. The sooner the Thailand-European Union (EU) Free Trade Agreement is concluded, the more favourable it will be for the ratification of the remaining ILO Fundamental Conventions, C.87 and C.98. This will lead to the adoption of labour laws that uphold freedom of association and collective bargaining, ultimately protecting the rights of migrant workers.
		2: Status of ratification by Thailand of ILO's Conventions: C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)	Not ratified (2023)	Ratified (2026)	Not ratified (2025)	Thai´s Royal Gazette.	
		3: Number of Thai companies in migrant worker-intensive industries with plans or policies on BHR. *Disaggregated by work sector, location.*	3 (2024)	21 (2026)	3 (2024)	Baseline and endline surveys.	
Outcome(s) (Specific objective(s)	**SO:** Enhanced legal and social frameworks for migrant workers and their dialogue with Thai national and local public and private duty-bearers in Samut Sakhon, Samut Prakarn, and Tak provinces.	**1.1:** Number of migration management strategies or policies[1] (a) developed/revised, or (b) under implementation with EU support. GERF 2.21. *Disaggregated by strategy/policy, a/b, private-public location.*	0 (2023)	3 (2026)	0 (2025)	Draft documents (a) or progress reports (b).	Central and local governments continue to be responsive to migrant workers' rights and are involved in the legislative and operational amendments in line with international standards. Business owners/employers continue to support improving migrant workers' conditions and understand the benefits for all. Thai authorities further recognise organised migrant worker groups who are competent to uphold their rights. The international community continue to be engaged in advancing socioeconomic human rights for all in Thailand. The effects of external shocks such as new pandemics, economic recession, migrant-based and gender-based violence, climate change and natural disasters are
		1.2: Number of CSOs and migrant groups' policy and operational recommendations adopted by private and public duty-bearers on 1) Workmen's Compensation Fund (WCF), and 2) Social Security Fund (SSF), 3) freedom of association, and 4) fair and safe recruitment and registration of migrant workers. *Disaggregated by recommendation type, private/public duty-bearer, level.*	0 (2023)	3 (2026)	0 (2025)	IP's assessments.	
		1.3: % of worker leaders who report high/very-high advance in their engagement with business owners or government agencies. *Disaggregated by sex, location.*	33.330% (2023)	50% (50% women) (2026)	33.33% (40% women) (2024)	Periodic surveys.	

Results	*Results chain*	*Indicator*	*Baseline (value & reference year)*	*Target (value & reference year)*	*Current value* (31 December 2025)*	*Sources of data*	*Assumptions*
							neutral for improving the rights of migrant workers in Thailand.
Outputs	**Output 1.1:** Increased migrant workers' awareness and access to legal and case management assistance in Samut Sakhon, Samut Prakarn, and Tak.	**1.1.1:** Number of migrant workers mapped and reached out to raise awareness of their rights. *Disaggregated by nationality, sex, age, location.*	0 (2023)	8.600 (2026)	5,492 (2025)	Activity reports.	Government agencies and their officials increase their awareness that workers' rights must be protected, see their benefits, and continue to participate in the intervention. Migrant worker groups and leaders are interested, available and feel safe enough to participate in the project and run their own activities. The general political atmosphere, as well as the government and employers, allow workers to organise and run their activities. Business owners/employers are open to worker leaders' and worker groups' organising and engagement efforts. Government agencies and their officials increase their awareness that workers' rights must be protected, see their benefits, and continue to participate in the intervention. Migrant workers and employers/business owners participate and own the process by providing their perspectives to support the formulation of recommendations.
		1.1.2: Number of migrants workers protected or assisted (case management) with EU support. GERF 2.20. *Disaggregated by type of case, nationality, sex, age, location.*	0 (2023)	1.080 (2026)	**2,207 (2025)**	Case management data.	
		1.1.3: Number of migrant workers directly benefiting from legal aid interventions supported by the EU. GERF 2.25 *Disaggregated by nationality, sex, age, location.*	0 (2023)	1.740 (2026)	**2,059 (2025)**	Legal documentation.	
	Output 1.2: Increased capacities of migrant workers' CSOs (*right-holders*) to collectively advocate and negotiate for decent and safe work conditions and social protection in Thailand.	**1.2.1:** Number of new or existing functional (regular structure and actions taken) migrant worker **groups** *(50% women)* strengthened by the intervention. *Disaggregated by work sector, location.*	3 (2023)	6 (2026)	**6 (2025)**	Migrant worker groups' activity reports.	
		1.2.2: Number of migrant worker **leaders** trained/mentored who demonstrate good/high knowledge on labour rights, collectively bargain, negotiating and advocacy. *Disaggregated by sex, work sector, location.*	0 (2023)	194 (*50% women*) (2026)	40 (55% women) (2025)	Training pre- and post- tests.	
		1.2.3: % migrant worker **leaders** *(50% women)* who manifest *high (4)/very high (5)* confidence (*scale 0-5*) to organize themselves and negotiate with employers. *Disaggregated by sex, work sector, location.*	33.33% (2024)	70% (2026)	48% (2025) (N=60,D=137)	Periodic surveys.	
		1.2.4: Status of implementation of the subgrants (FSTP) to migrant worker groups for their association, planification and action. *Disaggregated by group, work sector, location.*	Not awarded (2023)	Fully implemented (2026)	Under Implementation - 5 FSTP are fully implemented (2025)	SubGrants reports.	
		1.2.5: Number of grassroots civil society organisations (migrant worker groups) benefitting from EU support. GERF 2.28. *Disaggregated by group, work sector, location.*	0 (2023)	6 (2026)	5 (2025)	Subgrants contracts.	
	Output 1.3: Increased Thai business owners/employers/associations' (*duty-bearers*) awareness	**1.3.1:** Number of business owners/employers and business associations who adhere to the intervention's B+HR and HRDD strategy. *Disaggregated by work sector, location.*	3 (2023)	17 (2026).	**46 (2025)**	Adhesion documents.	
		1.3.2: Number of business and business associations leaders trained who demonstrate good/high knowledge	0 (2023)	90 (2026)	0 (2025)	Training pre- and post- tests.	

Results	*Results chain*	*Indicator*	*Baseline (value & reference year)*	*Target (value & reference year)*	*Current value* (31 December 2025)*	*Sources of data*	*Assumptions*
	and capacities to protect workers' rights, decent and safe work conditions and dialogue with workers' CSOs in line with the Business and Human Rights (B+HR) and Human Rights Due Diligence (HRDD) approaches in Samut Prakarn, Samut Sakhon, Chiang Mai, and Phuket provinces.	on good business principles, occupational safety and health, workmen's compensation fund, labour documents, and work place VAW and harassment. *Disaggregated by sex, age. work sector, location.*					
	Output 1. 4: Increased opportunities for dialogue between duty-bearers (Thai central and local governments and business employers/owners) and right-holders (migrants and CSOs) to improve legislation and systems to protect migrant workers' rights in line with international obligations and standards.	**1.4.1:** Number of state institutions and non-state actors supported by the intervention on border management, migration, protection of civilian population and human rights (All Outputs). *GERF 2.23. Disaggregated by province, institution/NS.*	12 (2024)	41 (2026)	19 (2025)	Progress reports.	
		1.4.2: Number of cases managed by the intervention with law enforcement institutions to solve local labour disputes with migrant workers. *Disaggregated by case, work sector, location.*	0 (2023)	60 (2026)	48 (2025)	Case documentation.	
		1.4.3: Number of policy and operational recommendations made by CSOs and migrants' groups with the intervention´s support with regard to: 1) Workmen's Compensation Fund (WCF), and 2) Social Security Fund (SSF), 3) freedom of association, and 4) fair and safe recruitment and registration of migrant workers. *Disaggregated by recommendation type, level*.	0 (2023)	25 (2026)	**30 (2025)**	Implementing Partner´s assessment.	
		1.4.4: % of business and business associations and work migrant groups who manifest *high (4)/very high (5)* satisfaction (*scale 0-5*) with their participation in the Thailand's National Action Plan (NAP) under the UN Business and Human Rights platform supported by the intervention. *Disaggregated by work sector, location.*	0 % (2023)	20% (2026).	10% (2024)	Periodic surveys.	

Activity Matrix

Output 1.1 activities: *1.1.1 Outreach through direct visits and media to migrant workers' communities and workplaces* *1.1.2 Case counselling & case management* *1.1.3 Legal assistance to workers* *Output 1.2 activities:* *1.2.1 Capacity building training for migrant worker leaders* *1.2.2 Networking and exchange of migrant worker groups* *1.2.3 Project team exchange on migrant worker case services and organization promotion* *1.2.4 Sub-granting to organizations of migrant workers and worker leaders* *Output 1.3 activities:* *1.3.1 Meeting with business owners/employers and business associations* *1.3.2 Training and workshops with employers and relevant stakeholders* *1.3.3 Production of tools and information kits for employers and other stakeholders* *Output 1.4 activities:* *1.4.1 Data collection, evidence building, and research to support policy and legal advocacy* *1.4.2 Advocacy through stakeholder meetings and workshops with officials* *1.4.3 Engagement with local officials for law enforcement to respect and protect migrant workers' rights* *1.4.4 Organizing advocacy & solidarity public events* *1.4.5 Stakeholders meetings (businesses, government agencies, CSOs and workers)*	***Means*** *The main resources purchased for the project will be: office and computer equipment and supplies (3 laptops, 1 multi-function printer, and 1 set of office desk and chair) for effective project implementation and M&E. Raks Thai Foundation, HRDF and MAP will mainly use their existing resources for the implementation of the project, such as offices, computer equipment and vehicles, with running and maintenance costs covered by the project budget. 15 Personnel (6 RTF staff, 6 MAP staff & 3 HRDF staff) will be involved over the three years of the project.* *The main means for activity delivery include: legal expertise (lawyer), language expertise (translation & interpretation), outreach & visits, counselling, experience sharing and knowledge exchange, networking, capacity building, meetings, trainings, workshops, sub-granting, private sector engagement (PSE), stakeholder engagement, convening of multi-stakeholder space, production of tools & info kits, government / policy advocacy, data collection and evidence building, and event organization.* *Costs* *The total costs of the action is forecasted to be EUR 600,000 for the 3-year period, which can be broken down as follows.*	***Assumptions*** *The different sector players are willing to come to the same table for discussion, consultation and potential collaboration.* *The general climate of the Thai society still permits activities of CSOs and NGOs, public events and gatherings in light of ongoing political transition / uncertainty.* *Availability and accessibility of relevant information sources, target groups and stakeholders.* *Key stakeholders such as the migrant workers and the employers / business owners are accessible and willing to provide their perspectives and information to support formulation of recommendations.* *Business owners/employers are open to engaging with the project.*

Appendix 2: Table of target group for data collection (both Quantitative and Qualitative)

2.1 Fieldwork summary

Component	Location	Target Group	Proposed Sample / Respondents	Method
Quantitative	Samut Sakhon	Migrant workers	256 MWs	Structured survey
Quantitative	Samut Prakan	Migrant workers	115 MWs	Structured survey
Quantitative	Tak – Mae Sot	Migrant workers	29 MWs	Structured survey
Qualitative	Samut Sakhon	Government / private sector/migrant worker groups and leaders	TBC	KII / FGD as appropriate
Qualitative	Samut Prakan	Government / private sector / migrant worker groups and leaders	TBC	KII / FGD as appropriate
Qualitative	Tak – Mae Sot	Government / private sector / migrant worker groups and leaders	TBC	KII / FGD as appropriate
Qualitative	Bangkok	Government / private sector	TBC	KII / FGD as appropriate
Qualitative	Chiang Mai	Government / private sector / migrant worker groups and leaders	TBC	KII / FGD as appropriate

Other implementation locations, including Phuket, may be covered through document review and other available evidence where relevant to the indicators being assessed.

2.2 Target for data collection: Quantitative

2.2.1 Migrant Worker Population

No.	Province	#of target population
1	Samut Sakhon	256 MWs
2	Samut Prakarn	115 MWs
3	Tak – Mae Sot	29 MWs
	Total	400 MWs

2.3 Target for data collection: Qualitative

Type	Bangkok	Samut Sakhon	Samut Prakarn	Tak – Mae Sot	Chiang Mai
Government	1) Ministry of Justice	2) Provincial Office of Labour Protection and Welfare	3) Provincial Office of Labour Protection and Welfare	4) Provincial Office of Labour Protection and Welfare	
		5) Provincial Labour Office	6) Provincial Labour Office	7) Provincial Labour Office	
Private Sector	8) TBD	9) TBD	10) TBD	11) TBD	
Migrant Worker Group		12) Young Chi Oo Samut Sakhon (YCOSS)	13) Unity Phra Phra Deang (UPPD)	14) Arakan Workers Organization (AWO)	
			15) Metta Mon Samut Prakarn (MMSP)	16) Yang Chi Oo Workers Association (YCOWA)	

Appendix 3: Indicative List of Documents for Desk Review

1. Grant Contract and Relevant Annexes
2. Baseline Study Report
3. Mid-term Evaluation Report
4. 2024 Interim Narrative Report and 2025 Progress Report
5. Summary of 2026 Internal Activity Records, including quarterly reports, relevant supporting databases, and the performance framework covering the period from 1 January to 30 September 2026
6. Project Monitoring and Indicator Tracking Records relevant to the Logical Framework
7. Selected Activity, Training, and Capacity-Building Reports relevant to the evaluation
8. 2024–2025 Financial Support to Third Parties (FSTP) Reports
9. Case Management and Legal Assistance Summary Records and relevant aggregated data
10. Financial Report covering the period from 1 January 2024 to 30 September 2026
11. Research, Studies, Assessments, and Other Evidence-Based Reports Produced under the Action
12. Lessons Learned Report
13. PSHEA Workshop Report
14. Other relevant documents identified and agreed upon during the inception phase