



Thematic Evaluation of IOM's Labour Migration and Mobility Strategy and Initiatives

Annexes

IOM CENTRAL EVALUATION

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Thematic Evaluation of IOM's Labour Migration and Mobility Strategy and Initiatives

1. Evaluation Context

The IOM Constitution (1951) outlined various migration activities related to labour migration and mobility, including support for the recruitment, selection, processing, transfer, reception and integration of migrants. Since then, the Organization's work evolved from a service provision approach towards stronger capacity development, policy advice, and international dialogue and cooperation, as reflected in several corporate strategic frameworks: the [IOM strategy](#) adopted by IOM's Council in 2007¹ provides an effective description of the scope of IOM's work on labour migration; the [Migration Governance Framework \(MiGOF\)](#)², endorsed by Member States in 2015, sets out overarching objectives and principles which form a basis for an effective approach to migration governance in relation to labour migration; and the [IOM Strategic Vision 2019 – 2023](#)³ supports to overall strategic planning and direction of IOM. Other specific strategic documents also incorporate approaches to IOM's work in labour migration and mobility, for instance, the Migration and Sustainable Development Strategy and the Migration Crisis Operational Framework (MCOF).

The IOM strategy of 2007, provides details on the IOM focus areas of work, including supporting short-term movements and other types of circular migration; contributing to the economic and social development of States through research, dialogue, design, implementation of migration-related programmes aimed at maximizing migration's benefits; and assisting States to facilitate the integration of migrants in their new environment and to engage and empower diasporas as development partners.

The MiGOF sets out the essential elements to support planned and well-managed migration. It explicitly mentions labour migration under two of three principles. Further, to reach its first objective of "Good migration governance and related policy should seek to advance the socioeconomic wellbeing of migrants and society", the MiGOF highlights the need for the design of migration and related policy and law to enable migrants to participate in local economies, and to foster strong socioeconomic outcomes for migrants and communities of origin, transit and destination. This may include adopting a variety of labour migration approaches, including permanent, temporary, and circular migration for workers of various skill levels, ensuring that migrants have fair and non-discriminatory access to the labour market, making social benefits – including pensions – portable, facilitating low-cost channels for remittances, among other initiatives.

The more recent IOM Strategic Vision recognizes that "There is an opportunity for IOM to adopt a strategic approach to collaboration on labour migration, facilitating conversations with all stakeholders (from city authorities to private employers) with respect to future labour market needs, and supporting the development of bespoke policy instruments to facilitate mobility for work, particularly in countries that are set to increase their labour intake. This includes the incorporation of greater circularity and opportunity to return home, whether permanently or temporarily..."⁴

1 IOM Strategy (MC/INF/287 of 9 November 2007).

2 IOM, Migration Governance Framework (C/106/40 of 4 November 2015).

3 IOM, Strategic Vision: Setting a course for IOM (C/110/INF/1 of 15 November 2019).

4 IOM, Strategic Vision: Setting a course for IOM (C/110/INF/1 of 15 November 2019), Page 20.

Guided by these global frameworks, IOM has launched several initiatives throughout the years and has been implementing activities to fulfil its commitment towards core strategic frameworks in relation to labour migration. For instance, in 2006 IOM published a [Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and Destination](#), together with the International Labour Organization (ILO) and the Organization for Security and Co-operation in Europe (OSCE). Also, IOM has created an internal guidance note on labour market analysis in support of foreign employment regulation (2012) and on Ethical Recruitment (2019). Several Standing Committee on Programmes and Finance (SCPF) papers are also laying down technical aspects of IOM's work in the labour migration portfolio, including on partnership with the private sector, skills mobility partnerships.

In 2013, in collaboration with partners from government, civil society and the private sector, IOM has developed the International Recruitment Integrity System ([IRIS](#)), an initiative to promote ethical recruitment globally. IRIS supports governments, civil society, the private sector and recruiters to establish ethical recruitment as the norm in cross-border labour migration. Other initiatives in the labour migration thematic area have been developed, for instance CREST – Corporate Responsibility in Eliminating Slavery and Trafficking, the Joint Labour Migration Programme in Africa and the Comprehensive Information Orientation Programme (CIOP). Initiatives can also be developed in synergy with regional consultative processes, such as the Colombo Process or Abu Dhabi Dialogue, as well as with regional inter-governmental organizations such as the Association of Southeast Asian Nations (ASEAN) and Mercosur in Latin America.

In 2015 the United Nations General Assembly (UN GA) adopted the [2030 Agenda for Sustainable Development](#)⁵ (2030 Agenda), having two direct Sustainable Development Goals (SDGs) relating to labour migration and mobility: (8.8) Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment, and (10.7) Facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies. In addition, other SDGs are relevant to labour migration, including those on skills, education, inclusion and partnership.

In 2018, the UN GA adopted the [Global Compact for Safe, Orderly and Regular Migration](#) (Global Compact for Migration – GCM)⁶, with various objectives related to labour migration including:

- (5) Enhance availability and flexibility of pathways for regular migration,
- (6) Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work⁷,
- (18) Invest in skills development and facilitate mutual recognition of skills, qualifications, and competences,
- (19) Create conditions for migrants and diasporas to fully contribute to sustainable development in all countries,
- (20) Promote faster, safer and cheaper transfer of remittances and foster financial inclusion of migrants, and
- (22) Establish mechanisms for the portability of social security entitlements and earned benefits.

As part of the IRIS initiative, IOM launched the [Global Policy Network](#) to promote ethical recruitment in 2020, a government-driven collaboration to bring senior policymakers and regulators to address challenges,

⁵ United Nations, 2030 Agenda for Sustainable Development resolution, adopted on 25 September 2015 (A/RES/70/1)

⁶ United Nations, Global Compact for Safe, Orderly and Regular Migration resolution, adopted on 19 December 2018 (A/RES/73/195).

⁷ The GCM refers to IRIS under Objective 6.

identify solutions and highlight promising practices to strengthen recruitment regulation and migrant worker protection.

Considering ILO's normative mandate to address labour migration and the protection of migrant workers⁸, and the [International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families](#) (1990)⁹, IOM has been working with ILO to strengthen migration governance and migrants' access to decent work. The joint work included for instance, the implementation of the project "Strengthening labour migration governance through regional cooperation in Colombo process countries" between 2015 and 2019¹⁰, with a focus on regional cooperation and increased policy coherence, and together with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the regional programme "Governance of Labour Migration in South and South-East Asia (GOALS) in 2020¹¹. In North and Central America, IOM and ILO have been working together under the Western Hemisphere Program (WHP) to implement activities in areas such as ethical and fair recruitment, bilateral labour migration agreements, and labour market information systems.

Both organizations are part of the UN Network on Migration (UNNM), created in 2018 to ensure effective, timely, and coordinated system-wide support to Member States to implement the global compact. The UNNM is coordinated by IOM and ILO serves as a member of the Executive Committee. The UN [global guidance on bilateral labour migration agreements](#) launched in February 2022 is a direct result of IOM – ILO collaboration within a broader set of partners within UN, governments and broader civil society and social partners.

In October 2020, ILO and IOM signed an agreement to strengthen collaboration on migration governance, which covers the following areas:

- (a) Strengthening international cooperation, including support for the implementation of the Sustainable Development Goals (SDGs), the Global Compact for Safe, Orderly and Regular Migration (GCM), and the ratification and implementation of relevant UN and ILO Conventions, Recommendations and Protocols, and other relevant international standards;
- (b) Developing joint strategies in key areas of concern related to research, data, knowledge development; and capacity building at the national, regional, and global level; and
- Working to ensure policy coherence, particularly in SDG and GCM implementation.

An international initiative deserving to be also mentioned here in the framework of the evaluation is the [New Pact on Migration and Asylum](#) adopted by the European Commission in 2020 outlining common principles for the governance of migration and asylum in Europe, which also guides IOM in its collaboration with the European Union.

IOM's work on labour migration and mobility is mainly carried out under the thematic and institutional guidance of the Department of Programme Support and Migration Management (DPSMM), in particular the Labour Mobility and Social Inclusion Division (LMI).¹² Within the new IOM structure, the work on labour

⁸ ILO, [Constitution](#), 1919.

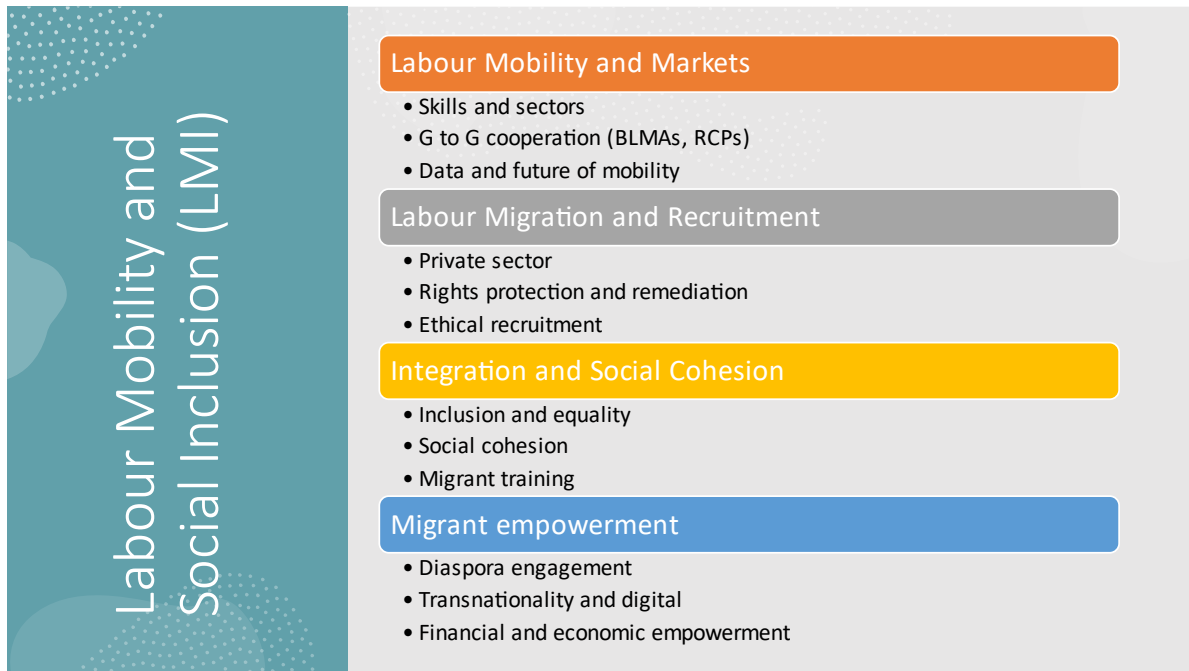
⁹ United Nations, International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families resolution, adopted on 18 December 1990 (A/RES/45/158).

¹⁰ IOM, Final external project evaluation [Strengthening Labour Migration Governance through Regional cooperation in Colombo Process Countries](#), 2019.

¹¹ Project Code LM.0408.

¹² The IOM [Programme and Budget for 2022](#) (C/12/6/Rev 1), describes LMI work as follows: the division "supports the development of innovative and collaborative solutions to address challenges related to the lack of safe, orderly, and regular mobility channels. In collaboration with United Nations partners, civil society, diaspora communities and

migration is also linked to the thematic areas of integration, social cohesion and migrant empowerment. At the level of the nine regional offices, IOM has Labour Mobility and Social Inclusion (LMI) Regional Thematic Specialists.



The work of LMI is also outlined in the Thematic Delivery Plan 2023 developed within IOM’s Strategic Vision context around the three pillars of Resilience (i), Mobility (ii) and Governance (iii), and in six focus areas:

- (i.1) Rights and inclusion: social protection, ethical recruitment, and migrant inclusion;
- (i.2) Transnational communities: diaspora engagement, remittances and financial inclusion, entrepreneurship, and social cohesion;
- (ii.3) Skills: skills matching and skills recognition;
- (ii.4) Youth: migrant youth policies, youth participation, and informed migration;
- (iii.5) Partnership and cooperation: novel global partnerships, migration ecosystems and bilateral labour migration agreements (BLMAS), and UN process; and
- (iii.6) Policy coherence: drivers and operational context, local governance and data.

To further frame the work related to the implementation of the Strategic Vision, IOM has developed a Strategic Results Framework (SRF), which includes expected outcomes related to labour mobility, integration and financial empowerment, for instance to name a few of them:

- (2d.4.2) Migrants, communities impacted by crisis [or situations of vulnerability] and returnees are able to access labour market and livelihood opportunities, especially environmentally sustainable

private sector partners, the division promotes innovation, knowledge management, cross-thematic collaboration and interdisciplinary approaches in programming areas such as migrant inclusion and social cohesion; facilitation of human and economic mobility; support for skills-based and talent mobility schemes; collaboration with transnational communities and diasporas; and labour migration and ethical recruitment. The division also aims to leverage and scale up global initiatives, such as the International Recruitment Integrity System (IRIS); the iDiaspora.org platform; and the Joint Global Initiative on Diversity Inclusion and Social Cohesion (DISC Initiative)”.

opportunities, as well as skills development, and vocational training, commensurate with their skills, qualifications, and aspirations.

- (2d.3.1) Migrants, displaced persons and transnational communities are financially literate and have access to financial services, including secure, efficient, and affordable remittance channels.
- (2d.4.3) Returning migrants and returning, relocated and locally integrating displaced persons are socially, economically and culturally (re) integrated into the communities that they choose, [in a sustainable manner and in response to their needs and those of broader community members].
- (3a.4.5) Policy makers and influencers have access to, and use, high-quality labour market research and evidence to effectively respond to anticipated skills needs [and changing labour market trends].

Out of 1543 active projects with a total budget of USD 3.71 billion,¹³ 68 projects refer specifically to labour migration (LM) project type, 42 to integration and social cohesion (IS) and 21 to transfer of migrant knowledge and resources (TK), totalling a budget of USD 144,34 million. Labour migration and social integration represent nearly 3.9% of the active project's budget, and 60% are implemented in three regions: Asia, Europe and East and Horn of Africa.

Some IOM projects not referred as 'labour migration', integration and social cohesion' or 'transfer of migrant knowledge' include however labour mobility and social integration components: IOM data record 20 projects related to ethical recruitment, five to labour market assessment and skill matching and seven to regional cooperation on labour mobility.

2. Objective of the Evaluation

Labour migration and mobility, integration, social inclusion and migrant empowerment are areas of major interest to IOM Member States, the international community and migrants themselves, and IOM's work and contribution deserve to be evaluated. To do so, the thematic evaluation was included in the biennial evaluation plan 2021-2022 of IOM's Central Evaluation.

The objective is **to evaluate IOM's strategic approach and interventions in the field of labour migration, mobility and social inclusion in the context of IOM's corporate strategies and policies and relevant international frameworks, and to provide recommendations on how to strengthen IOM's work in these thematic and operational areas.** The evaluation will also identify potential areas of improvement (both strategic and operational) to increase the leadership and learning of the Organization on labour migration and social inclusion in support of migrants, IOM Member States and the international community.

The results of the evaluation will be used by the LMI division to review its strategy as it is transitioning into new thematic areas requiring the development of a dedicated theory of change and identity, complementary to the work of other thematic and operational areas in the Organization. Identifying good practices, effective approaches and lessons learned from previous work in this area is also beneficial to define potential improvements for the future. The evaluation will also inform IOM partners and governments on IOM's role, collaboration and contribution in this field.

¹³ The figures were extracted from the IOM's project information management system (PRIMA) on 16 May 2022 and excluded annually funded projects and those initiated before 2019.

3. Evaluation Scope and Methodology

The evaluation will respond to the evaluation questions grouped under the six [OECD/DAC criteria](#) of relevance, coherence, effectiveness, efficiency, impact, and sustainability. The methodology will consist of an extensive documentation review (including project documents, strategic documents, publications, and IOM information systems), interviews with key staff and partners, electronic surveys, and eventually a workshop with LMI staff including RTSs, relevant country offices focal points as well as HQ staff from other thematic areas. No field visits are yet planned due to COVID-19 travel restrictions, which will however be re-examined if new measures are adopted and considered relevant.

To document the analysis of IOM's interventions, the evaluation will examine during the inception phase which projects and programmes mentioned under Section 1 above will be further examined as case studies, not excluding however the selection of other programmes of relevance not listed here.

The evaluation will develop a Theory of Change (ToC) covering labour migration, mobility and social inclusion policies, strategies and interventions summarized under Section 1, to reach the overall objectives assigned by IOM's approach to these thematic areas. The target audience for the conduct of this evaluation includes IOM management, IOM staff involved in labour migration and social inclusion at Headquarters (HQ), in Regional Offices and Country Offices, other relevant colleagues in HQs, as well as interested donors, Member States and partners. The evaluation will also identify relevant documents within the projects and programmes selected as case studies that can be used to also include the views of the migrants. The use of various data collection tools (documentation review, interviews, surveys) will facilitate the triangulation of information collected, thereby increasing the reliability of the findings, lessons learned, good practices, and recommendations that will be presented in the evaluation report.

The evaluation is not intended to provide a detailed analysis of the performance, impact and sustainability of the selected programmes or activities implemented by IOM's offices, but to identify fields of activities where IOM can have a major impact and to identify what needs to be improved to maximise IOM's contribution to migrants and Member States.

The evaluation should assess the extent to which gender and disability inclusion are mainstreamed. The former should be done in line with IOM's [guidance for addressing gender in evaluations](#), while disability inclusion should be assessed vis-à-vis following principles: (a) promoting meaningful participation of persons with disabilities, (b) addressing the barriers faced by persons with disabilities, and (c) empowering persons with disabilities and supports them to develop their capacities. The United Nations Evaluation Group (UNEG) [guidance on disability inclusion](#) is also available as a reference. As a secondary cross-cutting issue and in line with [IOM Monitoring and Evaluation Guidelines](#) (2021) the evaluation will also examine the environmental aspects of the approach.

4. Evaluation Questions:

Relevance

- Are IOM strategic and guidance documents clear and sufficient to assess the needs for the development of labour migration, mobility and social inclusion projects and activities and to extract best practices to replicate?
- Are the training and other capacity-building activities developed by IOM on labour migration, mobility and social inclusion relevant to the needs of IOM partners, IOM staff and migrants?
- Do IOM's approaches include proper risks analysis frameworks related to labour migration and social inclusion for the promotion of demographic, economic and social activities, to technological advances¹⁴ or public health?

¹⁴ I.e. remote working, automatization, artificial intelligence

- To what extent do LMI strategic and guidance documents reflect gender, human rights, disability and environmental considerations, including the analysis of the specific needs of marginalized or excluded populations?

Coherence

- Is IOM approach on labour migration, mobility and social inclusion supported by a well-defined theory of change guaranteeing internal synergies and interlinkages and consistent with related international norms and standards?
- Does IOM have a coherent approach, both internal and external, to capture IOM beneficiary data of relevance to labour mobility and social inclusion?
- How does IOM pursue complementarity, harmonisation and coordination with external labour migration, mobility and social inclusion actors, including within GCM and other regional frameworks dealing with this thematic area (such as the Colombo process)?
- To what extent is IOM encouraging participation of various categories of migrants and migrant workers (including youth and women) in the definition of labour migration, mobility and social inclusion policies, programs and projects, and to allow migrants' voices to be heard?
- Are there labour migration, mobility and social inclusion international approaches, standards, terminology and legal concepts for which no sufficient consensus is available and with different interpretations that can affect complementarity, coordination and harmonisation?

Effectiveness

- Is the LMI Thematic Delivery Plan contributing effectively to the achievements of the outcomes and results detailed in the various IOM approaches and strategies?
- Are cross-cutting issues of gender, human rights-based approach, disability, and environmental sustainability properly mainstreamed in the identified thematic areas of work?
- To what extent lessons learned and good practices from the implementation of labour migration, mobility, and social inclusion projects (in particular those selected as case studies) have been integrated into the LMI Thematic Delivery Plan?
- Did the global coronavirus pandemic (COVID-19) affect the implementation of the labour mobility and social inclusion projects and related lessons learning?

Efficiency

- Are the size, structure, distribution of roles and responsibilities assigned to Headquarters departments and Regional Offices staff appropriate to address the prioritized areas of work in the field of labour migration, mobility and social inclusion?
- Are the resources identified in the LMI Thematic Delivery Plan sufficient to implement its activities in an efficient, timely and cost-effective manner?
- Is IOM effective in obtaining the financial resources required for implementing its strategic approaches and related programmes?
- Which are the most challenging labour migration, mobility and social inclusion areas of work to fundraise for and why?

Impact

- What changes has the LMI Thematic Delivery Plan produced thus far, including on the strategic vision pillars of resilience, mobility and governance?
- To what extent is IOM contributing to international dialogues on labour migration, mobility and social inclusion, and to the expansion and dissemination of data, research and best practices?
- Is IOM a reference in the field of labour migration, mobility and social inclusion, including on social protection, migrant inclusion, ethical recruitment, diaspora engagement and remittances?

Sustainability

- What are the main challenges to the sustainability of IOM interventions on labour migration, mobility and social inclusion?
- Is there any strategic guidance on the sustainability of labour migration, mobility and social inclusion approaches that are used as reference and effectively applied?
- Are lessons learned about ensuring the sustainability of the benefits generated by labour migration, mobility and social inclusion initiatives and projects been documented?

5. Ethics, norms and standards for evaluation

IOM abides by the UNEG [Norms and Standards for Evaluation](#) and expects all evaluation stakeholders and the consultant(s) to be familiar and compliant with the UNEG [Ethical Guidelines for Evaluation](#), as well as the UNEG [Codes of Conduct for Evaluation in the UN System](#).

The evaluation must be conducted in full respect of IOM [Data Protection Principles](#).

6. Evaluation deliverables

The following deliverables are to be provided by the evaluator to the evaluation manager throughout the evaluation process, upon a pre-agreed schedule:

- Inception report (including evaluation matrix and final methodology).
- Draft evaluation report submitted for comments to evaluation manager (no more than 50 pages excluding annexes). The inception report, evaluation matrix and data collection instruments should be included as annexes.
- Debrief on initial field findings.
- Final evaluation report¹⁵.
- Evaluation brief¹⁶.
- Presentation of the evaluation findings
- Management response, partially filled out¹⁷.
- Brief progress report(s) during the evaluation depending on needs.

All deliverables are to be written in English. The final report should meet the standards laid out in the UNEG [Quality Checklist for Evaluation Reports](#).

¹⁵ Using IOM template

¹⁶ Using IOM template available in

<https://evaluation.iom.int/sites/g/files/tmzbd1151/files/documents/M%26E%20Guidance%20-%20Developing%20an%20Evaluation%20Brief%20-%20FINAL%20v2.pdf>

¹⁷ Using IOM template

7. Roles and Responsibilities

The evaluation will be conducted by an external consultant/consultant firm under the responsibility of the IOM Central Evaluation. The Labour Mobility and Social Inclusion Division (LMI) from the Department of Programme Support and Migration Management (DPSMM) will be IOM Central Evaluation main interlocutor for providing comments and feedback on the conduct of the exercise.

LMI will provide relevant documentation to help answering the evaluation questions and identify the internal and external structures, processes, policies, strategies and programmatic approaches referenced to answer the evaluation questions.

LMI will provide a list of key persons with gender and geographic considerations to interview inside and outside of IOM, which will be finalized in coordination with IOM Central Evaluation and the consultant. Due to COVID-19 possible restrictions, the interviews may still be carried out remotely. If the recruited consultant is based in Geneva, some face-to-face interviews may be considered with Headquarters staff, COVID-19 measures permitting. Interviewees' inputs will be fully confidential.

The IOM Central Evaluation will further discuss with LMI and the consultant the conduct of electronic surveys. In collaboration with the consultant, IOM Central Evaluation will develop survey material and finalize the target groups that will be surveyed. Two different surveys may be developed to cover the data collection needs, one internal focusing on IOM and the other on external partners.

The use of various data collection tools (documentation review, interviews, mapping, surveys) will facilitate the triangulation of information collected, thereby increasing the reliability of the findings, lessons learned, good practices and recommendations that will be presented in the evaluation report.

A draft evaluation report will be sent to IOM Central Evaluation and LMI for comments after being cleared by IOM Central Evaluation. LMI will decide on and coordinate the inputs from other IOM units. The evaluation is expected to start in July 2022, and a final report should be made available in November 2022 at the latest.

Annex 2: Inception report

Thematic Evaluation of IOM's Labour Migration and Mobility Strategy and Initiatives

1. INTRODUCTION

Samuel Hall is conducting a Thematic Evaluation of the International Organisation for Migration's (IOM) Labour Migration and Mobility Strategies and Initiatives. The thematic evaluation, which is taking place in 2022, is assessing IOM labour migration initiatives using the OECD-DAC criteria for evaluation. The evaluation findings will help inform a new strategic direction which the IOM Labour Mobility and Social Inclusion (LMI) Division is formulating. In addition to this, the evaluation will also inform IOM partners and governments on IOM's role, collaboration and contribution in this field. The Inception Report outlines the context and key concepts; explores preliminary research; details the evaluation methodology; and presents the plan and next steps for the thematic evaluation.

1.1 Context

Labour Mobility and Social Inclusion

IOM's work on labour migration and mobility is mainly carried out under the thematic and institutional guidance of the Department of Programme Support and Migration Management (DPSMM), in particular the Labour Mobility and Social Inclusion Division (LMI). The strategic and guidance documents that have guided the Organisation's policy on labour migration in the last two decades are the IOM Strategy (2007), the Migration Governance Framework (MiGOF) (2015), and the IOM Strategic Vision 2019 – 2023. Further, the IOM has launched several initiatives throughout the years to facilitate or reform its strategic frameworks towards labour migration.

As outlined by the IOM Programme and Budget for 2022 (C/12/6/Rev 1), the LMI division is meant to *“support the development of innovative and collaborative solutions to address challenges related to the lack of safe, orderly, and regular mobility channels.”* These efforts are pursued in collaboration with UN partners, governments, the private sector (including employers, labour recruiters and their representatives), civil society organisations, and diaspora communities.

As such, *“the division promotes innovation, knowledge management, cross-thematic collaboration and interdisciplinary approaches in programming areas such as migrant inclusion and social cohesion; facilitation of human and economic mobility; support for skills-based and talent mobility schemes; collaboration with transnational communities and diasporas; and labour migration and ethical recruitment”*. Besides external partners, the division collaborates with other divisions in linking labour migration to the thematic areas of integration, social cohesion and migrant empowerment. At the regional level, the division also works closely with nine Regional Thematic Specialists.

Table 1 below provides a summary of the key takeaways for each of the strategic documents that have laid the foundation for the LMI division's work. While the IOM 2007 Strategy lays out some high-level commitments for IOM's role, notably in the realm of labour migration, the MiGOF and the IOM Strategic Vision 2019-2023 offer some more concrete principles and objectives the Organisation should abide by.

Table 1: Key takeaways from IOM's strategic documents

Document Title	Key takeaways
IOM Constitution (1953)	<p>The IOM Constitution was adopted on 19 October, 1953, and came into force the following year on 30 November, 1954. There have been a series of amendments to the constitution, adopted in 1987, 1998, and 2020. The constitution ‘provides a framework for the purposes, functions, legal status, finance, membership and other issues necessary for the functioning of the Organization’.¹⁸</p>
IOM Strategy 2007	<p>The Strategy lays out the key points of IOM's remit and role in the international organisations system, including the points:</p> <ul style="list-style-type: none"> ● Point 2 "to enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law". ● Point 8 "to assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners". ● Point 12 "to support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration."
Migration Governance Framework (2015)	<p>The MiGOF lays out the purpose, principles, and objectives of the framework.</p> <ul style="list-style-type: none"> ● <u>Purpose</u>: set out the essential elements to support planned and well managed migration. ● <u>Principles</u>: <ul style="list-style-type: none"> ○ Good migration governance would require adherence to international standards and the fulfilment of migrants’ rights ○ Migration and related policies are best formulated using evidence and whole-of-government approaches ○ Good migration governance relies on strong partnerships ● <u>Objectives of good migration systems</u>: <ul style="list-style-type: none"> ○ Advance the socioeconomic well-being of migrants and society ○ Effectively address the mobility dimensions of crises ○ Ensure that migration takes place in a safe, orderly and dignified manner
IOM Strategic Vision 2019-2023	<p>The Strategic Vision sets out how the organisation should develop over the 2019-2023 period, against the backdrop of it expanding in terms of taking on new responsibilities and competencies. The vision introduces three pillars:</p> <ul style="list-style-type: none"> ● <u>Resilience</u>: IOM will endeavour to take a long-term and holistic approach to emergency response, integrating development objectives and acknowledging changing drivers and vulnerabilities. ● <u>Mobility</u>: IOM will pursue innovative approaches to the design and implementation of systems to manage migration, based on its existing knowledge of what works, where, and for whom, and specific regional and political contexts. ● <u>Governance</u>: IOM will support participating governments to build capacity for the governance of migration and the provision of assistance to

¹⁸ IOM, ‘Constitution of International Organisation for Migration Webpage’, 2022, <https://www.iom.int/constitution>

	migrants, and to build stronger cooperation with other United Nations agencies. This requires more strategic partnerships with a broad range of stakeholders and partners, and the development of robust research, analysis and data collection capacities, to support decision-making in an often difficult space.
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A new direction for the Labour Mobility and Social Inclusion division

IOM has commissioned an evaluation of the Organisation’s strategic approach and interventions in the field of labour migration, mobility, and social inclusion, with a specific focus on the work of the Labour Mobility and Social Inclusion (LMI) division. The evaluation will take place in the context of an internal restructuring effort, whereby the division has shifted its focus from Labour and Human Development to Labour Mobility and Social Inclusion. This shift towards a new identity will be spurred by a collective effort and will translate into a co-creation process which notably involves the RTSs.¹⁹

In parallel with the current evaluation, the LMI division is currently working with a strategic consultant who is helping the division define its new identity, mission and objectives for the next five years. To this effect, the LMI division is organising a retreat in September to which the RTSs and Samuel Hall will participate. This ongoing strategic work and the evaluation are two complementary processes that should feed into each other.

As the division is currently looking to redefine its identity and vision for the next five years, the evaluation aims to go beyond assessing the division’s strategic and programmatic efforts to this day. It also aims to be forward-looking by offering IOM concrete ways to improve its involvement in thematic and operational areas, as well its engagement with key stakeholders. The evaluation will also inform IOM partners and governments on IOM’s role, collaboration and contribution in this field.

The evaluation should therefore help achieve two things:

- **High-level strategic linkages.** First, it should help develop a better understanding of how the LMI division is anchored in different strategies and frameworks. This encompasses global strategies enacted at the level of IOM and of the United Nations (UN) more broadly, as well as regional and continental strategies. The evaluation will shed light on existing linkages and how the LMI division has been aligning and contributing to these strategies.
- **Programmatic-level linkages.** The evaluation will equally aim to understand how the LMI division translates its mission and vision into concrete interventions. Not only will we look at how labour migration, mobility and social inclusion is streamlined across programmes, but we will also bring our attention to the division’s capacity to mainstream cross-cutting themes such as gender, climate change and disability in its work. As the evaluation will use the OECD-DAC evaluation criteria²⁰, it will be important to assess how relevant the division’s work is, in light of these key topics, and whether resources are allocated in an efficient manner.

Box 1: Revisiting the concept of empowerment

One key aspect behind the LMI division’s restructuring is to clarify the notion of “empowerment” and its use and embed it in the division’s strategic approach and interventions. Empowerment has variable

¹⁹ IOM Scoping KII.

²⁰ The OECD-DAC evaluation framework covers relevance, coherence, effectiveness, efficiency, impact and sustainability.

definitions across the Organisation’s divisions; it can be linked with protection or with security based on the types of projects and initiatives each division leads. As the LMI division thinks through its theory of change and strategic vision for the next few years, it will be important to agree what “empowerment” means for the division, for the partners it works with and for the audience it serves. One idea that has emerged during our initial scoping KII is the necessity to adopt a holistic approach that encompasses different sectors (public and private sectors, civil society, diaspora etc.) and various stakeholders (country of origin, transit and destination).

1.2 Purpose and Objectives

EVALUATION OBJECTIVE:

The overall objective of this evaluation, as per the ToR, is to **evaluate IOM’s strategic approach and interventions in the field of labour migration, mobility, and social inclusion in the context of the Organisation’s corporate strategies, policies, and relevant international frameworks and to provide recommendations on how to strengthen IOM’s work in these thematic and operational areas.**

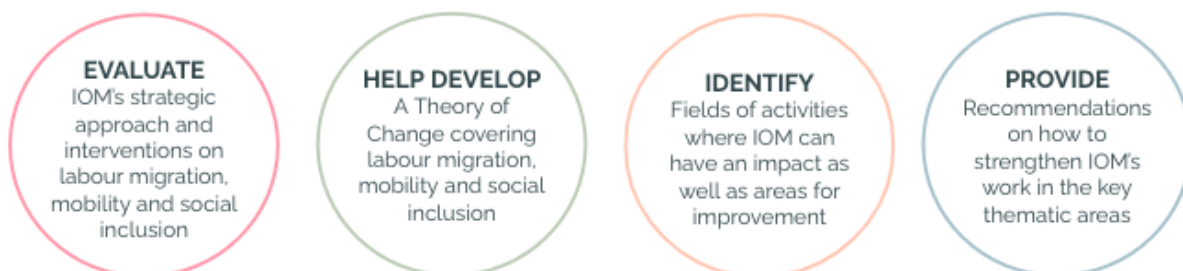
The LMI division will use this evaluation to redefine its strategic vision for the next few years, to consolidate what is already on-going and considered as priority areas of work and to guide its transition into new thematic areas. This transition requires the development of a dedicated theory of change and identity, complementary to the work of other thematic and operational areas in the Organisation, which Samuel Hall will also help elaborate.

The evaluation will help identify good practices, effective approaches, and lessons learned from previous work to mainstream labour migration. Identifying these successful models and approaches will help the division determine what it can capitalise on and where further improvements are needed.

As a corporate evaluation, it will also inform IOM partners and governments on IOM’s role, collaboration and contribution in this field. The evaluation, by identifying potential areas of improvement (both strategic and operational), will also increase the leadership and learning of the Organization on labour migration and social inclusion in support of migrants, IOM Member States and the international community.

Sub-objectives

We can break down the evaluation objective into four sub-objectives, as summarised in the visual below. While the evaluation is primarily interested in understanding how different strategies have shaped the work of the LMI division on labour migration and mobility, it is also important to identify specific fields of activities where IOM can have an impact or further strengthen its operations and involvement. While the evaluation team will assess how cross-cutting themes fit into IOM’s work on labour migration, it is important to note



While the evaluation team will assess how cross-cutting themes fit into IOM’s work on labour migration, it is important to note that this is not an evaluation of IOM’s Labour Migration and Social Inclusion Division strategy or work, especially as the division was newly created, nor is it a performance evaluation of IOM’s work and operations, even if it remains important to examine IOM's strengths and added-value in these fields as a UN organisation of reference in migration (for instance through the analysis of coherence). Rather, we propose that the scope of the evaluation be organised differently to cover labour migration and relevant sub-themes and to prioritise certain evaluation questions, which we define as *main questions*, as they will guide the next stages of the evaluation. The *sub-questions* are meant to bring nuance to the evaluation rather than be its centrepiece.

Evaluation questions

Table 2: Thematic Evaluation Questions (OECD-DAC) and Methods Matrix

Criteria	Evaluation questions	Data collection tools
Relevance	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> • Are IOM <i>strategic and guidance documents</i> clear and sufficient to assess the needs and support the development of projects and activities in <i>labour migration, mobility and social inclusion</i> field? Are the documents sufficient to frame and extract what could be considered as best practices in that field? • To what extent do IOM strategic and guidance documents reflect gender, human rights, disability and environmental considerations, including the analysis of the specific needs of marginalised or excluded populations? <p>Sub-questions:</p> <ul style="list-style-type: none"> • Are trainings, materials (such as studies, reports, guidelines) and other capacity-building activities developed by IOM on labour migration, mobility and social inclusion relevant to the needs of IOM partners, IOM staff and migrants? • Do IOM’s approaches include proper risk analysis frameworks for the promotion of demographic, economic and social activities, to technological advances or public health related to labour migration and social inclusion activities? 	<p>Desk review</p> <p>Key informant interviews</p> <p>E-surveys</p>

<p>Coherence</p>	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> • To what extent is IOM’s approach to labour migration, mobility, and social inclusion supported by a well-defined theory of change guaranteeing internal synergies and interlinkages and consistent with related international norms and standards? • How does IOM pursue complementarity, harmonisation and coordination with external labour migration, mobility and social inclusion actors, including within GCM and other regional frameworks dealing with this thematic area (such as the Colombo process)? • To what extent is IOM encouraging participation of various categories of migrants and migrant workers (including youth and women) in the definition of labour migration, mobility and social inclusion policies, programs and projects, and to allow migrants' voices to be heard? <p>Sub-questions:</p> <ul style="list-style-type: none"> • To what extent does IOM have a coherent approach, both internal and external, to capture IOM beneficiary data of relevance to labour mobility and social inclusion? • Are there labour migration, mobility and social inclusion international approaches, standards, terminology and legal concepts for which no sufficient consensus is available and with different interpretations that can affect complementarity, coordination and harmonisation? 	<p>Desk review</p> <p>Key informant interviews</p> <p>E-surveys</p>
<p>Effectiveness</p>	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> • To what extent is the LMI Thematic Delivery Plan contributing effectively to the achievements of the outcomes and results detailed in the various IOM approaches and strategies? • To what extent are cross-cutting issues of gender, human rights-based approach, disability, and environmental sustainability properly mainstreamed in the identified thematic areas of work? • To what extent did the global coronavirus pandemic (COVID-19) affect the implementation of the labour mobility and social inclusion projects and related lessons learning? <p>Sub-questions:</p> <ul style="list-style-type: none"> • To what extent have lessons learned and good practices from the implementation of labour migration, mobility, and social inclusion projects (in particular those selected as case studies) been integrated into the LMI Thematic Delivery Plan? 	<p>Key informant interviews</p> <p>E-surveys</p>

Efficiency	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> To what extent are the size, structure, distribution of roles and responsibilities assigned to Headquarters departments and Regional Offices staff appropriate to address the prioritised areas of work in the field of labour migration, mobility and social inclusion? To what extent is IOM effective in obtaining the financial resources required for implementing its strategic approaches and related programmes? <p>Sub-questions:</p> <ul style="list-style-type: none"> Are the resources, both human and financial, identified in the LMI Thematic Delivery Plan sufficient to implement its activities in an efficient, timely and cost-effective manner? Which are the most challenging areas of labour migration, mobility and social inclusion to fundraise for and why? 	Key informant interviews E-surveys
Impact	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> What changes have the LMI Thematic Delivery Plan and annual action plans produced thus far, including on the strategic vision pillars of resilience, mobility and governance? To what extent is IOM contributing to international dialogues on labour migration, mobility and social inclusion, and to the expansion and dissemination of data, research and best practices? <p>Sub-questions:</p> <ul style="list-style-type: none"> To what extent is IOM a reference in the field of labour migration, mobility and social inclusion, including on social protection, migrant inclusion, ethical recruitment, diaspora engagement and remittances? 	Desk review Key informant interviews E-surveys
Sustainability	<p>Main evaluation questions:</p> <ul style="list-style-type: none"> What are the main challenges to the sustainability of IOM interventions on labour migration, mobility and social inclusion? <p>Sub-questions:</p> <ul style="list-style-type: none"> To what extent are strategic and technical guidance documents on the sustainability of labour migration, mobility and social inclusion approaches used as reference and effectively applied? To what extent have lessons learned about ensuring the sustainability of the benefits generated by labour migration, mobility and social inclusion initiatives and projects been documented and used? 	Desk review Key informant interviews E-surveys

1.3 Deliverables

Table 3: Thematic Evaluation Deliverables

Phase	Deliverable	Description
1. Inception	Inception Report - August 15	The Inception Report (IR) outlines the methodology, data collection tools, processes and analysis and provides a fine-tuned evaluation matrix.
2. Data Collection & Analysis	Debrief of initial findings with client - September 29	An initial debrief of evaluation findings will take place on September 29 . The research team will present emergent trends already collected from the desk review, KIIs and e-surveys and ask for the client's feedback.
3. Validation & Final Reporting	Draft Report - October 21	The Evaluation Report will be of no more than 50 pages (excluding annexes). It will address the evaluation questions reflected in the inception report and present the evaluation findings in an articulate way together with the main recommendations and lessons learned.
	Final Report - November 14	The annexes should at least include the Terms of Reference and/or Inception Report, the evaluation matrix, and data collection tools. Together with the Evaluation Report, Samuel Hall will submit an evaluation brief, a PowerPoint presentation of main findings and a draft management response. IOM will provide templates of the evaluation report, brief and draft management response.

2. CONTEXT AND KEY CONCEPTS

Strategies, frameworks, and organisational structure

Since its creation in 1951 as the Provisional Intergovernmental Committee for the Movements of Migrants from Europe (PICMME), IOM has gone through various changes in its name and constitution to be adapted to the evolving nature of migration and movements of people within the international system. In 2016, IOM became a Related Organisation of the United Nations, a move being motivated by the needs of the organisation and the UN System to *'strengthen cooperation and enhance their ability to fulfil their respective mandates in the interest of migrants and Member States'*.²¹

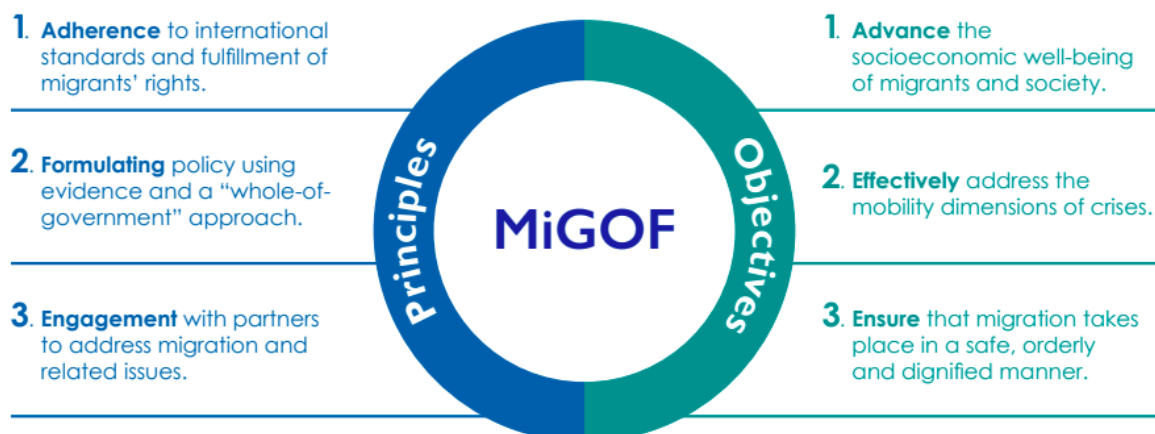
The MiGOF adopted in 2015 includes three principles and objectives, displayed in the graphic below, which can be relevant to guide the work of IOM In the field of labour migration and social Inclusion.²²

Figure 1: MiGOF principles and objectives

²¹ IOM, 'IOM Becomes a Related Organization to the UN', 2016, <https://www.iom.int/news/iom-becomes-related-organization-un>

²² IOM, 'MiGOF Brochure', 2016, https://www.iom.int/sites/g/files/tmzbdl486/files/about-iom/migof_brochure_a4_en.pdf

MiGOF Principles and Objectives



In 2019 a performance evaluation report from MOPAN notes²³, in light of its expanding role of IOM within the UN system, that there was a need for a new direction for the organisation beyond what had been laid out in the MiGOF, a recommendation which was also supported by the adoption of the Global Compact for Migration in 2018. The Strategic Vision has been elaborated within this background.

The IOM Strategic Vision 2019-2023 outlines the ways in which IOM may best fulfil its mandate as the UN organisation of migration and proposes to focus on three key pillars²⁴:

- 1) Resilience: IOM will need to prepare for higher numbers of people moving in and out of situations of vulnerability and should endeavour to take a long-term and holistic approach to emergency response.
- 2) Mobility: As migration dynamics evolve, so should the tools used to manage it. IOM should, therefore, pursue innovative approaches to the systems used to manage migration.
- 3) Governance: In light of the adoption of the Global Compact, IOM has new opportunities to support participating governments in building capacity for the governance of migration and provision of assistance to migrants, and to build stronger cooperation with other UN agencies.

The document also defines a series of 'strategic goals' which provide a more detailed vision on principles framing its work and on how the organisation should be operating by 2023. These goals have been established to guide the IOM operational departments tasked to further refine them and establish indicators against which their respective achievements and success can be measured, in the specific case of the evaluation through LMI-level strategies and other operational documents.

To support the implementation of the Strategic Vision, IOM has developed a number of cross-cutting and regional strategies, which build more context-specific plans for particular issues, thematic areas and regions. These reports all make explicit reference to the three pillars laid out in the Vision, but the

²³ MOPAN, 'International Organization for Migration (IOM) 2017-18 Performance Assessment', 2019, <https://www.mopanonline.org/assessments/iom2017-18/IOM%20Report.pdf>

²⁴ IOM, 'Strategic Vision: Setting a Course for IOM', 2019, <https://publications.iom.int/books/strategic-vision-setting-course-iom>

consistency of how well integrated the specific strategies are to the three pillars varies across reports. Special focus will be placed during the evaluation on the consistency with the LMI strategies and plans as requested in the evaluation questions above.

The Labour Mobility and Social Inclusion (LMI) division, which is tasked to implement labour migration and social integration approaches and initiatives, was formed in 2021-2022 following the decision to restructure the work of the Labour Mobility and Human Development (LHD) division and to add a focus on social integration, human development being left to the Sustainable Development Unit within the new Department of Peace and Development Coordination. The LMI division sits within the Department of Programme Support and Migration Management (DPSMM) and is the organisation's primary division working on issues of labour migration. LMI's priorities for 2022 are spelled out in the internal 'Labour Mobility and Human Development/DMM Global and Regional Workplan priorities 2022' document. The document shows alignment between divisional strategy and the Strategic Vision, with each Strategic Priority box containing a dedicated section, for which of the Strategic Results Framework objectives it relates to.²⁵

Thematic work

IOM has defined a number of strategies pertaining to labour migration, mobility, and social inclusion, which are guided by the strategies and frameworks outlined in the previous section.

Several key programmes and activities have been implemented within the LMI thematic area and are included in this section as examples, not intended to be an exhaustive list of these key Initiatives. One of the programmes carried out, before the issuance of the Strategic Vision, is 'Strengthening Labour Migration Governance through Regional Cooperation in Colombo Process Countries', implemented between 2015-2019. The programme worked towards three key outcomes²⁶:

- 1) Increased adherence to global ethical recruitment standards and practices by governments and recruitment intermediaries among CPMS
- 2) Improved pre-departure orientation (PDO) to enhance migrants' welfare in countries of destination
- 3) Enhanced recognition of skills and reduced vulnerability of Sri Lankan construction workers in selected Gulf Cooperation Council (GCC) countries

Building on this project, IOM has developed a new initiative, 'Governance of Labour Migration in South and South-East Asia (GOALS)', which was launched in 2020. The overall programme goal, as stated in the project documentation, is that '*labour migration is safe, orderly and regular for all women and men from Colombo Process Member States through strengthened collaboration and effective migration governance.*'²⁷

As outlined earlier, IOM's role in the international system has expanded considerably over recent decades, and this is also evident in the area of labour migration governance, where IOM has been considered by its Member States as having a key role in it in particular following the approval of the GCM. This has required adjustments in the work of IOM and the elaboration of new agreements with our UN sister-agencies, including with ILO with whom we are a close partner on the GOALS initiative for instance. Collaboration with ILO as one of the main partner will be covered in the analysis of coherence.

²⁵ IOM, 'Labour Mobility and Human Development/DMM Global and Regional Workplan priorities 2022', 2021, *Internal document*

²⁶ IOM, 'The Final Report to the Swiss Agency for Development and Cooperation, Switzerland: Strengthening Labour Migration Governance Through Regional Cooperation in Colombo Process Countries', 2019, *Internal document*

²⁷ ILO, 'GOALS overview', 2022 https://www.ilo.org/newdelhi/whatwedo/projects/WCMS_762667/lang--en/index.htm

Another key thematic area is covering labour migrant rights, for instance in relation to the elimination of trafficking. A leading IOM initiative in this area is Corporate Responsibility in Eliminating Slavery and Trafficking (CREST), which was implemented between 2017-2022, with activities in Bangladesh; Hong Kong SAR, China; Malaysia; the Philippines; Thailand; and Viet Nam. The core mission of the CREST initiative is to *‘develop partnerships and projects with private businesses to build stronger commitments to eliminate modern slavery, implement ethical recruitment standards that address migrant workers’ vulnerabilities, and encourage collaboration across industries and stakeholders in order to achieve sustainable change.’*²⁸

Diaspora engagement is also another important field of activity in IOM’s work on labour migration. In the LHD 2022 priorities document, one of the two key global priorities listed for the division’s work is to *‘strengthen the environments and conditions for transnational communities and diasporas to fully become empowered actors for development’*.²⁹ A relevant initiative in this area has been the convening of the Global Diaspora Summit 2022, which led to the Dublin Declaration, which outlines a future agenda for action on global diaspora engagement.³⁰ Assessing to which extent the declaration can be used to support the work of LMI could be examined during the conduct of the evaluation.

Key takeaways and gaps in the literature

On an organisational level, IOM has had a complex evolving history, in which it has had to refine its role and mandate in the international system, with a constant increase of States joining IOM as Member States and Observers. The evolving nature and related adjustments continued after the organisation officially became a UN Organisation in 2016 and the development of the Strategic Vision in 2019-2023. The present evaluation will seek to understand to what extent this may have impacted upon IOMs work in labour migration, mobility, and social inclusion. The OECD-DAC criteria of ‘relevance’ and ‘coherence’ will be particularly pertinent in this regard.

The desk review for establishing the IR did not find detailed information on how cross-cutting themes are integrated into IOM programming, in particular in the field of LMI. According to the IOM Monitoring and Evaluation Guidelines, cross-cutting issues include environment and climate change, gender, disability, the human rights-based approach, diversity and accountability to affected populations. For instance, in the area of labour mobility initiatives, the Theory of Change for the CREST initiative makes several references to gender, but does not include any detailed references to themes such as disability or the environment, which does not necessarily mean that it is not covered in other initiatives, this will be examined further in the course of the evaluation.³¹

The next phase of this evaluation - the data collection phase - and its KIIs, as well as more detailed analysis of selected case studies will help delve deeper into those issues and further explore how they have been mainstreamed in IOM’s work on labour migration and mobility, with the aim to highlight successful models and identify areas for improvement.

²⁸ Upendo Consulting, Midterm Evaluation of the CREST Project, 2021, *Internal document*

²⁹ IOM, ‘Labour Mobility and Human Development/DMM Global and Regional Workplan Priorities’

³⁰ Department of Foreign Affairs (Ireland), ‘Dublin Castle Global Diaspora Summit Concludes with Adoption of the Dublin Declaration’, 2022, <https://www.gov.ie/en/press-release/7d010-dublin-castle-global-diaspora-summit-concludes-with-adoption-of-the-dublin-declaration/>

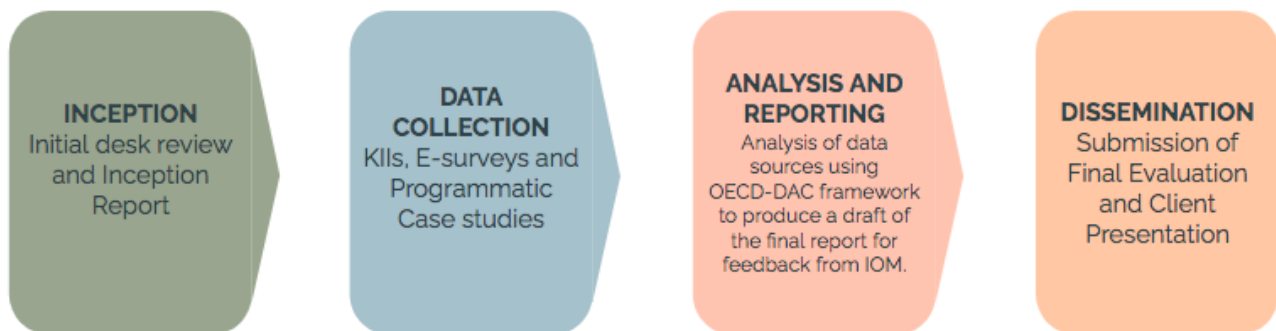
³¹ IOM, ‘Theory of Change: Working Together to End Migrant Worker Exploitation in Business Operations and Supply Chains’, 2019, <https://crest.iom.int/en/resources/reports/theory-change-working-together-end-migrant-worker-exploitation-business>

3. EVALUATION FRAMEWORK AND METHODOLOGY

This section outlines the proposed overall approach for the evaluation, including sampling, and research tools. The Inception Report builds on the evaluation methodology and plan, bringing in some findings from the preliminary desk review and from consultation with IOM in order to further refine the work of this evaluation.

3.1 Evaluation Approach and Conceptual Framework

This evaluation will build on existing information reviewed during the inception phase, as well as identified information gaps that can be corrected for further analysis, to address the evaluation questions listed above. It will also be complemented by key informant interviews with a wide range of stakeholders, an internal E-survey, and programmatic case studies. The evaluation will be carried out over four phases – Inception, Data Collection, Analysis and Drafting, and Dissemination, as outlined below.



Our conceptual framework is structured around three key aspects:

- **OECD-DAC evaluation criteria.** As per the assignment's TORs, we will use the OECD-DAC evaluation criteria to evaluate IOM's labour migration and mobility strategies and initiatives. It is important to note that we will not be evaluating each existing strategy and programme on its own, but rather we will aim to assess how the different strategies and programmes fit together. We will notably examine whether IOM has managed to translate into practice the guiding principles outlined in key strategic documents and identify the strengths and weaknesses of current and past interventions in light of the six OECD-DAC criteria and related questions.
- **Identification of good practices.** Besides the evaluation component, the data collected will also enable us to identify good practices, effective approaches and lessons learned on labour migration management and mainstreaming. We will build on information collected through programmatic KIs and showcase these successful models as case study boxes in the report. This will allow the LMI division to have a pool of evidence it can build on as it transitions into adjusted and new thematic and strategic areas.
- **Developing a Theory of Change.** As per the TORs, we will also aim to develop a Theory of Change (ToC) that will outline the outcomes that IOM LM strategies and Initiatives wants to achieve as well as the principles and activities that will contribute to the intended changes. The ToC will be useful for the work of the division and the elaboration of its strategy. The evaluation team will also use the IOM LMI retreat as an opportunity to gather further insights from participants. The ToC that will be proposed by Samuel Hall will ideally be a product of a co-creation process, which can be already developed and deduced from the desk review, KI and e-surveys.

Figure 2 below offers a visual representation of the evaluation’s conceptual framework. The main goal of the evaluation that will guide the work within this framework and OECD-DAC criteria and questions is to evaluate IOM’s strategic approach and interventions in the field of labour migration, mobility and social inclusion. The objective also include an analysis of areas where LMI can have an impact, the areas where it can improve, as well as to identify successful models the division can emulate as it defines its new theory of change.

Figure 2: Visual Representation of the Evaluation’s Conceptual Framework



3.2 Methodology and Sampling

The evaluation team will carry out the evaluation using several data sources. First, the team will thoroughly examine existing documentation and secondary resources shared by IOM. To complement the desk review analysis, the team will conduct a minimum of 20-25 Key Informant Interviews (KIIs), assess four to six programmatic case studies, and launch E-surveys with IOM staff, with a pool of at least 70 staff. As per the project's TORs, the team will primarily collect qualitative data to complement the information gathered from the desk review and assess the strengths and weaknesses of labour migration strategies and initiatives.

Changes from the proposal

Based on the desk review and initial discussions with the LMI division’s counterparts and RTSs, this IR proposes the following changes to the originally proposed methodology:

- Revising the proposed KII sample size to a minimum of 20-25 respondents with a target of 40-50. It can be challenging to schedule and complete KIIs as informants may not always be available or responsive. This target will cover different types of stakeholders, notably by speaking with IOM staff at HQ and regional level and IOM partners from different fields (government, private sector, civil society, social partners, UN agencies etc.). We will equally strive to speak with individuals from different regions to develop a more global understanding of IOM’s involvement in labour migration.
- Replacing the workshop with Samuel Hall’s participation in the IOM LMI Retreat. Just like IOM, we also believe that there can be an important value added in Samuel Hall’s participation in the retreat. It would allow the evaluation team to meet with different stakeholders as well as gather information that is key to the co-design of a theory of change. We will be able to draw on different regional perspectives thanks to the presence of the RTSs.

3.3 Data collection Tools

Table 4: Data collection tools and samples

Data Collection Tool	Target Group	Sample
Desk Review	Documents will be collected and organised in a matrix approach. The desk review should also help determine which programmes will serve as case studies in close collaboration with the LMI division and EVA.	N/A
Key Informant Interviews (KIIs)	Three types of KIIs: 1) IOM staff at HQ and regional level, 2) IOM partners (CSOs, government, private sector, diaspora organisations etc.), 3) Programmatic KIIs. IOM will be sharing a contact list.	40-50 (with a minimum of 20-25).
Programmatic Case Studies	The research will aim to draw on lessons and best practices as the division transitions into new thematic areas requiring the development of a dedicated ToC and identity, complementary to the work of other thematic and operational areas in the Organisation.	4-6
E-surveys	Internal E-survey with IOM staff to get their perspectives on IOM's work and operations in the field of labour migration, areas for improvement, key outcomes etc.	Up to 70, depending on take-up
Participation in September retreat	One member of the evaluation team will take part in the division's retreat in September. While SH will mainly act as observers, this will be a timely opportunity to discuss with stakeholders.	1

Desk Review

Objectives of the desk review

The desk review focuses on the following key areas:

- Ranking the documents received based on their relevance
- Understanding of the concept of LMI and how it is integrated in strategic approaches and initiatives
- Highlighting some key takeaways from the documents shared
- Taking stock of best practices and lessons learned with regards to mainstreaming labour migration, mobility and social inclusion across IOM's work and interventions.
- Using the documents shared to identify programmatic case studies.

The present Inception Report already provides us with an overview of some of the major trends that we have identified in the documents shared with us by IOM's Central Evaluation Office (EVA) and the LMI division. In the subsequent phases of this evaluation, the evaluation team will carry out an in-depth review

of the documentation shared. The team will specifically look at how the topic of labour migration and mobility has been mainstreamed across IOM’s strategies and initiatives. However, the team will also be interested in exploring other sub-themes, which are intimately related to labour migration, such as labour migration governance, ethical recruitment, integration and social cohesion, or diaspora engagement and remittances. Beyond these sub-themes, we will also give particular attention to key cross-cutting themes that are of interest to IOM. These include gender, environment and climate change, disability and the human rights approach. The desk review will help us better understand the linkages that have been created between labour migration and other areas of work in IOM that can be related to LMI, such as the work done within the Agenda 2030 and development. Finally, the desk review will help identify best practices, from within IOM and beyond, on promoting the safe and orderly migration of labour migrants and the partnerships or platforms that may have been created to do so.

Collected literature and data will be organised and systematically categorised for assessment using a desk review matrix. This desk review matrix was designed during the Inception Phase and it allowed the evaluation team to organise the documents we received by type, content, geographical location, and relevance, while also highlighting key themes and takeaways from each document.³² While the desk review is currently at an advanced stage, we will continue using it to further explore critical documents and feed into the primary data collection and analysis and we will double-checked with LMI and EVA if our prioritisation deserves to be amended. The initial desk review informed the Inception Phase of the study and enabled the evaluation team to define and sharpen the KII and E-survey tools described below.

Key Informant Interviews (KIIs)

Research Tool	Target Population	Sample Size
KII	<ul style="list-style-type: none"> ● IOM staff at HQ and regional level ● IOM partners, including CSOs, government, private sector, diaspora organisations, UN agencies etc. ● Programmatic KIIs with IOM Programme Officers 	40-50 (with a minimum of 20-25).

A key informant interview list is currently being generated, in consultation with IOM and other key stakeholders, and on the basis of the desk review conducted during the Inception Phase. KIIs will be central to one analysis as they will be one of our primary sources of data, together with the E-surveys, to corroborate, nuance and complement the information gathered through the desk review. Following the list of contacts shared by IOM, we will be speaking with three categories of key informants:

1. **IOM staff at HQ and regional level, including the RTs.** These interviews will enable us to gather the internal perspectives through IOM staff, on the strategic approach and operationalisation of the LMI within IOM, but also related to the mandate of the LMI division. The interviews will be structured around the OECD-DAC evaluation criteria and emphasis will be placed on how the division collaborates with other departments and divisions on the issue of labour migration and mobility.
2. **Programmatic KIIs.** We will hold interviews with staff from specific initiatives and programmes that we want to assess as part of our programmatic case studies. Some of the interviews conducted with IOM staff can also serve as programmatic KIIs or include questions on specific programmes. However, for each initiative or programme, we plan on interviewing at least two technical officers

³² This approach is based on DFID’s guidance for Assessing the Strength of Evidence (2014)

involved in their design and implementation. While we already propose some standard questions for the programmatic KIIs, those will be further tailored to the specific characteristics of the programme or initiative.

3. **IOM partners.** These include UN agencies, donors and multilateral development banks, government counterparts, private sector, civil society, and diaspora organisations, among others. These interviews will focus on how IOM has been defining its partners but also rationalising its engagement with external actors on the topic of labour migration and mobility. We will also explore how these partnerships have allowed IOM to streamline processes and mainstream cross-cutting themes such as gender and climate change. Further, these stakeholders will also contribute to the identification of best practices, industry standards and recommendations.

Put together, KIIs will enrich our analysis by complementing the literature review on IOM’s work on labour migration, mobility and social inclusion, and provide valuable entry points on IOM’s value added in this field.

Nota Bene: The key informant interview (KII) tool, included in Annex 1 of the present report, serves as a guideline. The KII tool will be tailored to each participating informant. Questions and discussion points will be added, removed, or amended based on the informant and the type of information that can be discussed. Some areas may be emphasised or explored at deeper length based on the proceedings of the interview. An important note is that the tool will only use a set of specific questions chosen based on the informant and the data needs of the ongoing thematic evaluation, given the number of research areas and associated interview questions.

E-surveys

Research Tool	Target Population	Sample Size
E-survey	IOM staff	Up to 70, depending on take-up

The rapid online e-survey will allow for feedback and data internally from IOM staff who have had contact with labour migration, mobility and social inclusion strategies and initiatives. The short survey will be developed by Samuel Hall in coordination with LMI division and EVA and then deployed by IOM on the internal Qualtrics platform. Results will be shared with Samuel Hall for analysis. The survey will consider:

- Experiences of implementation in labour migration, mobility and social inclusion in terms of successes and challenges (including best practice highlights)
- Lessons learned and areas of improvement in the thematic strategies and initiatives
- Streamlining of cross-cutting themes including environment and climate change, gender, and disability
- Labour migration, mobility, and social inclusion at an organisation level, including policy and strategy
- Perspectives on key thematic areas using the OECD-DAC criteria

The survey information will be complemented by Key Informant Interviews. Having both tools will allow the evaluation team to cover more grounds, and ask tailored questions to key informants, during shorter but more targeted interviews if clarifications are still needed.

Programmatic Case Studies Key Informant Interviews (KIIs)

Research Tool	Target Population	Sample Size
Programmatic Case Studies	IOM Programmes in Labour Migration and Social Inclusion	4-6

The evaluation will draw lessons and best practices from existing operational programmes - with a view towards establishing

‘what works, and what could work’. The evaluation will zoom in on four-six (4-6) specific initiatives in labour migration, mobility and social inclusion. The case studies will both be pertinent in and of themselves, but also illustrative examples for the wider thematic evaluation.

A number of potential case studies have been identified thus far and these include, but are not limited to:

- One case study on the Colombo Process and IOM’s involvement in strengthening labour migration governance in Asia notably with a deep dive into projects like Governance of Labour Migration in South and South-East Asia (GOALS) and Strengthening Labour Migration;
- One case study on IOM’s human rights-based approach through a spotlight on the Corporate Responsibility in Eliminating Slavery and Trafficking in Asia (CREST) project;
- One case study on the Global Policy Network on Recruitment, focusing on how the Montreal Recommendations and IRIS standards are being operationalised;
- One case study on the Joint Labour Migration Programme, implemented as part of a collaboration between the African Union Commission, the International Labour Organization (ILO), IOM, and the Economic Commission for Africa, with a focus on labour mobility in Africa;
- One case study on the 2006 IOM Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and Destination, together with the ILO and the Organization for Security and Co-operation in Europe (OSCE).
- One case study on the Western Hemisphere Regional Capacity Building Program, focussing on how this program supported the development of a digital work permit initiative in Costa Rica.

The final case studies themselves will be adjusted based on feedback from IOM. These operational case studies will be developed through literature review (including programme documents, programme evaluations, and data) and through key informant interviews with relevant IOM programme staff.

LMI Division Retreat

A Samuel Hall Research Manager (Lucas Oesch) will attend the LMI Division Retreat on September 14 and 15. Samuel Hall will attend as an observer, with retreat outputs feeding into the thematic evaluation to provide a better understanding of strategies and initiatives.

The retreat will also serve as a useful forum for Samuel Hall to fine tune the development of the IOM Labour Migration, Mobility and Social Inclusion Theory of Change (ToC) that is required in the ToRs. The retreat provides an opportunity to clarify ToC parameters, with further refinement across the course of the evaluation. As specified above, the ToC will include an outline of impact, long-term and medium-term outcomes, outputs, activities, inputs, linking assumptions, and other ToC areas.

Methodology limitations

There are a few methodological limitations that are worth highlighting at the inception stage:

- It is important to stress again that the present evaluation is not a programmatic evaluation but an overall thematic evaluation of IOM's work in the fields of labour migration, mobility and social inclusion. The evaluation team will therefore be looking at how IOM strategies and theoretical frameworks are designed and whether they are effectively used as a blueprint for initiatives and programmes implemented in these areas. While the OECD-DAC criteria will help guide our assessment, we will not be able to provide a granular analysis of how IOM is faring on each specific sub-theme covered by the evaluation or how each specific programme is faring against the OECD-DAC criteria.
- The KIIs will be done remotely and will depend on the availability and/or responsiveness of the potential key informants (see also above discussions on KII). For this reason, and to minimise the bias associated with certain individuals taking part in the study and not others, the evaluation team deems it is important to 1) deploy an E-survey amongst a larger number of respondents, and 2) participate in the retreat. Participation in the retreat will help us validate or nuance some of our initial findings through further discussions with a wider range of stakeholders.

4. EVALUATION WORK PLAN

4.1 Staffing

For the purposes of the study, we established an evaluation team gathering thematic and geographic experts with extensive experience in data collection and analysis. Samuel Hall's staff will be responsible for conducting interviews with various stakeholders and analysing the E-survey agreed upon with EVA/LMI and monitored by EVA through IOM Qualtrics; analysing the data in light of the OECD-DAC evaluation criteria and triangulating information from different sources; drafting the evaluation report and presenting key findings to the relevant audience, if requested, and finalising the draft report based on comments provided. Table 6 below presents the team that will be working on this assignment.

Table 6: Team composition, roles and responsibilities

Position	Team Member	Role
Team Lead	Hervé Nicolle	<ul style="list-style-type: none">● Provide strategic guidance throughout evaluation● Review deliverables
Evaluation Manager	Lucas Oesch	<ul style="list-style-type: none">● Lead on research approach and conceptual framework● Lead on methodology and tools● Lead on analysis and drafting
Evaluation Lead	Elyssa Majed	<ul style="list-style-type: none">● Oversee data collection and timeline● Lead on client communications● Oversee other logistical aspects (KII contact list, budget, retreat etc.)● Contribute to research as needed
Evaluation Assistant	Angus Hopes	<ul style="list-style-type: none">● Contribute to methodology and tools design● Lead on data collection, mainly KIIs● Support with logistical aspects● Contribute to analysis and drafting

4.2 Project Timeline

The project is divided into four stages as specified previously: Inception, Data Collection (KIIs, E-surveys, Programmatic Case Studies), Analysis and Drafting, and Final Reporting. During the inception phase, the team conducted an Initial desk review of existing literature, developed the evaluation tools, and drafted an inception report, all of which will be submitted to IOM. The Inception report will be finalised after having received comments from IOM. During the data collection phase, Samuel Hall will conduct KIIs with IOM staff, programme officers, and IOM partners, elaborate case studies on specific IOM labour migration and mobility initiatives and/or programmes and analyse data collected through the internal E-survey. In addition to the primary data collection, the Research Manager will join IOM for an in-person retreat in Geneva in mid-September. During the analysis and reporting phase, Samuel Hall will draft a first version of the Final Report, which will be submitted on October 21 for comments by IOM. During the final reporting phase, Samuel Hall will receive feedback from IOM, and present the main findings of the thematic evaluation to key IOM staff, before submitting the final report on November 14, 2022. An outline of the project work plan is provided in the graphic below.

Throughout the four stages of the project, Samuel Hall will provide regular updates to IOM on the progress of the evaluation. Additional updates or meetings can be conducted as necessary based on the evaluation's timeline and progress.

Table 5: Indicative Evaluation Timeline

ACTIVITY	Week commencing															
	Aug 1	Aug 8	Aug 15	Aug 22	Aug 29	Sep 5	Sep 12	Sep 19	Sep 26	Oct 3	Oct 10	Oct 17	Oct 24	Oct 31	Nov 7	Nov 14
Phase 1 – Inception	3 weeks															
Initial Desk review																
Draft Inception Report and workplan																
Tool Development (KIIs, E-survey, Case studies)																
Submission of IR and Tools																
Phase 2 – Data Collection			5/7 weeks													
Data collection (KIIs and E-surveys) and further desk review																
IOM LMI retreat																
Phase 3 – Analysis & Drafting								5 weeks								
Data analysis & drafting																
IOM debrief of preliminary findings																
Submission of Draft Report																
Phase 4 – Final Reporting & Dissemination											6 weeks					
Feedback on the draft report																
Presentation of key findings																
Submission of Final Report																

5. NEXT STEPS AND REPORT OUTLINE

5.1 Suggested Report Outline

The tentative outline is subject to change depending on the duration of the data collection phase. It is solely intended to provide the main headings of the report and will be further detailed as fieldwork progresses. Samuel Hall will share with the IOM a more elaborated version once analytical content can be incorporated following the fieldwork phase of the project. The final report will be no longer than 50 pages (excluding annexes).

Report outline (preliminary):

1. Executive Summary
2. Introduction and Background
3. Thematic Evaluation Background
4. Methodology
5. Findings (per OECD-DAC criteria)
6. Conclusions
7. Theory of Change: Labour Migration, Mobility, and Inclusion
8. Good Practices and Lessons Learned
9. Recommendations
10. Annexes

5.2 Next Steps

- **Literature Review.** Samuel Hall will continue to conduct the literature review to answer the thematic evaluation research questions, build the programmatic case studies, and to feed into the overall thematic evaluation.
- **Key Informant Interviews.** Samuel Hall will begin to contact, organise and conduct key informant interviews – principally with IOM staff.
- **IOM retreat workshop participation.** The Samuel Hall Research Manager will attend the IOM retreat workshop on September 14 – 15.

6. Bibliography

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Upendo Consulting. (2021). 'Midterm Evaluation of the CREST Project', *Internal document*

WHO. (2009). 'Community Empowerment', <https://www.who.int/teams/health-promotion/enhanced-wellbeing/seventh-global-conference/community-empowerment>

World Bank. (2022). 'Social Inclusion', <https://www.worldbank.org/en/topic/social-inclusion>

Annex 3: Data collection instruments:

Annex 3.a Survey

Gender

Office

Headquarters

Regional Office

Country Office / Special Liaison Office

IOM seeks to promote a multistakeholder approach to achieving safe and orderly labour migration and social inclusion (LMI). Which partners have you been working with to Implement LMI activities in your country/region? Please tick all the boxes that apply.

- Other UN agencies, please specify
- International Organisations, please specify
- Academic and research institutions
- Governments
- Private sector
- Civil society
- Diaspora organisations and leaders
- Multilateral development banks
- Other, please specify

With which partners do you think that it should have been essential to partner, but which was not successful/ didn't partner with?

To what extent would you say that IOM's work on labour migration, labour mobility and social inclusion is carried out in coordination and synergy with other actors operating in this field?

- Very coordinated
- Somewhat coordinated
- Unsure
- Somewhat uncoordinated
- Very uncoordinated
- Please comment.

Have you participated in or contributed to the delivery of training for IOM partners, staff or migrants on any of the following topics?

	Select the relevant topics	If yes, to what extent do you think these training
--	----------------------------	--

		sessions have been relevant to the participants:
Bilateral agreements		
Diaspora engagement		
Ethical recruitment		
Labour migration and social protection		
Migrant Inclusion/integration		
Remittances / financial inclusion		
Skills development, matching and/or recognition		
Social Protection		
Labour migration and labour mobility in general		
Other, please specify		

To what extent do you feel IOM is successful in achieving the targets and outcomes detailed in its strategies relating to labour migration, labour mobility and social inclusion?

- Very successful
- Somewhat successful
- Unsure
- Somewhat unsuccessful
- Very unsuccessful
- Please comment.

To what extent do you feel IOM's programmatic work on labour migration, labour mobility and social inclusion addresses the following cross-cutting elements?

	Very mainstreamed	Somewhat mainstreamed	Not mainstreamed	Unsure
Gender				
Human Rights Based Approach (HRBA)				
Disability				
Environmental sustainability				
Protection				
Accountability to affected populations (APP)				
To what extent have the voices of migrants been taken into account in defining IOM policies, programmes and projects related to labour migration, labour mobility and social inclusion?				
Very integrated				
Somewhat integrated				

Not integrated				
Unsure				
Please comment.				

How effective is IOM in obtaining the financial resources necessary to implement the strategic approaches on labour migration, labour mobility and social inclusion?

- Very effective
- Somewhat effective
- Not effective
- Unsure
- Please comment.

What are the most challenging areas of labour migration, labour mobility and social inclusion to fundraise for and why?

- Bilateral agreements related to LMI
- Diaspora engagement
- Ethical recruitment
- Labour migration and social protection
- Migrant Inclusion/integration
- Remittances / financial inclusion
- Skills development, matching and/or recognition
- Social Protection
- Other, please specify

Please explain.

How much is IOM contributing to the following international initiatives regarding labour migration, labour mobility and social inclusion:

	A lot	Somewhat	Unsure	A little	Not at all
Sustainable Development Goals (SDGs)					
Global Compact for Migration (GCM)					
International Migration Review Forum (IMRF)					
International Dialogue on Migration (IDM)					
Regional consultative processes (RCPs)					
Regional Economic Communities (RECs)					
Bilateral Initiatives					

Emergency coordination mechanisms					
Other (If other, please comment) Please comment.					

To what extent do you think IOM is used as a reference in labour migration, labour mobility and social inclusion when talking about...

	A lot	Somewhat	Unsure	A little	Not at all
expansion and dissemination of data					
research					
best practices					

To what extent do you feel IOM's work on labour migration, labour mobility and social inclusion makes a positive contribution to the lives of labour migrants?

- To a Great Extent
- Somewhat
- Not at all
- Unsure

How impactful do you feel IOM's work is in the following areas:

	Very impactful	Somewhat impactful	Unsure	A little impactful	Not at all impactful
Bilateral agreements related to LMI					
Diaspora engagement					
Ethical recruitment					
Labour migration and social protection					
Migrant Inclusion/integration					
Remittances / financial inclusion					
Skills development, matching and/or recognition					

What are the main challenges to the sustainability of the benefits generated by IOM interventions on labour migration, labour mobility and social inclusion?

Annex 4: List of documents reviewed

Document title	Author	Date
Resolutions		
A/RES/70/1 Transforming Our World: The 2030 Agenda for Sustainable Development	UNGA	2015
A/RES/70/147 Protection of Migrants	UNGA	2015
A/RES/71/1 New York Declaration for Refugees and Migrants	UNGA	2016
A/RES/71/237 International Migration and Development	UNGA	2016
A/RES/73/195 Global Compact for Safe, Orderly and Regular Migration	UNGA	2018
Regional strategies		
Asia And The Pacific Regional Strategy 2020–2024	IOM	2020
Central America, North America And The Caribbean Regional Strategy 2020–2024	IOM	2020
East And Horn Of Africa Regional Strategy 2020–2024	IOM	2020
European Economic Area, Switzerland and the United Kingdom Regional Strategy 2020-2024	IOM	2020
IOM Continental Strategy For Africa 2020–2024	IOM	2021
Middle East And North Africa Regional Strategy 2020–2024	IOM	2020
Southern Africa Regional Strategy 2020-2024	IOM	2020
South America Regional Strategy 2020–2024	IOM	2021
South-Eastern Europe, Eastern Europe and Central Asia Strategy 2020-2024	IOM	2020
West and Central Africa Regional Strategy 2020-2024	IOM	2020
IOM Institutional Documents		
IOM-ILO Agreement	IOM/ILO	2020
IOM Strategy	IOM	2007
Migration Data Strategy	IOM	2021
Migration and Sustainable Development Strategy	IOM	2020
Migration Governance Framework	IOM	2015
Private Sector Partnership Strategy	IOM	2016
Strategic Vision	IOM	2019
LMI/LHD Strategies and Action Plans		
2019 LHD Action Plan	IOM	2018

2021 LHD Action Plan	IOM	2020
2022 LHD Action Plan	IOM	2021
FEE Thematic Strategic Vision	IOM	N/A
LHD Reporting Optimization 2020	IOM	2019
LHD Thematic Delivery Plan	IOM	2021
LHD Vision 2020	IOM	2020
LMI Info Sheets		
Addressing Women Migrant Worker Vulnerabilities in International Supply Chains	IOM	N/A
Info Sheet: Ethical Recruitment	IOM	N/A
Info Sheet: Integration	IOM	2017
Info Sheet: Labour Migration	IOM	2018
Info Sheet: Migration and Development	IOM	2018
Info Sheet: Migrant Training	IOM	2017
Info Sheet: Overview of IRIS	IOM	N/A
Info Sheet: Policy Network	IOM	N/A
Info Sheet: Remittances	IOM	N/A
Info Sheet: Skills Mobility Partnerships	IOM	N/A
Info Sheet: Supply Chains	IOM	N/A
Montreal Recommendations Handout	IOM	N/A
LMI Guidance Notes		
Contributions and Counting: Guidance on Measuring the Economic Impact of Your Diaspora Beyond Remittances	IOM	2020
Developing a Road Map for Engaging Diasporas In Development	IOM	2012
Guidance on Bilateral Labour Migration Agreements	IOM	2022
Guidance Note on Migrant Integration	IOM	2012
Guidance Note on Pre-Departure Orientation and Training of Temporary Workers	IOM	N/A
Guidance Note on Remittances	IOM	2015
The Power of Contact: Designing, Facilitating and Evaluating Social Mixing Activities to Strengthen Migrant Integration and Social Cohesion Between Migrants and Local Communities	IOM	2021
Migrant Training, Integration, and Social Cohesion		
2020 Migrant Training Statistics Overview	IOM	2020
2021 Migrant Training Statistics Overview	IOM	2021

IOM Migrant Training Programming	IOM	N/A
Migrant Training Philosophy	IOM	N/A
PDO Evaluation Toolkit	IOM	2021
Pre-Departure Orientation Facilitator's Manual	IOM	2021
Reports/Papers		
Expanding Labour Mobility Channels	IOM	N/A
Migration Governance Indicators: A Global Perspective	IOM	2019
Promoting the Ethical Recruitment of Migrant Workers	IOM	2016
Snapshot of IGF Impact 2020-2021	IOM	2021
Case studies		
CREST Midterm Evaluation Final Report	IOM	2021
CREST Theory of Change	IOM	N/A
Employer Guidebook on Ethical Direct Recruitment of Inter-State Migrants in the Garment Industry in India	IOM	2022
Global Diaspora Summit Outcome Document	GDS	2022
Independent Joint Mid-Term Evaluation Report: Priority Implementation Actions of the AU-ILO-IOM-ECA Joint Programme on Labour Migration Governance for Development and Integration in Africa: JLMP-Priority Project	IOM	2020
Info Sheet: Diaspora Engagement	IOM	N/A
Interim Report: Catalytic Actions for The AU/ILO/IOM/UNECA Joint Programme On Labour Migration Governance for Development and Integration in Africa (JMLP Action)	IOM	2022
Interim Report 1: Diaspora Engagement in the Era of Digitalization	IOM	2020
Interim Report 2: Diaspora Engagement in the Era of Digitalization	IOM	2020
Interim Report 3: Diaspora Engagement in the Era of Digitalization	IOM	2021
Interim Report 4: Diaspora Engagement in the Era of Digitalization	IOM	2021
Interim Report 5: Diaspora Engagement in the Era of Digitalization	IOM	2022
IOM's Strategy to Enable, Engage, and Empower Diaspora	IOM	2015
IRIS Standard	IOM	2019
JLMP Project Proposal	IOM	N/A
Mechanisms for Labour Migration in the Caribbean	IOM	2021
Mid-Term Evaluation of the Western Hemisphere Regional Migration Program	IOM	2021
Modern Slavery Press Note	IOM	2022
Paving The Way to Achieving Objective 19 of The Global Compact	IOM	2022

For Migration		
Replicating HELIOS Approach and Lessons Learned to Integration Activities in Poland within Ukraine Response	IOM	N/A

Annex 5: List of persons interviewed

Code	Category	Office
KII1	IOM Staff	RO Egypt
KII2	IOM Staff	RO Costa Rica
KII3	IOM Staff	RO Bangkok
KII4	IOM Staff	RO Pretoria
KII5	IOM Staff	HQ
KII6	IOM Staff	HQ
KII7	IOM Staff	HQ
KII8	IOM Partner (Government)	N/A
KII9	IOM Staff	RO Dakar
KII10	IOM Staff	RO Nairobi
KII11	IOM Staff	RO Vienna
KII12	IOM Staff	CO Brussels
KII13	IOM Partner (Government)	N/A
KII14	IOM Partner (Government)	N/A
KII15	IOM Staff	HQ
KII16	IOM Staff	HQ
KII17	IOM Staff	HQ
KII18	IOM Staff	RO Brussels
KII19	IOM Staff	RO Brussels
KII20	IOM Staff	RO Bangkok
KII21	IOM Staff	CO Bangkok
KII22	IOM Staff	CO Vietnam
KII23	IOM Staff	CO Bangkok
KII24	IOM Partner (NGO)	N/A
KII25	IOM Partner (IO)	N/A
KII26	IOM Staff	HQ
KII27	IOM Staff	HQ

KII28	IOM Partner (IO)	N/A
KII29	IOM Staff	SLO Addis
KII30	IOM Partner (Government)	N/A
KII31	IOM Partner (IO)	N/A
KII32	IOM staff	RO San Jose
KII33	IOM staff	RO Bangkok
KII34	IOM staff	HQ
KII35	IOM staff	HQ