

EVALUATION BRIEF

FINAL EVALUATION OF THE PROGRAMMES:

CORPORATE RESPONSIBILITY IN ELIMINATING SLAVERY AND TRAFFICKING IN FASHION (CREST FASHION)

REGIONAL ROADMAP ON ETHICAL RECRUITMENT AND RESPONSIBLE BUSINESS TO ELIMINATE EXPLOITATION AND TRAFFICKING IN BALI PROCESS MEMBER STATES (BALI PROCESS PROJECT)

This evaluation brief presents a summary of the key findings, learnings and recommendations, as identified by the evaluator(s) for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

Evaluation type: External final evaluation

Evaluator(s): UPENDO Consulting Inc.

Final report date: 6 May 2022

Commissioned by: IOM Mission in Thailand

Managed by: Evie van Uden, Programme Support Officer

Evaluation purpose: Accountability and learning purposes to assess the programmes' relevance and coherence, effectiveness, efficiency, potential impact and sustainability.

Evaluation criteria: Relevance, effectiveness, efficiency, coherence, potential impact and sustainability as well as performance against the cross-cutting criteria of gender, human rights and environment.

Evaluation methodology: Utilization-focused, drawing on feminist evaluation principles, theory-based approach, participatory approach, gender equality and equity analysis, critical instance case study approach, theory of change analysis, contribution analysis, cross-country comparison analysis, quantitative data analysis, and coding and triangulation.

PROJECT SUMMARY

The International Organization for Migration (IOM) implemented the [Corporate Responsibility in Eliminating Slavery and Trafficking in Fashion \(CREST Fashion\) Programme](#), a regional partnership initiative with activities in Bangladesh, Cambodia, Jordan, Lao People's Democratic Republic, Malaysia and Thailand that aimed to contribute to improved protection of women and men internal and international migrant workers against exploitation, slavery (forced labour), and human trafficking in the apparel and home textile sectors' supply chains. The project was funded by the Laudes Foundation and through direct and in-kind contributions by private sector partners.

CREST Fashion's extensive support for multi-stakeholder consultation led to the development and implementation of the [Regional Roadmap on Ethical Recruitment and Responsible Business to Eliminate Exploitation and Trafficking in Bali Process Member States \(Primary Focus on Cambodia and Thailand\) \(Bali Process Project\)](#) that aimed to contribute to addressing risks related to lower-skilled labour migration, especially in the Greater Mekong Sub-region (GMS), by beginning with a specific focus on the Cambodia to Thailand migration corridor through direct bilateral dialogue between the Cambodian and Thai governments. The project was funded by the Government of Australia, Ministry of Home Affairs.

Project information CREST Fashion:

Geographical coverage: Bangladesh, Cambodia, Jordan, Lao People's Democratic Republic, Malaysia, and Thailand

Project type: Labour migration

Project code: LM.0349

Project period: November 2018 – March 2022

Donor: Laudes Foundation

Budget: EURO 1,700,000

Project information Bali Process Project:

Geographical coverage: Cambodia and Thailand

Project type: Labour migration

Project code: LM.0455

Project period: June 2021 – July 2022

Donor: Government of Australia, Ministry of Home Affairs

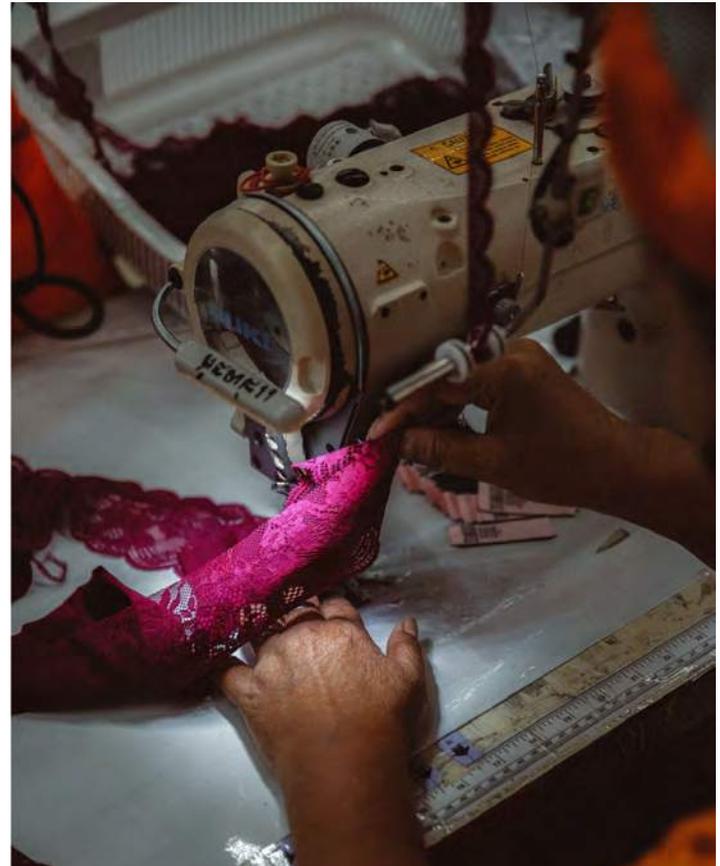
Budget: USD 249,224

SUCSESSES

- CREST Fashion contributed to **284,345** migrant workers' enhanced access to safe migration through outreach activities on safe migration, pre-departure and post-arrival orientation, and dissemination of informational materials, against a target of 10,000.
- CREST Fashion established and strengthened **22** multistakeholder initiatives, engaging at least **1,583** representatives from government, private sector and civil society, facilitating increased cooperation between stakeholders to address challenges facing migrant workers throughout the labour migration journey.
- Under the Bali Process Project, IOM successfully facilitated a bilateral government dialogue between the Cambodian and Thai governments to discuss labour migration through the Cambodia-Thailand migration corridor and seek solutions to address risks facing migrant workers migrating through this corridor.
- CREST Fashion deepened and established partnerships with fashion brands, suppliers and business associations to promote fair and ethical recruitment and safe migration and capacitated **133** representatives from **82** companies as well as **419** recruiters on fair and ethical recruitment and employment of migrant workers.
- Demonstrated interest and commitment by private sector partners, as seen by securing Euro **156,197** private sector financial contributions against a target of Euro 100,000.
- CREST Fashion piloted blockchain to increase transparency in supply chains and gather migrant workers' recruitment and employment experiences to identify risks facing workers throughout the migration journey.
- CREST Fashion and the Bali Process Project had strong synergies with other IOM initiatives and UN programming aiming to enhance protection of migrant workers.

CHALLENGES

- CREST Fashion's broad programming scope made achieving outcome-level results more difficult.
- Delays and programming obstacles were caused by the COVID-19 pandemic and challenges faced in obtaining government MOUs required to carry out programme activities.
- Difficulties to exclusively target migrant workers in the garment and textile sector in outreach activities and policy advocacy, as migrant workers in this sector are not naturally disaggregated.
- Difficulties faced to transfer private sector partnerships across IOM initiatives due to IOM's highly projectized structure.
- While CREST Fashion Programme targeted some of the needs of women migrant workers, it did not tackle structural gender inequalities between women and men in any significant way and environmental considerations were limited mainstreamed in the programme's design and implementation.



Worker sewing cloth at garment factory in Thailand © IOM 2021

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LESSONS LEARNED



Sector-specific Programming

It can be particularly challenging for programming to target migrant workers from only one sector or industry since migrants are not naturally disaggregated in this way and due to challenges related to targeting only specific groups through government advocacy and outreach activities. Focusing on reaching a broad array of migrant workers while taking into consideration the specific needs of sub-groups of migrant workers is generally a more efficient and effective approach.



Capturing in-kind contributions from private sector partners

Private sector actors provide a vast array of in-kind contributions such as staff time, expertise, and technical resources that reflect their engagement in IOM programming. Contributions to IOM programming by private sector actors should therefore not be exclusively measured through financial inputs but should also capture these in-kind contributions.



Leveraging private sector partnerships across IOM initiatives

IOM's highly projectized structure where Non-Disclosure Agreements are signed between companies and projects as opposed to companies and the IOM does not intuitively support the cross-over of private sector partners between projects. This limits the organization's ability to provide support to private sector partners from across its programming initiatives.



IOM's niche at engaging the private sector in multi-stakeholder dialogue

IOM has a niche in terms of facilitating private sector engagement in multi-stakeholder dialogue and joint initiatives to advance the rights of migrant workers.

RECOMMENDATIONS TO STRENGTHEN FUTURE IOM INITIATIVES



Continue providing direct support to migrant workers

IOM should continue to support direct information-sharing and training of migrant workers but should also increase its focus on empowering migrant workers' organizations and associations along with other civil society organizations that represent the voices of migrant workers through capacity development and advocacy initiatives.



Carefully consider project design

Future IOM migration programming should carefully consider whether the project design is suitable for a sector-specific approach within the selected context, while still designing its programming to integrate cross-cutting themes and to tackle gender inequalities between women and men migrant workers.



Engagement of private sector in multi-stakeholder dialogues

IOM should continue supporting multi-stakeholder dialogue with a particular focus on encouraging private sector engagement in this dialogue.



Enhance synergy with similar initiatives

Future IOM programming should be more targeted in scope and intentionally synergized with other similar IOM initiatives in the region.



Continue engagement of the private sector

IOM should continue to engage the private sector through capacity building and advocacy efforts, aiming to enhance protection of migrant workers.



Garment factory workers in Thailand © IOM 2021



Garment factory workers in Thailand © IOM 2021