



THEMATIC EVALUATION OF IOM'S LABOUR MIGRATION AND MOBILITY STRATEGY AND INITIATIVES

This evaluation brief presents a summary of the key findings, conclusions, 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:	Central Evaluation
Evaluator(s):	Samuel Hall
Evaluation Period:	2017 -2022
Final report date:	April 2023
Commissioned by:	IOM Central Evaluation Unit
Managed by:	IOM Central Evaluation Unit

Evaluation purpose: 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.

Evaluation criteria: Relevance, coherence, effectiveness, efficiency, impact, and sustainability.

Evaluation methodology: Document review, key informant interviews, surveys and case studies.

Project information:

Geographical coverage:	Global
Funding:	USD 44,085

CONTEXT SUMMARY

Guided by the IOM strategy of 2007, the Migration Governance Framework (MIGOF), IOM Strategic Vision 2019-2023, as well as by the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly and Regular Migration IOM has launched multiple initiatives throughout the years in the field of labour migration, 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 division), which is tasked to implement labour migration and social integration approaches and initiatives. The LMI division 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 inclusion, human development being left to the Sustainable Development Unit within the new Department of Peace and Development Coordination. 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 associations), civil society organisations, and diaspora communities. The LMI division thus works across a range of

thematic areas, including diaspora engagement, ethical recruitment, social protection and inclusion.

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 LMI 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 works closely with nine Labour Migration and Social Inclusion Regional Thematic Specialists.

IOM's work on LMI is implemented in collaboration with partners from government, UN agencies, civil society and the private sector through a diverse set of global, regional and national projects, including the IRIS: Ethical Recruitment, iDiaspora, the Western Hemisphere Regional Migration Capacity Building Program (WHP), Corporate Responsibility in Eliminating Slavery and Trafficking (CREST), Joint Labour Migration Programme (JLMP), the Hellenic Integration Support for Beneficiaries of International, and the Protection and Temporary Protection (HELIOS), selected as case studies

KEY FINDINGS & CONCLUSIONS

Relevance: The work of IOM labour migration, mobility and social inclusion is highly relevant within the current operational environment and global context of human mobility. External factors, such as irreversible climate change and food security, economic crises and deepening instability and inequality, change of mobility patterns, de-regulation and responsibility shifting, pandemics and future mobility, mean that the LMI division's work is perhaps more relevant than ever given the ways in which it engages with these through its various thematic areas and projects.

The strategic direction of the LMI division is clearly defined and aligned with key priorities and needs identified within the sector and IOM's wider operational environment. At the same time, the evaluation reveals insufficient consultation and confusion related to some IOM overarching strategic documents. IOM can ensure the continued high relevance and coherence of its work on LMI through strengthened clarity of purpose, further enhanced capacity across its staff body, more participation of regional and country level staff in strategy development, and a deeper engagement with cross-cutting issues.

Coherence: The evaluation identifies successful collaborations with different partners, including governments, civil society and UN agencies, and highlights the need for a more systematic approach to collaboration, including with UN agencies, for instance by ensuring the improved implementation of the IOM-ILO agreement and related workplan, or with the private sector. The evaluation identifies opportunities to further enhance the inclusion of migrants' voices, particularly in program development. The UNNM is highlighted as a key platform to find common positioning on key issues, including approaches, standards, and terminology.

Effectiveness:

The evaluation indicates that the division performed well in achieving the LMI targets and outcomes, with some variations depending on the geographical context and thematic areas. Observed challenges include harnessing the governmental political will and increasing the engagement of the private sector. The division has contributed significantly to integrating gender in LMI programming and developed guidance for the integration of persons with disabilities. While the COVID-19 pandemic significantly impacted LMI's programmes, IOM adapted well shifting many activities online and producing related guidance. Risk analysis, proactive preparation for future challenges and streamlining environmental sustainability are suggested areas for improvement,

Efficiency: LMI has shown strengths in operational efficiency. At the same time, it faces constraints associated with projection, including staff availability and staff retention, distribution of human resources and professional growth and development. Structural silos between divisions despite ongoing collaboration are reported, as well as some inefficiencies in the coordination between the headquarters, regional and country offices. Fundraising, staff development, and enhanced internal cross-regional/continental programme coordination are some potential areas for improvement.

Impact: The organization has made progress and shown impact in all LMI areas of work, especially on ethical recruitment, migrant inclusion and integration, labour migration and social protection and diaspora engagement. IOM is seen as a reference point in international dialogues and has made significant contributions to the GCM. Greater impact may be achieved by ensuring better alignment of LMI approach and programming to the resilience pillar of the strategic vision, as well as by facilitating more innovative programming.

Sustainability: Challenges to the sustainability of LMI-supported initiatives include shifting government and donor priorities, IOM staff changes and projectization, and the limitations to the monitoring of initiatives once projects are ended. The GCM provides opportunities to work with governments on long-term goals. Finally, while valuable lessons have been documented, further working on the documentation and integration of lessons learned remains an opportunity to ensure long term sustainability.

KEY RECOMMENDATIONS

1. Strengthen the resource mobilization strategy and brand recognition of LMI.
2. Establish a centralized, systematic and cohesive approach to programming.
3. Maximize complementarity and harmonious working relationships with other organizations in the LMI world.
4. Increase cross-organizational knowledge exchange, learnings and good practices.
5. Ensure staff awareness of LMI strategies, thematic and operational areas.
6. Increase LMI division capacities to mobilize financial and human resources to match LMI ambitions.
7. Enhance the quality and diversity of capacity building activities.
8. Reinforce impact measurement mechanisms.
9. Integrate cross-cutting issues in programming.
10. Promote IOM's role as a human-rights based agency working on transnational labour migration and integration of migrants.