

MANAGEMENT RESPONSE AND ACTION PLAN MATRIX

“Ex-post Internal Evaluation Report: Enhancing Industry Capacity to Implement Ethical Recruitment Models in Viet Nam and Nepal to Protect Migrant Workers in South Korean Businesses’ Supply Chains”

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<p>Evaluation recommendation # 1: <i>1. When designing ethical recruitment projects linked to the IRIS standard, IOM Viet Nam, Nepal and the Republic of Korea could narrow scope, expectations and set realistic outcomes for projects that engage businesses and PRAs to apply CREST guidance and the IRIS Standard in their policies and practices. IOM projects could be phased, so that a follow-up phase is dedicated to supporting PRAs with the IRIS certification process, so that projects do not end leaving PRAs half-way through the process. New projects could continue to build momentum in introducing IRIS principles among PRA associations in Nepal and Viet Nam and enlist them into the IRIS certification programme. IOM in Viet Nam specifically, to continue engaging with VAMAS to move towards full adoption of the IRIS standards by its members.</i></p>
<p>Responsible unit(s): Project officers in IOM’s implementing missions, in collaboration with Regional Office for Asia and the Pacific (ROAP) Labour Mobility and Social Inclusion (LMI) and Global IRIS team</p>
<p>Management response - accept Key actions: <i>(Time 1) IRIS has continued to support phased projects in Nepal; a subsequent project continued building capacity and spreading awareness, and one PRA applied for IRIS Certification. There is ongoing work in the IRIS Secretariat to create a more streamlined modular training approach, setting mid-term and realistic outcomes for PRA. IOM’s will use its upcoming Migration, Business and Human Rights in Asia programming to build momentum in introducing IRIS principles among PRAs in Asia. Specific workstreams will be identified for countries, including Nepal and Viet Nam, which are part of the Migration, Business and Human Rights in Asia project.</i></p>
<p>Implementation monitoring status - discarded/open/completed: <i>(Time 2)</i></p> <p>Comments on implementation status: <i>(Time 2)</i></p>
<p>Final implementation monitoring status - discarded/open/completed: <i>(Time 3)</i></p> <p>Final comments on implementation status: <i>(Time 3)</i></p>
<p>Evaluation recommendation # 2: <i>Design targeted projects to increase opportunities for women migrant workers in the Republic of Korea. The women quota is marginal compared to men owing to preferences to fill positions requiring physically demanding work in the Republic of Korea. Programmes targeting women empowerment, could address structural challenges that deny women the benefits of labour migration.</i></p>
<p>Responsible unit(s): Project officers in IOM in the Republic of Korea</p>
<p>Management response - accept Key actions: <i>(Time 1) While there is no official female/male workers quota for Korean Employment Permit System, many more men apply and get selected both due to the demand (low skilled, highly</i></p>

physically demanding work) and supply (less female applicants in countries of origin). IOM ROK will try to raise awareness among Korean business representatives on the importance of non-discrimination and hiring both men and women migrant workers. It would also be beneficial if the awareness raising also happened in the countries of departure among prospective women migrant workers.

Implementation monitoring status - discarded/open/completed: (Time 2)

Comments on implementation status: (Time 2)

Final implementation monitoring status – discarded/open/completed: (Time 3)

Comments on implementation status: (Time 3)

Evaluation recommendation # 3: *While a corridor approach is good practice, there should be a comprehensive approach to target PRAs regardless of the corridor in migrant sending countries to potentially address challenges faced in non-targeted corridors. Most of the challenges identified from key informant interviews revealed high levels of exploitation and potential irregular migration to other corridors such as Malaysia and countries in the Middle East.*

Responsible unit(s): Project managers in IOM’s implementing missions in collaboration with Regional Office for Asia and the Pacific (ROAP) Labour Mobility and Social Inclusion (LMI) and Migrant Protection and Assistance Division (PXD) Units

Management response - accept

Key actions: (Time 1) *IOM’s will use its upcoming Migration, Business and Human Rights in Asia programming to target PRAs regardless of the corridor in migrant sending countries to potentially address challenges faced in non-targeted corridors. Among these, Malaysia is one of the countries of destination included in the Migration, Business and Human Rights in Asia programme.*

Implementation monitoring status - discarded/open/completed: (Time 2)

Comments on implementation status: (Time 2)

Final implementation monitoring status – discarded/open/completed: (Time 3)

Comments on implementation status: (Time 3)

Evaluation recommendation # 4: *Engage government and strategic partners such as ILO and RBA to increase understanding on IRIS which seemed to be perceived as an internal standard by some key informants. IOM in the Republic of Korea should continue to build trust and establish self as a broker between governments and enterprises to strengthen partnerships to increase self-regulation of companies to carry out due diligence in their supply chains.*

Responsible unit(s): Project managers in IOM’s implementing missions, ROAP LMI

Management response - accept

Key actions: (Time 1) *IOM’s will leverage its upcoming Migration, Business and Human Rights in Asia programming to maintain strategic partnerships with entities such as RBA and ILO to promote the IRIS standard. At a regional level, ROAP LMI and ILO continue to collaborate through a joint workplan.*

Implementation monitoring status - discarded/open/completed: (Time 2)

Comments on implementation status: (Time 2)

<p>Final implementation monitoring status – discarded/open/completed: (Time 3)</p> <p>Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 5: <i>For maximum impact, ethical recruitment programmes could be designed to include components for engagement of governments in both sending and receiving countries on one hand, businesses, PRAs, and support for empowering migrant workers on the other. If funding is limited, the scope could be narrowed, with a component to partner with other stakeholders, or projects that are working on the other components to ensure a holistic approach.</i></p>
<p>Responsible unit(s): Project managers in IOM’s implementing missions</p>
<p>Management response - accept: (Time 1)</p> <p>Key actions: (Time 1) <i>IOM’s upcoming Migration, Business and Human Rights in Asia programming will have an increased focus on government engagement, multi-stakeholder engagement and migrant empowerment under its ‘protect’ pillar. This will enable IOM to engage governments in both sending and receiving countries on one hand, businesses, PRAs, and support for empowering migrant workers on the other. IOM will continue to identify complementary projects to ensure a holistic approach to ethical recruitment.</i></p>
<p>Implementation monitoring status - discarded/open/completed: (Time 2)</p> <p>Comments on implementation status: (Time 2)</p>
<p>Final implementation monitoring status – discarded/open/completed: (Time 3)</p> <p>Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 6: <i>IOM should advocate for the harmonization of national recruitment policies, working towards enforcement of a zero fees policy to eliminate opportunities for exploitation. Recent policies still include some fees, which is a loophole for exploitation, and therefore do not provide incentives for PRAs to stop charging some fees to potential migrant workers. This should include strengthening existing policies by supporting governments to adopt recommendations from the reports the project produced such as: improving rating mechanisms, and enforcement of regulations on employers and PRAs to align with the IRIS Standard and utilize CREST tools and guidance. IOM Nepal could reinforce the adoption of the “employer pays principle” in the government legislation on “free visa-free ticket,” to ensure additional costs paid by migrant workers pre-departure are borne by employers.</i></p>
<p>Responsible unit(s): Project managers in IOM’s implementing missions, IRIS</p>
<p>Management response - accept</p> <p>Key actions: (Time 1) <i>IOM’s will continue to advocate for the harmonization of national recruitment policies at the national, regional and global level, working towards enforcement of a zero fees policy to eliminate opportunities for exploitation. Under the upcoming Migration, Business and Human Rights in Asia programme, IOM will provide resources, capacity development, information, and networking opportunities to regional and local civil society networks and organizations to strengthen their advocacy efforts to influence initiatives that shape government policies, business practices, and services that affect migrant workers.</i></p>
<p>Implementation monitoring status - discarded/open/completed: (Time 2)</p> <p>Comments on implementation status: (Time 2)</p>

<p>Final implementation monitoring status – discarded/open/completed: (Time 3)</p> <p>Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 7: <i>Integrate migrant workers into project design and delivery of future projects. This could include strengthening workers associations to know their rights and providing their feedback and input to project implementation</i></p>
<p>Responsible unit(s): <i>Project Managers of all IOM’s implementing missions</i></p>
<p>Management response – accept <i>During the design of IOM’s Migration, Business and Human Rights in Asia programme, IOM conducted consultations with migrant workers as well as civil society organizations that represent migrant workers. Based on their feedback, the project has designed a component focused on migrant-worker empowerment and strengthened voice. This will include organizing consultations, dialogues and networking opportunities with human rights defenders, national and regional CSO and migrant worker networks, including trade unions and migrant worker committees to strengthen MBHR advocacy strategies and further engage migrant workers in collective initiatives.</i></p> <p>Key actions: (Time 1) <i>IOM’s upcoming Migration, Business and Human Rights in Asia programme will identify concrete activities to engage with migrant worker networks and advocates.</i></p>
<p>Implementation monitoring status - discarded/open/completed: (Time 2)</p> <p>Comments on implementation status: (Time 2)</p>
<p>Final implementation monitoring status – discarded/open/completed: (Time 3)</p> <p>Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 8: <i>Continue to engage and leverage the membership of countries of origin such as Viet Nam and Nepal in regional forums such as relevant ASEAN meetings or the Colombo Process Thematic Area Working Group (TAWG) on ethical recruitment to address gaps in legislation. It was not clear from the evaluation, how some of the gaps have informed similar projects currently being implemented.</i></p>
<p>Responsible unit(s): <i>Project Managers of all IOM’s implementing missions</i></p>
<p>Management response - accept</p> <p>Key actions: (Time 1) <i>IOM’s Migration, Business and Human Rights in Asia programme will implement a comprehensive regional component, involving Asia as a region to support dialogue between countries of origin and destination, through collaboration and dedicated mutual workplans targeting relevant ASEAN bodies, including but not limited to the ASEAN Senior Labour Officials Meeting, ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW), ASEAN Intergovernmental Commission on Human Rights (AICHR), ASEAN Commission of Women and Children (ACWC), ASEAN Forum on Migrant Labour (AFML); Colombo Process (Regional Consultative Process on the management of overseas employment and contractual labour for countries of origin in Asia) and Bali Process (Regional Forum that supports collaboration, dialogue and policy development on irregular migration in the Asia-Pacific and beyond), the Abu Dhabi Dialogue, as well as strategic partnerships with regional civil society (Migrant Forum in Asia) and private sector networks and groups.</i></p>

<p>Implementation monitoring status - discarded/open/completed: (Time 2) Comments on implementation status: (Time 2)</p>
<p>Final implementation monitoring status – discarded/open/completed: (Time 3) Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 9: <i>Project staff should document and save monitoring information and results of monitoring activities, including monitoring data on output and outcome indicators in a common location such as SharePoint. Although progress reports showed progress on indicators, there were no records for monitoring of outcome results. Records of pre- and post- test, training reports, post training follow up are useful to assess application of knowledge.</i></p>
<p>Responsible unit(s): <i>Project managers of all IOM’s implementing missions</i></p>
<p>Management response - accept</p> <p>Key actions: (Time 1) <i>Since the end of the LM.0334 project, IOM Viet Nam has made concerted efforts to improve tracking of all CREST projects and indicators. This includes systematic collection and storage of project data for monitoring purposes. In the upcoming period, IOM Viet Nam plans to re-develop its monitoring framework which will cover any projects linked to private sector within Asia.</i></p>
<p>Implementation monitoring status - discarded/open/completed: (Time 2) Comments on implementation status: (Time 2)</p>
<p>Final implementation monitoring status – discarded/open/completed: (Time 3) Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 10: <i>Discuss staff costs prior to award, evaluate progress mid-point to ensure projects assign the right level of human resources for maximum impact. For projects requiring extensive consultation and high-level technical expertise and time commitment, consider reviewing the 30 per cent staff and office cost ratio to allow more staff budget and technical resources. There should be a realistic expectation on results based on intensity of technical assistance and engagement with stakeholders versus resources and duration of the project. Consider increasing overall budget for projects of this nature.</i></p>
<p>Responsible unit(s): <i>IOM Development Fund Administrator</i></p>
<p>Management response - partially accept</p> <p>Key actions: (Time 1) <i>Evaluation of the Fund as a whole on questions related to 30% ceiling on S&O Budget planned for 2024. Project Performance Reviews carried out mid-point on projects of this kind requiring a high level of human resources.</i></p>
<p>Implementation monitoring status - open: (Time 2) Comments on implementation status: (Time 2) <i>Evaluation planned for 2024</i></p>
<p>Final implementation monitoring status – discarded/open/completed: (Time 3) Comments on implementation status: (Time 3)</p>
<p>Evaluation recommendation # 11: <i>Respective governments in the Republic of Korea, Nepal and Viet Nam had a fringe role in design and implementation of the project. Ensure that the Fund’s projects have high level representation, or a focal point from relevant government ministries participating in planning and implementation of project activities to ensure ownership and sustainability of results.</i></p>

Responsible unit(s): <i>IOM Development Fund Administrator</i>
Management response - accept: <i>(Time 1)</i>
Key actions: <i>(Time 1) Ensure during the review process that this is requested by the Fund and the RO. Note that focal point is highlighted during activation</i>
Implementation monitoring status - completed: <i>(Time 2)</i>
Comments on implementation status: <i>(Time 2) Done for all proposals, focal point identified</i>
Final implementation monitoring status –completed: <i>(Time 3)</i>
Comments on implementation status: <i>(Time 3) Done</i>