

Evaluation title/year: Midterm Evaluation of the Corporate Responsibility in Eliminating Slavery and Trafficking in Asia (CREST) project. Evaluation conducted 2020-2021.				
Person or entity responsible for completing the management follow-up response matrix: IOM’s CREST Project Manager in Ho Chi Minh City, Viet Nam.				
Overall comment on evaluation process: <i>IOM CREST project team has benefited from this external mid-term evaluation. It was the first time that IOM’s innovative CREST approach has undergone an extensive review with all project stakeholders. The results are found to be very useful and timely guidance for the remainder of the project looking to better understand the project progress and impact. The evaluation exercise and results allowed to reflect on achievements, successes and key challenges. Lastly, it will help guide and inform IOM’s work towards sustaining the CREST project beyond its current scope and duration.</i>				
Evaluation recommendation 1: <i>Further define CREST’s scope and project parameters to ensure quality programming and facilitate the achievement of impact-level results.</i> Rationale: <i>CREST requires more clearly defined project parameters in order to ensure its strategic focus and its contribution towards higher-level results.</i>				
Recommendation to: <i>Project management</i>			Priority level¹ (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) <i>Project management accepts the recommendation. Building on the existing project document, logical framework, project strategies and theory of change (TOC), IOM will further articulate how the CREST project has contributed to realizing the theory of change. After nearly four years of project implementation, it will be useful to revisit CREST project strategies, learnings and parameters towards achieving impact-level indicators.</i>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Share evaluation results proactively with all participants (key informants) to showcase learnings, identified good practice, progress and discuss challenges in implementing interventions on labour migration and private sector engagement	30 November 2021	Project manager		
Organize internal presentations and update CREST learning management folder to promote ongoing institutional learning from CREST within IOM and across LHD/MPA departments as	31 December 2021	Project manager with support of regional project team; COMs; ROAP LHD and MPA; other regional LHD and MPA		

<i>well as regions outside of Asia</i>				
<i>Hold consultations with IOM leadership to support institutional stand on the scope of work on labour migration and ethical recruitment with the private sector</i>	<i>31 December 2021</i>	<i>Project manager with support of regional project team; COMs; ROAP LHD and MPA; Regional Director</i>		
<i>Hold consultations with the project team to articulate how the CREST project contributes to the TOC and to update its parameters of the CREST thematic work (including linking CREST impact and outcome-level indicators to the SDG and GCM frameworks). The outcome document will be released through CREST communications channels and should be guiding the development of future interventions.</i>	<i>31 December 2021</i>	<i>Project manager with support of regional project team</i>		
<i>Initiate a dialogue with Know The Chain, Corporate Human Rights Benchmark, Institute for Human Rights and Business and other relevant stakeholders on private sector performance on labour migration in international supply chains with a view to inform the design of the final CREST evaluation.</i>	<i>31 December 2021</i>	<i>Project manager with support of regional project team</i>		
Evaluation recommendation 2:				

¹ 1 high priority, 2 medium priority, 3 low priority

<i>In the second half of the initiative, focus on strategic-level work that includes linking private sector partners to other UN entities and strategic actors, fostering an industry-wide approach, continuing to develop strategic partnerships, and widely sharing knowledge and best practices.</i>				
Rationale: <i>Now that CREST has surpassed its goal of establishing private sector partners and has nearly met its private sector funding target, it has the opportunity to further capitalize on its comparative strengths and its privileged connection to private sector companies throughout the second half of the initiative by focusing more on strategic-level work.</i>				
Recommendation to: <i>Project management</i>			Priority level (1 to 3): <i>2</i>	
Management response (Accept/Partially Accept/Reject) <i>Project management partially accepts the recommendation. We are pleased to confirm two important achievements responding to this recommendation as of July 2021. During the fourth project year, two regional and sector-wide initiatives funded by the private sector have been launched to promote multi-stakeholder collaboration and policy-level change in countries of origin and destination². The joint organization of the Responsible Business and Human Rights Forum coordinated by UNDP with strong contributions by IOM’s CREST team, the ongoing strategic policy-level collaborations with ILO in several project countries, the involvement of ILO and UN Women in important project deliverables are important indications of meaningful and results-based collaboration with other UN entities. At the same time, as per its original design, the project will seek to maintain its ability to be direct, relevant and operational in its engagement with the private sector, responsive to ongoing external developments and trends related to migration, business and human rights. This is a unique feature of CREST and has also been a recommendation expressed by civil society.</i>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>Stocktaking with ILO, UNDP BHR and UN Women to understand existing initiatives and approaches on private sector engagement and identify areas for joint action.</i>	<i>30 September 2022</i>	<i>Regional project team in coordination with IOM’s Regional Office for Asia-Pacific</i>		
<i>Build on the COVID-19 response initiative that has been launched under CREST in July 2021 to identify areas for concrete collaboration with UN agencies, policymakers, civil society and the private sector in this context.</i>	<i>30 September 2022</i>	<i>Regional project team in coordination with IOM’s Regional Office for Asia-Pacific</i>		
<i>Continue effective implementation of</i>	<i>31 December 2022</i>	<i>Regional project team</i>		

² [Memorandum of Understanding among Consumer Goods Forum's \(CGF\) Human Rights Coalition, the Fair Labor Association \(FLA\) and the International Organization for Migration \(IOM\)](#) and [Partnership with Responsible Business Alliance Foundation to Promote Ethical Recruitment of Migrant Workers in Malaysia](#)

ongoing sector-wide initiatives and coordination across these initiatives and explore new opportunities and sectors.				
Work within the context of existing UN Network on Migration at country and regional levels to strengthen inter-agency coordination around CREST	31 December 2022	Regional project team in coordination with IOM's Regional Office for Asia-Pacific		
Evaluation recommendation 3: <i>Strengthen CREST's direct engagement with and empowerment of migrant workers through initiatives with partners as well as the engagement of migrant worker organizations in project design modifications and implementation.</i> Rationale: <i>Increased empowerment of and direct engagement with migrant workers will be necessary during the second half of the CREST initiative since a HRBA calls for the strong engagement and empowerment of rights holders to participate in both design updates and the implementation of UN programming initiatives that directly affect them.</i>				
Recommendation to: <i>Project management</i>			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) <i>Project management accepts the recommendation. Building on its achievement, the project will proactively seek additional avenues for inclusion of migrant workers in all aspects of design, implementation and evaluations of CREST interventions. To this end, CREST management is glad to report the establishment of the strategic and regional partnership with the Migrant Forum in Asia. The mutual trust that has come with it, despite the operational challenges caused by COVID-19, presents a milestone for IOM beyond the project level. This partnership underpins IOM's long-term commitment for the collaboration with civil society and the migrant-centered approach of the CREST initiative.</i>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>Carry out a review and revision of the CREST gender strategy, hold consultations with UN Women, internal and external gender experts on programming for women migrant workers.</i>	<i>31 March 2022</i>	<i>Project manager with support of regional project team</i>		
<i>Hold consultations with civil society partners to inform project planning during 2022.</i>	<i>30 April 2022</i>	<i>Regional project team</i>		

Consult with CREST partners from the private sector to advance the migration, business and human rights agenda with a view to strengthening migrant-centered approaches.	31 July 2022	Regional project manager and team members managing individual partnership projects		
Continue the rollout of the strategic partnership with Migrant Forum in Asia. The new outcome area focusing on the project's COVID-19 response will be a key response to the above recommendation that is already built into the project plans.	31 December 2022	Regional project team	COVID-19 response interventions have been consulted with MFA, ensuring that the design of the proposed intervention is informed by rights holders.	Ongoing
Evaluation recommendation 4: <i>Establish CREST-specific guidelines to facilitate more efficient and sustainable partnership development processes.</i> Rationale: <i>Even though CREST has surpassed its target of establishing private sector company partnerships, the partnership development process is very long and resource-heavy and sometimes does not lead to the establishment of a partnership, which reduces the project's efficiency and threatens its sustainability. Efforts need to be made by CREST's management team to speed up the project set-up period, negotiate NDAs that are more beneficial to CREST, and reduce the risk of not securing a meaningful partnership after lengthy negotiations.</i>				
Recommendation to: <i>Project management</i>			Priority level (1 to 3): 3	
Management response (Accept/Partially Accept/Reject) <i>Project management accepts the recommendation. The strong results in terms of partnership development illustrate that IOM and the CREST team can build on a solid institutional infrastructure to engage and partner with the private sector. Drawing from the important lessons learned since project inception, this mid-term evaluation could help IOM further strengthen internal policies and procedures for private sector engagement.</i>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Provide input to IOM's ongoing global feasibility study on private sector engagement.	31 December 2021	Regional project team; Department of Migration Management (HQ)	As of July 2021, CREST project participated in two internal validation workshops and provided thematic and technical inputs and feedback to inform strategic recommendations. CREST has been facilitating participation and engagement of private sector partners to	Ongoing

			inform the recommendations of the feasibility study.	
Develop a guiding framework that better defines CREST methodology, principles and parameters for engagement with private sector.	31 March 2022	Regional project team with support from IOM's Regional Office Asia-Pacific; Donor Relations Private Sector Partnership Unit		
Work with Donor Relations, Resource Management, Accounting (ACO), and Legal Departments, and any other relevant business areas to draft/revise IOM's standard templates and project types in relation to partnerships, confidentiality and accounting.	31 May 2022	Project Manager; Legal Department, Resource Management, Accounting (ACO), Donor Relations Department		
Evaluation recommendation 5: <i>Develop a sustainable funding strategy to ensure the sustainability of the CREST initiative once the project ends in September 2022³.</i> Rationale: <i>The CREST initiative is filling an important gap with respect to supporting private sector companies to meet the UNGPs, and has demonstrated impressive success to date. This likely means that a project extension or subsequent phase will be justified as long as it is able to ensure sustainable funding. With less than two years left before the end of the current project, now is the time for CREST to start securing funding for a potential second phase.</i>				
Recommendation to: <i>Project management</i>			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) <i>Project management accepts the recommendation and agrees that sustainability of the CREST initiative presents a priority for the remainder of the first project phase.</i>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Develop the design of the final project evaluation and start procurement of service provider.	28 Feb 2022	Project manager with support from regional project team; reporting officer		
Develop a sustainability strategy drawing on	31 March 2022	Project manager with support from regional		

³ In July 2021 CREST project has been extended by 3 months, until December 2022.

<i>CREST successful mixed-funding model and building on the multi-stakeholder Theory of Change.</i>		<i>project team; Project advisory board</i>		
<i>Develop the outline of the next CREST project proposal.</i>	<i>31 March 2022</i>	<i>Project manager with support from regional project team and IOM's Regional Office Asia-Pacific</i>		
<i>Sharing short project descriptions of all partnerships on the CREST website.</i>	<i>31 March 2022</i>	<i>Project management team</i>		