



Terms of Reference

EXTERNAL FINAL EVALUATION OF

Enhancing Corporate Responsibility In Eliminating Slavery And Trafficking In Asia (CREST) Project

Commissioned by: IOM Viet Nam Mission Office

Managed by: Elodie Jacoby, Monitoring, Evaluation, Accountability and Learning Officer, CREST, IOM Viet Nam

Project type:	Labour Migration (LM)
Secondary project type:	Protection and Assistance to Vulnerable Migrants (PX)
Geographical Coverage:	South-East Asia, South Asia and East Asia: Implementing missions: Bangladesh, Hong Kong Special Administrative Region of the People's Republic of China, Malaysia, the Philippines, Thailand, and Viet Nam. Collaborating missions and implementing partners in additional origin and destination countries: Cambodia, India, Indonesia, Japan, Lao People's Democratic Republic, Myanmar, Nepal, Republic of Korea and Sri Lanka.
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Migrant workers of all genders; Employers; Labour Recruiters; Civil society organizations;
Partner(s):	Private sector actors; Civil society organizations; Expert organizations; Regional business and industry groups; International Organizations; Governments and regional organizations;
Management site:	Ho Chi Minh, S-Off, VIET NAM
Duration:	01 October 2017 - 31 December 2022
Budget:	SEK 78,862,328.01

1. Evaluation context

Established in 1951, the International Organization for Migration (IOM) is the leading intergovernmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

The private sector is increasingly working towards making their supply chains exploitation-free, in line with the UN Guiding Principles on Business and Human Rights (UNGPs). IOM is currently implementing the Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) project. The project aims to realize the potential of businesses to uphold the human and labour rights of migrant workers in their operations and supply chains to achieve the [United Nations \(UN\) Sustainable Development Goals](#) (SDG) (particularly targets 8.7 and 10.7) and the [Global Compact for Migration](#) (GCM). The objective of the CREST project is that businesses respect, promote and remedy the human and labour rights of migrant workers in Asia, in key industries and supply chains. Through the CREST project, IOM develops partnerships and projects with 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 to achieve sustainable change. Project activities are designed to increase migrant workers' access to transparent information on employment terms and conditions, ethical recruitment services, enhanced worker voices, facilitate effective grievance mechanisms and address vulnerabilities exacerbated by the coronavirus disease-19 (COVID-19) pandemic. The intended outcomes of the CREST project are as follows:

- **Outcome 1: Commitment:** Private sector stakeholders commit to the elimination of modern slavery in their operations and supply chains in Asia
- **Outcome 2: Implementation:** Private sector partners are taking measures to implement ethical recruitment for the elimination of modern slavery in their operations and supply chains in Asia
- **Outcome 3: Collaboration:** Private sector stakeholders effectively collaborate with multi-stakeholder platforms to create an enabling environment for ethical recruitment and the elimination of modern slavery
- **Outcome 4: COVID-19 response:** Migrant workers and their families impacted by COVID-19 are more resilient and have increased access to safe, orderly and regular labour migration during recovery

IOM, under CREST, works directly with all actors in labour supply chains. With [lead companies and brands](#), it aims to enhance transparency in international labour supply chains and address risks of exploitation and modern slavery in their business operations. With [employers and labour recruiters](#), CREST's focus is to build the capacity to implement [international standards on ethical recruitment](#) and support services to migrant workers. The work with [migrant workers and civil society](#) aims at increasing migrant workers' access to transparent information on employment terms and conditions, ethical recruitment services, enhanced worker voice and effective grievance mechanisms. Additionally, it seeks to increase responses to and resiliency among migrant workers who have been affected by COVID-19.

With financial support from the Section for Regional Development Cooperation for Asia and the Pacific at the Embassy of Sweden in Thailand, the CREST initiative spans October 2017 to December 2022. It includes activities that are implemented by IOM missions in Bangladesh, Hong Kong SAR, China, Malaysia, the Philippines, Thailand, and Viet Nam. IOM also works with collaborating missions and implementing partners in additional origin and destination countries, namely, Cambodia, India, Indonesia, Japan, Lao People's Democratic Republic, Myanmar,

Nepal, Republic of Korea and Sri Lanka. Besides that, funding is matched by contributions provided by private sector partners that IOM collaborates with under the CREST project.

In mid-2021, the CREST initiative underwent an independent [mid-term evaluation](#) following IOM evaluation standards and in line with donor agreements. The purpose of the evaluation was to provide an opportunity for organizational learning to improve future programming and introduce corrective measures to strengthen its ability to deliver high-level results. Following the completion of the mid-term evaluation and in consideration of the upcoming end date of the project, IOM plans to implement a final project evaluation from 1 August 2022 to 14 December 2022.

2. EVALUATION PURPOSE AND OBJECTIVE

The final evaluation aims to assess the extent to which the project has achieved its aims and objectives and determine the relevance, effectiveness, coherence, efficiency, impact, and sustainability of project outcomes.

The specific objectives of this final summative evaluation are:

- To assess whether CREST's results contributed to reaching the intended outcomes and objective, including causal links between the project and observed effects;
- Identify the supporting factors and constraints that have led to achievement or lack of achievement;
- Assess the management and implementation of the project, including strengths and weaknesses of the project relating to planning, implementation, partner engagement, monitoring, communication and knowledge management;
- To establish key lessons learned and provide clear, specific and implementable recommendations to inform future project strategies.

The evaluation will be crucial to support the IOM and the Development Section of the Swedish Embassy in Thailand in measuring the effectiveness of the CREST project in producing short-term, intermediate, and long-term results. The knowledge generated by the evaluation will also feed into the design of IOM's future intervention models and contribute to documenting management and delivery approaches. Beyond this, the evaluation will be institutionally relevant for IOM by identifying lessons learned and best practices relevant to business engagement on ethical recruitment and the elimination of modern slavery.

The final report and the final evaluation results will be made publicly available. IOM will share the results with the intended users of the report, including the Swedish Embassy in Thailand, IOM CREST implementing missions, relevant departments in IOM Headquarters, and the Evaluation Reference Group (ERG). The ERG is expected to include:

- IOM representatives including the CREST Regional team (Project Manager, Monitoring and Evaluation Officer and Consultant), Senior Regional Thematic Specialists from Labour Mobility and Social Inclusion (LMI), Protection (PxD) and Monitoring and Evaluation, Regional Office for Asia and the Pacific; Senior Representatives from LMI, PxD and Donor Relations Division (DRD) Private Sector Partnerships (PSP) in IOM Headquarters;
- Donor representative(s) from the Swedish Embassy in Thailand and Swedish International Development Cooperation Agency (SIDA);
- A representative from a relevant migrant-focused civil society organization.

3. Evaluation Criteria Scope

The scope of the final external evaluation is guided by the specific objectives as outlined in the above section. The evaluation will cover the project implementation period from 01 October 2017 until the commencement of the evaluation data collection (expected from end of August 2022 with evaluation starting on 1 August 2022). The review will also cover results from 33 IOM projects with 16 businesses and business associations that contribute to achieving CREST's outcomes and overall objective. It will also consider six linked-IOM projects which are operating in the field of migration, business and human rights which have co-funded activities linked to CREST's outcomes and outputs. Geographically, the evaluation will cover the activities of IOM implementing missions in Hong Kong SAR, China and five countries: Viet Nam, Thailand, Malaysia, the Philippines, Bangladesh and. The evaluations will also cover the collaborating origin and destination countries, including Cambodia, India, Indonesia, Japan, Lao People's Democratic Republic, Myanmar, Nepal, Republic of Korea and Sri Lanka. The final evaluation will also be expected to consider project revisions.

The independent external evaluation will focus primarily on the performance of the CREST project through OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. The evaluation will also look at cross-cutting issues such as: gender, human rights, and the environment.

Considering the ongoing COVID-19 pandemic, the evaluation should consider constraints both regarding programmatic changes the project had to undertake and mobility restrictions. This Terms of Reference considers IOM's Evaluation guidance on the '[Continuity of Monitoring and Evaluation Interventions during COVID-19](#)' (version 8 April 2020). While data collection may be conducted virtually, the methodology should be adjusted to specific contexts. Where necessary, appropriate alternatives to field visits and data collection are recommended to ensure the continuation of monitoring and evaluation activities during this period.

4. Evaluation Criteria and questions

The following key OECD/DAC main evaluation criteria¹ (plus three cross-cutting ones, gender, human rights, and environment) and questions will guide the evaluation. These should be adapted/supplemented by another set of detailed and specific sub-questions by the Evaluator in consultation with IOM before undertaking the evaluation.

Evaluation Criteria	Evaluation Question
<p>Relevance: assessing to what extent the intervention objectives and design respond to beneficiaries' global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change</p>	<p>1. To what extent did CREST's objective and approach (including revisions) remain relevant to the needs of migrant workers and businesses, particularly concerning changing circumstances since the onset of the COVID-19 pandemic?</p> <p>1.1. To what extent have the project's activities in response to COVID 19 addressed the primary migrant needs identified in its project outcomes?</p>

¹ Based on Revised Evaluation Criteria adopted by the OECD DAC at its meeting on 10 December 2019.

	<p>2. How well did the project adapt to subsequent changes or advances in policies or priorities relevant to ethical recruitment in Asia?</p>
<p>Coherence: assessing the compatibility of the intervention with other interventions in a country, sector, or institution.</p>	<p>3. How well did CREST use and facilitate interlinkages with and between relevant external stakeholders (UN agencies, businesses, business associations, civil society organizations, governments, migrant representatives)?</p> <p>4. What synergies did CREST develop with similar projects or initiatives carried out by IOM? Were efforts made to avoid duplication?</p> <p>5. Were there any gaps or untapped opportunities that CREST could have explored to strengthen the role of the private sector or civil society in contributing to the respect and protection of migrant worker rights?</p>
<p>Effectiveness: assessing the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.</p>	<p>6. To what extent were CREST’s results, outcomes and objective achieved?</p> <p>6.1. To what extent did private sector and CSO partnerships contribute to achieving the results, outcomes and objectives, and have these led to concrete actions and commitments undertaken by involved stakeholders in protecting the rights of migrant workers?</p> <p>6.2. What internal and external factors contributed to or hindered the achievement of CREST’s results?</p> <p>6.3. What could have been done differently (design and implementation approaches) to ensure that the project was more effective in reaching short and long-term target results?</p> <p>7. Did the project results reach all of CREST’s intended beneficiaries as outlined in the original proposal and revisions (migrant workers of all genders, employers, labour recruiters, and civil society organizations)?</p> <p>7.1. Were there differences between beneficiaries or beneficiary sub-groups (i.e., based on gender, nationality, or employment sector)?</p>
<p>Efficiency: assessing the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>	<p>8. Were the financial resources used appropriate and proportionate to the quality of the results achieved? Were resources redirected as needed?</p> <p>8.1. Could cheaper alternative implementation strategies/packages have reached similar results or more?</p> <p>8.2. In what ways did beneficiaries and stakeholders provide their share of contributions as inputs (human, financial, in-kind) to support the implementation of the project? What effect has this had on the scale or delivery of activities?</p> <p>9. How efficient was the overall management of the project (e.g., project team composition, implementation, partner engagement, monitoring, knowledge management and communication)? What improvements could have been made?</p>

	<p>9.1. Were the projects’ activities undertaken and outputs delivered on time?</p> <p>9.2. What factors promoted or inhibited adherence to the implementation schedule?</p> <p>9.3. How were problems and challenges managed? Did the project take timely measures to mitigate any unplanned adverse effects?</p>
<p>Impact: assessing the extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.</p>	<p>10. To what extent did the interventions and delivery strategies contribute to the observed impact?</p> <p>10.1. Were there any changes, intended or unintended, to migrant workers’ lives (particularly concerning recruitment experiences and the access to human and labour rights)?</p> <p>10.2. In what ways could the impact of the project been increased or better captured?</p>
<p>Sustainability: assessing to what extent the net benefits of the intervention continue or are likely to continue.</p>	<p>11. What strategies has CREST put in place to ensure the project results and partnerships will be sustained in the long-term?</p> <p>11.1. To what extent have businesses or governments introduced or modified structures, resources, and processes to ensure that the results generated by the project continue beyond its end?</p> <p>11.2. How can the CREST learnings and achievements be further used for wider applicability and scalability beyond what is planned under the project?</p>
<p>Gender, human rights, and environment</p>	<p>12. Were migrants’ rights, protection and gender needs considered in the project implementation, monitoring and communication, in accordance with the project gender strategy?</p> <p>13. How inclusive was CREST? How could barriers be addressed that disadvantaged groups faced to reduce exclusion and avoid entrenching existing inequalities?</p> <p>14. Was the project successfully implemented without any negative impact on human well-being or the environment?</p>

1. Evaluation methodology

This evaluation will be externally conducted by a qualified and experienced vendor in conducting project evaluations and that is independent of the project formulation, planning, and implementation. The evaluation will touch upon confidential aspects of IOM’s partnerships with private sector partners and will require a non-disclosure agreement.

Initial indications on the methodology are presented below. However, the complete mixed-methods approach should be further developed by the Evaluator(s) and the IOM management team during the inception phase of the

evaluation. The evaluation methodology, data analysis and deliverables should be gender-responsive.

Document review

Desk review of relevant project documents, project reports, meeting minutes, publications and other materials identified:

- **Project documents:** proposal, budget, and annual work plans
- **Monitoring, Evaluation and Learning tools:** Annual narrative and financial reports, CREST monthly activity relays [confidential], monitoring reports and matrices, annual audit reports, CREST mid-term evaluation
- **Project strategies:** gender strategy, stakeholder engagement strategy, outreach strategy, co-funding modalities, communications strategy framework and [CREST multi-stakeholder theory of change](#)
- **IOM strategies:** [IOM Private Sector Partnership Strategy 2016-2020](#), [IOM Gender Equality Policy 2015-2019](#), [IOM Standing Committee On Programmes And Finance: sustaining and scaling private sector engagement to protect migrant workers](#), Global feasibility study on institutionalizing and scaling IOM’s partnerships with the private sector (internal)
- **Reports, policies, and communication from private sector partners** [confidential]
- **Related projects’ documents:** 33 IOM projects initiated through 16 business partnerships [confidential], six IOM projects linked to CREST funded by institutional donors [confidential]
- **National or regional strategies, policies or relevant interventions related to ethical recruitment and the elimination of modern slavery**
- **Visibility and communication:** press releases, project website, newsletters, social media, external publications from private sector partners mentioning IOM
- **Knowledge products, outputs and deliverables produced under the project**

Data collection

To capture the experiences, perspectives, and potential benefits of various groups involved in the project, key informant interviews (KIIs), focus group discussions (FGDs) and surveys (online) should be conducted with:

1. Implementers (IOM staff managing and implementing the project across all project countries)
2. The Development Section of the Swedish Embassy in Thailand (donor)
3. Stakeholders involved in the project and beneficiaries in countries where the project was implemented (including migrant workers, civil society organizations, private sector actors including brands, business associations, employers, suppliers and labour recruiters, research institutes, government agencies, and UN agencies)
4. Implementing partners and relevant service providers
5. Relevant stakeholders implementing similar interventions in the same context and geographical scope
6. Other IOM stakeholders involved in the project (i.e., members of the Project Advisory Board)
7. IOM staff engaged in similar interventions targeting the same beneficiaries (“related projects”)

Given the protracted movement and travel restrictions that may be imposed due to COVID-19, primary data collection is expected to be done both in-person and remotely, using relevant tools for both methods of data collection, that are accessible by key evaluation stakeholders in each of the countries of implementation of CREST Fashion. Data collection shall be conducted in the language that interviewed stakeholders understand.

2. Ethics, norms and standards for evaluation

IOM abides by the [norms and standards](#) of the UN Evaluation Group and expects all evaluation stakeholders to be familiar with the [ethical conduct guidelines](#) of UNEG and the consultant(s) with the [UNEG codes of conduct](#). The final evaluation shall be carried out following the IOM Data Protection Principles.

3. Budget

IOM expects the vendor to submit an all inclusive budget for the evaluation based on the their proposed methodology.

4. Specification of Roles

Roles and responsibilities

- **Management:** The Project Management Team in IOM's Ho Chi Minh City sub-office will manage the final external evaluation and act as the primary focal point for the selected Evaluator(s). The Project Management Team will provide the Evaluator(s) with the list of documents and suggested interviewees. The Management Team will also organize a kick-off meeting with the Evaluator(s) once selected and will be responsible for the final approval of all the deliverables.
- **Reference group:** A Reference Group will be created to provide technical advice to the Evaluator(s) during the final evaluation. The reference group will have the specific functions of reviewing the deliverables and providing feedback throughout the process. The Reference Group is also expected to review the lessons learned and actionable recommendations identified by the Evaluator(s). Furthermore, the Reference Group members will act as advocates for ensuring that the evaluation recommendations are integrated into IOM's subsequent programming.
- **Evaluator(s):** The selected vendor will be responsible for completing the evaluation according to the present TOR and the deliverables set out therein. All deliverables will need to be approved by the Management and coordinated with the Reference Group.

5. Time schedule

The assignment is expected to commence on 1 August 2022, with the final report expected by 14 December 2022. The inception phase will be spread over 20 working days to allow the evaluators time to secure and arrange field visits. The Evaluator(s) should be able to undertake some of the tasks concurrently to fit within the planned time-frame without compromising the quality expected.

6. Evaluation deliverables

Below are the expected deliverables of the evaluation.

1. **An inception report (10 pages excluding annexes):**

The first deliverable of the consultant/team is an inception report, which details the selected approach and methodology, including an evaluation matrix, refined evaluation questions and sub-questions, the workplan, interview schedule based on the list of stakeholders, all data collection tools and the outline of the final report. The Evaluator(s) may adopt the methodology spelt out in this ToR, but any fundamental changes should be agreed upon between the evaluation manager and the Evaluator(s) and reflected in the inception report. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representing specific groups of stakeholders. The Evaluator(s) will receive a list of key stakeholders consolidated by CREST. If the evaluator requests contacting other stakeholders, beyond those listed, this can be discussed with the evaluation manager during the preparation of the inception report. The Inception report will operationalize the ToR and must be approved by the evaluation manager before data collection begins.

2. Debriefing workshop and accompanying initial findings PowerPoint and report

Following the conclusion of the data collection, the Evaluator(s) will present initial findings and lessons learned in a preliminary 10-page report to the CREST project team and other primary stakeholders. The findings will be presented at a virtual debriefing session. The Evaluator(s) will discuss initial findings and lessons learned with key stakeholders, including IOM staff and representatives of the Evaluation Reference Group for validation and clarification. The workshop will be logistically supported by the CREST project but organized and managed by the Evaluator(s).

3. Draft and final evaluation reports (not exceeding 35 pages, excluding annexes):

Based on the inputs from discussions and analysis of interviews with key stakeholders, the Evaluator(s) will draft the evaluation report. The Evaluator(s) will prepare the draft report for comments, including the lessons learned and recommendations. The draft evaluation report will be sent to the Evaluation Manager for a methodological review. Then it will be shared by the Evaluation Manager with the Evaluation Reference Group with a request for their comments and inputs within a window of 15 working days.

The Evaluation Manager will consolidate all comments and share the consolidated feedback with the Evaluator(s) for consideration in finalizing the report. The Evaluator(s) will complete the report, considering the stakeholder comments, and then submit the final version. The final evaluation report will be approved by the IOM Evaluation Office and then published.

4. Evaluation brief (2 pages):

The brief will follow IOM templates to present an easily accessible overview of the evaluation purpose and scope and the main findings, conclusions and recommendations.

7. Evaluation Workplan And Resources

The assignment is expected to commence on 1 August 2022, with the final report expected by 14 December 2022. The inception phase will be spread over 20 working days to allow the evaluators time to secure and arrange field visits. The Evaluator(s) should be able to undertake some of the tasks concurrently to fit within the planned time-frame without compromising the quality expected.

8. Submission of Application

In light of the above, IOM is looking to receive proposals from service providers to deliver the outlined scope of work.

Qualifications and Experience

At a minimum, the Evaluator should possess the following qualifications:

- Demonstrated experience in carrying out similar evaluation assignments for projects related to international labour migration, migrant protection, human rights, capacity building of businesses, and gender;
- Demonstrated capacity to coordinate with and secure key informants (including government actors, private sector actors, UN agencies, civil society actors, and migrant workers) for field-based data collection is required.
- The Evaluator should include a team leader with at least 7 years of relevant experience in evaluation, particularly with UN agencies in areas related to migration.
- Team members with expertise in labour migration, private sector partnerships and gender are required. Additional specialists with relevant experience are considered an asset.

Technical Proposal:

Applicants shall prepare a proposal according to the ToR, ensuring that the purpose, objectives, scope, criteria and deliverables of the evaluation are addressed. The proposal shall include detailed breakdown of inception phase and data collection methodology, the suggested approach and proposed sampling to be used in the evaluation. A brief explanation of data collection, analysis and report writing phases should also be included, along with a draft work plan and timeline for the evaluation. The Technical Proposal shall also include updated CVs of the expert(s) to be part of the evaluation, and electronic copies/links of two most recent and relevant evaluations performed by the applicant. Clearly indicate the profile of the Team Lead and the team that will work on the assignment.

Financial Proposal:

Offer with a cost breakdown: Consultancy fees, international (economy class) travel costs, Daily Subsistence Allowance (DSA) and required translation and other costs. The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal. No financial information should be contained in the Technical Proposal. 20 Travel expenses shall be based on the most direct route and economy fare. Quotations for business class fare will not be considered. This evaluation may require travel to two field locations (within Asia region). Countries of field travel, if required will be confirmed upon preliminary discussions. Participating countries of DESC are the following: http://cb4ibm.iom.int/verifier_map

At least **two writing samples**, preferably of similar assignments conducted.

A **registration certificate** for the organization.

Evaluation consultancy firms should submit their applications via email, addressed as “Application for the Evaluation of the CREST project” via email to the following address: hcmc@iom.int. All submissions with complete set of documents should reach IOM no later than midnight (Indochina time) on 20 June 2022. **This application has extended to midnight (Indochina time) 27 June 2022.** Late applications will not be accepted. Any questions regarding the call for applications should be sent to the following address: hcmc@iom.int