

Annex V
Terms of Reference

External Final Evaluation of
Corporate Responsibility in Eliminating Slavery and Trafficking in
Fashion (CREST Fashion) Programme

Commissioned by: IOM Thailand Mission Office

Project type:	Labour Migration (LM)
Secondary project type:	Assistance to Vulnerable Migrants and Counter Trafficking (CT)
Geographical Coverage:	<ul style="list-style-type: none"> • Bangladesh and India as countries of production and countries of origin of migrant workers • Jordan, Malaysia and Thailand as countries of production • Cambodia and Lao People’s Democratic Republic as countries of origin of workers in Thailand • Support activities for migrant workers from Myanmar in production sites in Thailand
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Aim to reach 25,000 direct and indirect beneficiaries of which 12,500 women
Partner(s):	n/a
Management site:	Bangkok, COCF, THAILAND
Duration:	November 2018 to March 2022 (40 months)
Budget:	<p>1,700,000 EUR contribution from Laudes Foundation</p> <ul style="list-style-type: none"> - To be matched by 200,000 EUR financial and in-kind contribution budgeted under other IOM programmes for relevant joint activities (CREST SIDA and others) - 100,000 to be leveraged through private sector contributions

1. Evaluation Context

Established in 1951, the International Organization for Migration (IOM) is the leading inter-governmental 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.

Migrant workers are an increasingly important part of the global apparel and home textiles industry workforce, due in large part to the predominance of “fast fashion”. As brands and retailers offer ever more rapidly changing collections at bargain prices, there is a greater need for lower-cost production sites that can deliver quality items at short notice. This has resulted in a shift in apparel and home textile industries, with temporary and contract workers (often internal or international migrants) preferred over regular and permanent workers to keep costs low.

However, inadequate government regulation and/or enforcement of labour standards and fair and ethical recruitment practices in the countries of production and origin of migrant workers, and lack of effective bilateral and regional cooperation frameworks allow exploitative practices to thrive. Consequently, workers often operate under deplorable and hazardous conditions, facing long working hours, low wages, a lack of regular contracts, and extremely tight deadlines without commensurate pay and rest hours. Both internal and international migrant workers are exposed to such conditions. However, incidents of forced labour and trafficking are much more prevalent among those migrants who have used formal or informal recruitment intermediaries.

Therefore, IOM has launched the programme [Corporate Responsibility in Eliminating Slavery and Trafficking in Fashion](#) (CREST Fashion) in 2018, funded by Laudes [Foundation](#). The Laudes Foundation is the financial donor to this project. Established in 2020, the Foundation strives to achieve “Global markets that value all people and respect nature, and an economy in which industries uplift all who participate in them, and regenerate and restore nature as a fundamental part of what they do.”

Objective: 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 in Bangladesh, India and Thailand.

Outcome 1: Brands, suppliers and business alliances in apparel and home textile supply chains show commitment towards elimination of labour exploitation, slavery and trafficking in their direct operations and labour supply chains.

Outcome 2: Public, private sector and the civil society are actively and sustainably engaged in joint actions towards prevention and mitigation of risks of labour exploitation, slavery and trafficking in apparel and home textile labour supply chains.

CREST Fashion is supported by the Laudes Foundation from November 2018 until March 2022. This funding is complemented by financial and in-kind contribution budgeted under other IOM programmes for relevant joint activities (CREST SIDA and others). Besides that, funding is complemented by private sector contributions, provided by partners IOM collaborates with under the CREST Fashion initiative.

CREST Fashion is implemented in Bangladesh, Cambodia, India, Lao People’s Democratic Republic and Thailand, and is closely aligned with Laudes Foundation’s position that advancing the rights of women is fundamental to the industry transformation which is achieved through collaboration and transparency in operations. The CREST Fashion initiative augments Laudes foundation’s efforts to

realize its goal of contributing to a ‘fashion industry that enables people to thrive’ by facilitating more collaborative approach towards eliminating exploitative recruitment practices and thereby reducing the risk of labour exploitation, forced labour and human trafficking in labour supply chains.

Under CREST Fashion, IOM works directly with all actors in labour supply chains. With 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, the focus is to build capacity for the implementation of international standards on fair and ethical recruitment and support services to migrant workers. IOM’s work also includes outreach among migrant workers, aiming to increase their access to transparent information on employment terms and conditions, their rights, fair and ethical recruitment services, and effective grievance mechanisms. Additionally, CREST Fashion engages in advocacy with the governments in countries of implementation, to achieve enhanced policies regulating labour migration, embedding international standards on fair and ethical recruitment and employment, such as the ‘Employer Pays Principle’.

2. Evaluation Purpose

The final evaluation will be commissioned to assess how well the programme operated as intended and served the target population and change achieved through the programme. The evaluation should generate the following findings, conclusions and recommendations for Laudes Foundation, IOM CREST Fashion missions, CREST regional management team, and Project Advisory Board (PAB) members as well as project partners:

- Project results and progress towards the achievement of outcomes and objectives
- Change achieved through the Programme
- Lessons learned and strategic recommendations for future similar interventions
- Recommendations for future project strategies

The final evaluation presents an opportunity for organizational learning to improve future programming and strengthen ability to deliver high results. Beyond this, the evaluation will thus also be institutionally relevant to assess the relevance and the accountability of the project.

The final project report and the results of the final evaluation will be shared with the Laudes Foundation, IOM CREST missions, as well as PAB members, which include:

- Chiefs of Mission from IOM Bangladesh, Cambodia, India, Lao People’s Democratic Republic and Thailand;
- Senior Regional Thematic Specialists from Labour Mobility Human Development (LHD)
- Senior Representatives from LHD in IOM Headquarters, and
- CREST Fashion Regional Project Manager

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

3. Evaluation scope

The scope of the evaluation shall cover the project implementation for the period from 1 November 2018 until the time of evaluation. Geographically, it will cover all five countries where CREST Fashion has been implemented (Bangladesh, Cambodia, India, Lao People’s Democratic Republic and Thailand) as well as Jordan and Malaysia, where IOM worked with private sector actors to enhance the

protection of international migrant workers originating from Bangladesh, India, Nepal, the Philippines and Viet Nam. The evaluation will take place both in-person and remotely.

While there is clarity on the actors the project intended to target and the impact it sought to achieve, an independent external final evaluation will examine the project's relevance, effectiveness, efficiency, coherence, impact, and sustainability. Furthermore, cross-cutting issues will also be included in the evaluation, such as gender and human rights aspects of the interventions.

The evaluation should generate a better understanding on whether the project was implemented effectively and change was achieved, success factors and areas for improvement identified throughout the duration of the project. The evaluation will encompass objective, outcome, and output levels of the results and cover the period from 1 November 2018 until the time of evaluation, as following:

- Assessment of the project's progress towards outputs, outcomes and objective
- Causal links between the project and observed effects
- Management and implementation modalities (processes, structure, strategies, knowledge management, etc.)

Apart from the project implementation, the final evaluation will also assess the project design, monitoring efforts, communication and learning, and organizational and network capacity.

4. Evaluation Guidelines, Criteria and Questions

Responding to the evaluation context, purpose and scope, the following key OECD/DAC main evaluation criteria¹ (plus cross-cutting ones, gender, human rights, and environment) and questions will guide the final evaluation. In addition, the evaluation shall be aligned with the guidelines and framework of the Laudes Foundation.²

These two frameworks should be adapted/supplemented by a set of detailed and specific sub-questions developed by the evaluator in consultation with IOM prior to commissioning the evaluation.

¹ https://www.oecd-ilibrary.org/sites/543e84ed-en/1/3/4/index.html?itemId=/content/publication/543e84ed-en&_csp_=535d2f2a848b7727d35502d7f36e4885&itemIGO=oecd&itemContentType=book&_ga=2.126467598.2071015045.1631000627-161992830.1630639356#section-d1e2474

² <https://www.laudesfoundation.org/grants/rubrics>

OECD/DAC Evaluation Criteria

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>To what extent did the project respond to the needs and priorities of migrant workers, civil society organizations, private sector actors (including brands, suppliers and recruitment agencies), government agencies, and the donor throughout the entire labour migration process?</p> <p>Were the project activities and outputs consistent with the intended outcomes and objectives?</p> <p>Did the project's activities and outcomes respond to global goals and priorities (2030 Agenda for Sustainable Development Goals (SDGs), Global Compact for Safe, Orderly and Regular Migration (GCM), United Nations Guiding Principles on Business and Human Rights (UNGPs), Montreal Recommendations on Recruitment, and the Colombo Process) as well as to national goals and priorities set by country governments in which CREST Fashion is implemented? (such as, the Royal Thai Government's National Action Plan on Business and Human Rights on BHR, commitments of the Government of Bangladesh to adhere to the Montreal Recommendations on Recruitment, and similar efforts of other target countries)</p>
<p>Coherence: assessing the compatibility of the intervention with other interventions in a country, sector or institution.</p>	<p>Internal coherence To what extent was the project coherent with IOM's objectives, mandate and strategies in the area of labour migration, fair and ethical recruitment, anti-trafficking and private sector partnerships globally and in the Asia-Pacific region?</p> <p>External coherence How well did the project collaborate with and use the synergies and interlinkages between policy areas and coordination with relevant stakeholders outside IOM to achieve its goals and address needs of beneficiaries, and to what extent was there consistency of interventions of other actors in the same context?</p> <p>Were there any gaps or untapped opportunities that CREST Fashion could explore to strengthen the role of the private sector 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</p>	<p>To what extent have the project's targeted results, outcomes and objectives been achieved? Were there any differences between male and female beneficiaries? To what extent did company partnerships and advocacy efforts contribute to the achievement of the project's outcomes and objectives, and have these led to concrete actions and commitments and actions undertaken by involved stakeholders in protecting the rights of migrant workers in the target sector (such as through policy change)?</p> <p>What worked and why? What were the key strengths of the project's intervention and what was the added value of CREST Fashion? What did not work and why? What could be done differently?</p>

<p>results across groups.</p>	<p>Did CREST Fashion lead to any unintended consequences, results or effects (both positive and negative ones)? If so, did these lead to benefits or risks?</p> <p>What internal and external factors influenced the implementation and the achievements of the output, outcome, and objective results, and how have these factors been managed?</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>How cost-effective was the project? Were the financial resources used appropriate/proportionate to the quality of the results achieved? Can it be compared to other similar projects implemented elsewhere? Were resources redirected as needs changed?</p> <p>Have the beneficiaries and stakeholders provided a share of contributions as inputs (human, financial, in-kind) for the implementation of the project?</p> <p>How efficient was the overall management of the project (e.g. project team composition, coordination modalities, implementation processes, and monitoring and evaluation efforts)? What improvements could be made?</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>To what extent did the project contribute to improved protection of migrant workers, and to public and private sector actors' respect, promotion and remedy of the human and labour rights of migrant workers employed in the target industry in countries of project implementation?</p> <p>How could project impacts on migrant workers have been increased and/or better captured? Have Civil Society Organizations (CSOs) played a role in this endeavour?</p>
<p>Sustainability: assessing to what extent the net benefits of the intervention continue, or are likely to continue.</p>	<p>To what extent are the project results likely to be sustained in the long-term? What measures were taken to guarantee sustainability?</p> <p>Are the project beneficiaries (migrant workers) adequately empowered to exercise their human and labour rights, and to obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time? (taking into account structural inequalities, including gender inequality, poverty and marginalization).</p> <p>How can the CREST Fashion learnings and achievements be further used for wider applicability and scalability beyond what is planned under the project (e.g. externalizing knowledge)?</p>
<p>Gender, human rights and environment</p>	<p>How were migrant workers' rights and protection needs and gender aspects considered in the project design, implementation and monitoring, including the risk management plan?</p> <p>Was the project successfully implemented without any negative impact on human well-being or the environment?</p> <p>How inclusive is the CREST Fashion project, e.g. has intersectionality been considered? How could barriers be addressed that disadvantaged groups are facing, to reduce exclusion and transform gender inequalities?</p>

In addition to the OECD/DAC evaluation criteria, the evaluation shall also be aligned with guidelines provided by the Laudes Foundation.³ In this light, the evaluation shall assess effectiveness and efficiency of processes, as well as change achieved through the project on selected “[rubrics](#)” (determined in consultation with IOM).

1. Are processes working? (design, implementation, monitoring and adaptation, communication and learning, organization and network capacity)
2. How does the project contribute to systems change? (such as multi-stakeholder movement pressure, stakeholder-informed policies, worker and producer voice, and progressive business leading)
3. Is the system changing? (such as policy and regulatory frameworks and responsible business and industries)

Each rubric assessed shall also be rated, using the rating-scale (as laid out in Figure 1), against the “2025 Outcomes” and “2030 Impact”, set by the Laudes Foundation.



Figure 1: Rating scale to track progress in systems change of Laudes Foundation

5. Evaluation Methodology

Initial indications on the methodology are presented below. However, the complete multi-method methodology should be 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.

Also, in light of the COVID-19 pandemic, the evaluation should take into account constraints to implement the project activities, as well as mobility restrictions. This Terms of Reference takes into account IOM’s [Evaluation/OIG⁴ Strategy 2021-2023](#), taking into account the progress, enabling factors and organizational constraints (version 11 March 2021). Data collection should be conducted virtually as well as in-person and would need to be adjusted to its specific context. Appropriate alternatives to field visits and data collection are recommended to ensure the continuation of monitoring and evaluation activities during the pandemic and should be further explored by the evaluator(s) in coordination with IOM.

Document review

³ <https://www.laudesfoundation.org/grants/rubrics>

⁴ Evaluation in IOM is one of the functions of the Office of the Inspector General (OIG) that also covers Audit, Inspection and Monitoring of Monitoring

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

- **CREST Fashion Project documents:** proposal, budget, annual work plans, strategic programme assessment
- **Related Project strategies from CREST:** Gender Strategy, Stakeholder engagement strategy, Outreach strategy, Co- funding modalities, Communications Strategy Framework, and [CREST Theory of Change](#)
- IOM strategies: [IOM Private Sector Partnership Strategy 2016-2020](#); [IOM Gender Equality Policy 2015-2019](#); IOM Sustaining and Scaling Private Sector Engagement To [Protect Migrant Workers](#)
- **CREST Mid-term Evaluation**
- **Project documents of other actors' interventions within the same context (TBC)**
- **Monitoring, Evaluation, Reporting and Learning (MERL) tools:** Narrative and financial reports submitted to the donor every six months, and M&E tools (templates).
- **Visibility and communication:** Project external reports, newsletters, press releases, articles of relevant stakeholders mentioning CREST Fashion
- **Knowledge products, outputs and deliverables developed under the project:**

Regional:

- Business Arguments for Suppliers and Brands to adhere to the principles of ethical recruitment and decent work for migrant workers
- Flyer Say No to Discrimination Stigma and Hate Speech Targeting Migrant Workers
- The Strategic Program Assessment of CREST Fashion (Executive Summary)
- E-learning module on an introduction to ethical recruitment and employment principles
- Video for migrant workers on maintaining good mental health during COVID-19

Bangladesh:

- Policy Paper: National Debriefing and Consultation on the Montreal Recommendations on Recruitment
- Supporting Private Recruitment Agencies in Adhering to Fair and Ethical Recruitment Practices in Bangladesh
- Pre-Departure Orientation Manual for Bangladeshi workers migrating to Jordan to work in the garment sector
- Audiovisual Post-Arrival orientation materials for Bangladeshi migrant workers employed in the garment sector in Jordan

Cambodia:

- Making your Travel Safe Booklet

India:

- Issue Paper: The significance of business and human rights efforts to focus on migrant workers in India in the coming decade'
- IOM Inputs for the Migrant Labour Policy Framework
- NAP from their Margins: Mainstreaming Human Rights in Businesses
- Pre-Departure Orientation Manual for Indian workers migrating to Jordan to work in the garment sector
- Pre-Departure Orientation Manual for internal Indian workers migrating within India to work in the country's garment sector
- Employer Guide on Ethical Direct Recruitment of Inter-State Migrants in the Garment Industry in India

- Online Platform 'WorkersJoint'

Lao People's Democratic Republic:

- Poster: The Working Conditions and Rights of Workers for both Employers and Employees
- One brochure, one poster, one fan, and one t-shirt on rights of (migrant) workers employed in garment industry in Lao People's Democratic Republic
- Trainer's Guide for Safe Migration and Decent Work
- Pre-Departure Orientation Manual for Laotian migrant workers seeking employment in the garment sector in Lao People's Democratic Republic or abroad
- Video on ethical recruitment and safe migration

Thailand:

- Business Guidebook: How to mediate Employment Disputes under Thai Labour Law 2021
- *The Human Resource Guidebook on Employer Obligations and Cultural Sensitivity*
- Preliminary Self-Assessment Checklist for Thai Employers Contracting New Recruitment Agencies
- Ethical Recruitment and Employment of Migrant Workers in Garment Supply Chains in Thailand by Piloting Blockchain Solutions - Preliminary lessons learned report
- Using blockchain solutions in preventing unethical recruitment – Lessons learned report
- Tips for migrant workers on effective communication in the workplace
- Tips for migrant workers on the culture of Thailand
- Tips for migrant workers on the rights to freedom of association and collective bargaining in Thailand
- Tips for migrant workers whose contracts have been terminated
- Joint policy brief: Weaving the Threads of Migration, Sustainable Development and the Pandemic
- Supporting Private Recruitment Agencies in Adhering to Fair and Ethical Recruitment Practices in Thailand
- Policy Paper: Achieving Fair and Ethical Recruitment and Employment through Collaborative Action During and Post-COVID 19 Recovery in Thailand
- Consolidated Paper on Promoting Fair and Ethical Recruitment and Employment in Thailand
- Post-Arrival Orientation videos for migrant workers in Thailand migrating through the Memorandum of Understanding (MOU) system
- Video on anti-forced labour in Thailand

Data Collection

In order to capture the experiences, perspectives, and potential benefits of various groups involved in the project and seek answers to questions posed in section four of this Terms of References, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and/or surveys (online) should be conducted with:

- a) Implementers (IOM staff managing and implementing the project across all project countries).
- b) Stakeholders involved in the project and beneficiaries in countries where the project was implemented (migrant workers, civil society organizations, private sector actors, including brands, business associations, employers/suppliers and recruiters, Government agencies, and UN agencies)
- c) Implementation partners
- d) Relevant stakeholders implementing similar interventions in the same context and geographical scope

- e) Staff of UN agencies (particularly IOM, International Labour Organization (ILO) and United Nations Development Programme (UNDP)) involved in similar interventions targeting the same beneficiaries

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 is understood by interviewed stakeholders.

6. Evaluation Deliverables

The consultant will deliver the following outputs and deliverables:

1. **An inception report, max 15 pages, including**, at a minimum, the following sections:
 - Introduction
 - Evaluation context
 - Evaluation purpose
 - Methodology (data collection and analysis methods, samplings, limitations and mitigation strategies)
 - Workplan
 - Evaluation matrix and a list of persons and documents to be consulted (annex)
 - Copies of data collection tools such as interviews and FGD protocols, surveys etc. (annex)
2. **Lessons-learned Report** (not exceeding 10 pages) including:
 - Challenges encountered, including how these were overcome and those which remain to be addressed in the future
 - Lessons learned and recommendations to guide improvement and future initiatives
 - Influential information to report to current or potential funders
3. **Lessons learnt e-workshop with**
 - Regional project team and Regional Office Asia Pacific
 - External project stakeholders (donors, implementing partners and others as relevant)
4. **Final evaluation Report** (not exceeding 35 pages, excluding annexes), including:
 - Cover page
 - Executive summary
 - Introduction, objectives and adaptations
 - Highlighting the project's processes and strategies, strengths and bottlenecks.
 - Results (change achieved)
 - o Evaluation Criteria and areas for improvement across the criteria
 - o Rating for selected rubrics,⁵ brief narrative justifications, disaggregated evidence by gender, sex, and socio-economic background, where feasible
 - o Summary of success factors and/or those which challenged performance
 - o Summary of reasons for any unexpected results
 - Lessons learned (at project and organizational level, and with partners)
 - Recommendations

⁵ <https://www.laudesfoundation.org/grants/rubrics>

- Annexes (case studies related to the project’s contribution to outcomes, list of publications, media coverage or external communications related to the project)
- 5. **De-briefing session** including PowerPoint presentation of initial findings for project management.

7. Evaluation budget

The evaluation company should provide a quotation covering costs for the evaluation team, i.e. lead consultant and other consultants as per deliverables indicated above. The budget should include cost for translation of data gathered in local languages, as well as in-country travel expenses for the purpose of data collection. A detailed work plan will be prepared and agreed on between the evaluator(s) and the project management team before commissioning the evaluation.

8. Management arrangements and Roles and Responsibilities

- **Management:** The Project Management Team in IOM Thailand office will manage the final evaluation and will 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.
- **Evaluator(s):** The selected institution will be responsible for completing the evaluation in line with the present Terms of References and the deliverables set out therein. All deliverables will need to be approved by the management group and coordinated with the steering committee.
- **Steering committee:** A steering committee will be established to provide the evaluator with different perspectives and knowledge. The steering committee will be consulted on the preliminary findings to enhance their validity and on the recommendations to ensure feasibility.

9. Ethics, Norms, and Standards for Evaluation

IOM abides by the [norms and standards](#) of the UN Evaluation Group (UNEG) 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](#) as well. Additionally, the final evaluation shall be carried out following the IOM Data Protection Principles.

10. 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 minimum, the evaluator should possess the following qualifications:

- Demonstrated experience in carrying out similar evaluation assignments for projects related to international labour migration, migration 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 10 years of relevant experience.
- Team members with expertise on labour migration and gender is required. Additional specialists with relevant experience is considered an asset.

Service Providers are requested to submit the following:

- A proposal with description of the organization, recent experience on assignments of similar nature, proposed approach, activities, methodology, deliverables, a work plan (including data collection plan), proposed team composition and their respective experience and expertise, and at least two examples of similar work within the thematic areas and region, including references. Proposal should also provide information about the approach for capturing lessons learned and how the lessons learnt workshop will be organized.
- The budget in USD. The budget should include a detailed breakdown of costs per activity, personnel costs, and any other costs relating to the implementation of the tasks outlined under this TORs. The financial proposal shall be submitted in the template attached to the Request for Proposal.

Note: Proposals excluding conducting interviews with stakeholders (including migrant workers, CSOs, private sector actors (brands, employers/suppliers, recruiters), government agencies, and UN agencies) from the methodology will not be considered.

Contract period: 15 November 2021 to March 2021.

Potential conflict of interest should be declared.

Only shortlisted candidates will be notified.

IOM reserves the right not to accept any tenders submitted.