

CALL FOR PROPOSAL
INDEPENDENT MID-TERM EVALUATION
GOVERNANCE OF LABOUR MIGRATION IN SOUTH AND SOUTH-EAST ASIA
(GOALS) PROGRAMME

Application deadline	10 February 2022
Type of Contract	Individual Consultancy Contract (with a team leader and 2-3 team members) OR Service Contract (by a company)
Expected Duration	Approximately 50-55 workdays from March to May 2022 (combined efforts of a team leader and 2-3 team members)
Languages required	Proficiency in written and spoken English (knowledge of local languages for national consultants)

The International Labour Organization (ILO) is seeking a brief proposal in English from consultants (preferably a firm or a team of consultants) to conduct a mid-term independent evaluation of GOVERNANCE OF LABOUR MIGRATION IN SOUTH AND SOUTH-EAST ASIA (GOALS) PROGRAMME

Interested parties are requested to submit their application with the following information:

1. A short technical and financial proposal/fee structure (max 5 pages) describing evaluation methodology to be used, and anticipated challenges in conducting the evaluation, in particular COVID-19 related travel restrictions along with possible solutions.
2. A cover letter explaining how the candidates' skills, qualifications and experience are relevant to the required qualifications of this as described in the ToR.
3. A statement confirming the availability of all the team members along with team leader to conduct this assignment and the daily professional fees (for each individual member of the team) expressed in US dollars.
4. A copy of the CV of team leader and of all the team members (which must include information about the qualifications held by the candidates) including a list of previous work relevant to this evaluation
5. A statement confirming that the candidates are not engaged or had any previous involvement in the delivery of the "GOVERNANCE OF LABOUR MIGRATION IN SOUTH AND SOUTH-EAST ASIA (GOALS) PROGRAMME"
6. An example of evaluation products for Project/Programs related to labour migration
7. A list of two referees (including name, affiliation, phone number and email address). These referees must be evaluation manager of the relevant evaluations undertaken by the applicants.

The **deadline to submit an application** is 17:00 hrs Bangkok time, Wednesday 10 February 2022. Please send an e-mail with the subject header "GOALS MTE" to the Evaluation Manager, Ms. Pamornrat Pringsulaka, pamornrat@ilo.org

Proposals will be evaluated based on the following criteria: contextual knowledge, technical specialization, prior experience, clarity and soundness of proposed methodology, language and understanding of the GOALS cross-cutting policy drivers and financial competitiveness.

Terms of Reference

Independent Mid-term Evaluation of GOVERNANCE OF LABOUR MIGRATION IN SOUTH AND SOUTH-EAST ASIA (GOALS) PROGRAMME

19 January 2022

Executing Agency	International Organization for Migration (IOM), International Labour Organisation (ILO), UN Entity for Gender Equality and the Empowerment of Women (UN Women)
Geographical Coverage	The member States of the Colombo Process (South, East and South-East Asia) – Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Viet Nam, with specific focus on South Asian countries where the actionable commitments are initiated or implemented.
Project Code	RAS/19/09/IOM
Project Period	01 August 2020 – 31 July 2023
Type and Timing of the evaluation	Independent midterm evaluation; March to April 2022
Donor and Funding	The Swiss Agency for Development and Cooperation (SDC) USD 5,165,289
Partners	PUNOs, Governments, Employers’ organizations, Recruitment agencies, Trade Unions, Civil society and Academia, including partners and service providers
Contributing to SDGs	SDGs: 5, 8, 10, 16, 17
Evaluation Commissioner	ILO
Evaluation Manager	Pamornrat Pringsulaka, ILO Regional Evaluation Officer

1. Introduction

Governance of Labour Migration in South and South-East Asia (GOALS) programme is a joint regional UN programme on labour migration. This innovative joint UN programme is implemented by the IOM, ILO, and UN Women with a total budget of about USD 5.16 million, supported by the Swiss Agency for Development and Cooperation (SDC). The COVID-19 pandemic has caused delays in implementation, in taking up posts of team members, and has limited opportunities to have in-person meetings and cross-border travel, and it may have caused potential changes in the priorities of the Colombo Plan (CP) Member States, while also has provided opportunities to revisit the strategic priorities, explore innovative approaches in implementation as well as to identify alternatives.

The programme is conceived in response to various facets of labour migration in the corridors between South and South-East Asia and the Middle East and builds on the first phase of the SDC supported regional project, “Strengthening Labour Migration Governance through Regional Cooperation in Colombo Process Countries”. The participating UN organisations (PUNOs), IOM, ILO and UN Women come together while partnering with

other relevant stakeholders, including migrant workers and their representatives, civil society organisations, private sector including employers' organisations, trade unions, recruitment agencies, and academia and policy think tanks to support the implementation of this regional programme.

GOALS delivers technical assistance and support with the overall objective of contributing to the socioeconomic recovery post COVID-19 in selected South Asian Colombo Process Member States by improving policies and practices related to labour migration , as well as achieving the Sustainable Development Goals, especially Goal 10.7, and the commitments of the Global Compact for Safe, Orderly and Regular Migration (GCM). GOALS programme is well placed to ensure strong collaboration for better regional cooperation, as well as to recognize the issues of fair recruitment, skills development in particular upskilling and re-skilling, and reintegration.

For effective implementation of GOALS programme, synergies have been planned between previous and ongoing national and regional level projects including that of SDC, IOM, ILO and UN Women and GOALS programme. GOALS programme engages with non-State stakeholders, including but not limited to constituents and stakeholders of the PUNOs during its implementation.

Per the Project Document, the UN Evaluation Group(UNEG) for joint evaluation, IOM, ILO's *Policy guidelines for results-based evaluation*¹ and UN Women's *Evaluation policy*² provide the framework for carrying out the Programme's independent mid-term evaluation. These guidelines adhere to the norms and standards of evaluation adopted by the United Nations Evaluation Group and the OECD/DAC Evaluation Quality Standards.

The evaluation will systematically assess the performance of the programme against a set of key criteria and derived questions, document lessons learned and good practices and make recommendations for improved results or the development of future interventions. To ensure that the evaluation addresses the information needs of all parties, the Evaluation Managers will work closely with the Evaluation Management Committee and Technical Committee of GOALS programme in reviewing and endorsing the Terms of Reference, qualifications of the independent consultants, evaluation questions and schedule of meetings. ILO Regional Evaluation Officer will be the evaluation manager and ILO will issue the contract for the evaluation team.

The Mid-Term Evaluation report will be submitted to ILO Evaluation manager who will share the report to IOM, UN Women, and ILO project team SDC as well as shared with programme partners. The report will be made publicly available on the respective website of each organization. A management response to the recommendations will be developed by GOALS programme team and will be shared with the Project Steering Committee (PSC) with IOM, ILO and UN Women, clearly stating the follow-up actions to be taken.

2. Programme Background

Migration today is often linked directly or indirectly to the search for employment opportunities, to improve livelihood options and development outcomes for individual workers and their families. Labour migration, therefore, has the potential to deliver a triple win. For countries of destination, it contributes to economic growth through the provision of labour, skills and ideas. For countries of origin, the movement of women and men across borders reduces under-employment pressures and increases remittances. For migrant workers, especially women, it gives the opportunity to earn higher incomes to improve their lives and of their families and develop new skills, and thus greater independence and agency.

Despite the extensive benefits of labour migration stemming from the enjoyment of people's fundamental rights to movement, occupation, and work, extensive efforts are needed to improve governance of labour migration. The gaps and issues surrounding labour migration stem from ineffective labour migration governance frameworks that are not rights based, gender-responsive, properly resourced or implemented. Services for protection and empowerment of women and men migrant workers are insufficient at all stages

¹ http://www.ilo.org/eval/Evaluationpolicy/WCMS_168289/lang--en/index.htm

² <http://undocs.org/en/UNW/2012/12>

of labour migration including pre-decision, pre-departure, transit, post-arrival, during employment, and on return and reintegration. As a result, women and men migrant workers face debilitating breaches of their rights and protection. All these issues stem from the need for good governance in the labour migration process linking to sound policies, laws and regulations, processes and initiatives, and especially to partnerships and collaborations for positive change. This includes better understanding and responding to the needs and experiences of women migrant workers and ensuring their voices are reflected in labour migration policies and governance.

Labour migration from South and South-East Asia occurs primarily under temporary migration regimes particularly for low- and semi-skilled workers. Poorly governed labour migration in the corridors between South and South-East Asia and the Middle East reduce opportunities for decent work and increase the risk of labour exploitation of migrant workers. For low-wage workers, these risks include: being trapped into jobs with poor wages and working conditions, often in the informal economy; exposure to violations of labour and other human rights; dangerous workplaces and occupational safety and health hazards; forced labour; debt bondage; trafficking in persons; and other decent work deficits. Exploitative recruitment practices, at the very start of the migration process in countries of origin in South Asia, add to the challenges through exorbitant recruitment fees and other costs charged to migrant workers. Women migrant workers can experience more situations of vulnerability to multiple forms of discrimination and violence, including sexual and gender-based violence and harassment at work, in the host communities and in private space. The mismatch of skills to the jobs available in destination countries in the Arab states; separation of families; and absence of social protection also contribute to the social and economic costs of migration. It also exacerbates complex governance challenges for countries of origin and destination in this corridor – such governance challenges include low capacity of relevant authorities and policy makers, lack of resources, and lack of coordination within and between countries.

Given the above, GOALS is committed to advancing gender equality and empowerment of women through its design, management, and in implementation. To realise this objective, the programme has integrated a gender equality perspective in every aspect of the programme - from management, implementation to communications. Some key actions taken include balancing gender representation in the programme visibility materials such as the presentation during the launch, incorporating gender perspectives in the setup of programme coordination and communication plans, and also enhancing involvement of both men and women in programme activities.

Objectives and strategic approach: The programme seeks to contribute to the following overall and inter-linked outcomes.

Overall goal of the programme is that labour migration is safe, orderly and regular for all women and men from the Colombo Process Member States through strengthened collaboration and effective labour migration governance.

The programme is built on three inter-linked and inter-related outcomes and strategies;

Outcome 1: The Colombo Process Member States develop and progress actionable commitments for strengthened labour migration governance and policy coherence through multilateral dialogue.

- Develop capacity and support participatory and technically informed multi-lateral dialogue
- Build multilateral consensus on priorities and support identification of actionable commitments

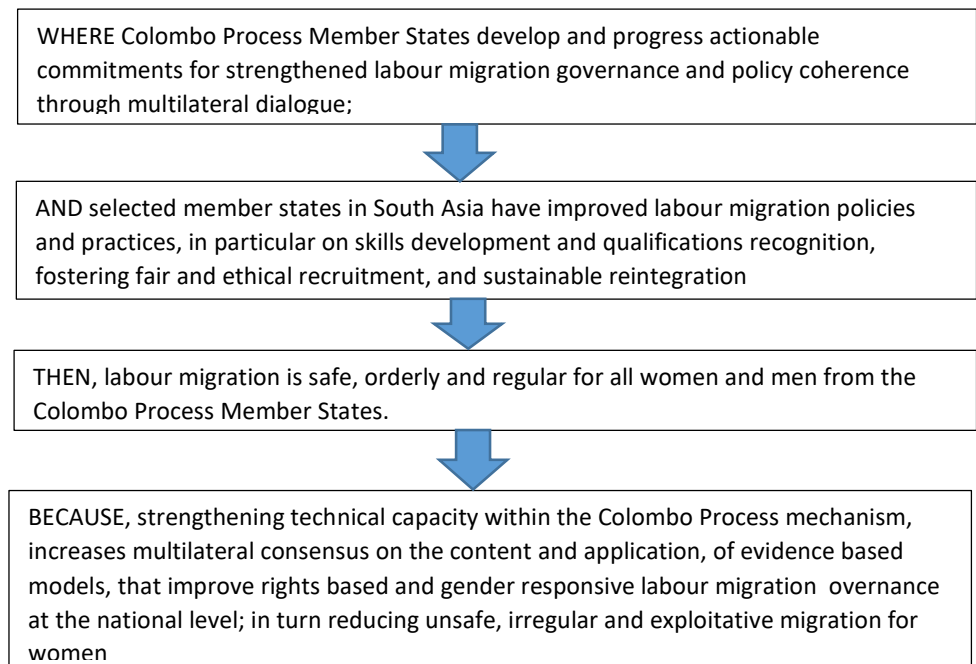
Outcome 2: Selected members states in South Asia have improved labour migration policies and practices, in particular on skills development and qualifications recognition, fostering fair and ethical recruitment, and sustainable reintegration.

- Develop labour migration governance models at the regional level that are evidence-based rights-based and gender responsive
- Develop capacity to adapt models for labour migration governance at the national level that is rights based and gender-responsive

Outcome 3: The evidence base on labour migration is strengthened to inform knowledge, dialogue, policy making and action.

- Increase evidence base and develop the capacity for reliable data collection and analysis at the national level
- Share knowledge and develop capacity to use evidence to inform policy dialogue

Figure 1: Theory of Change



Coherence with global frameworks and international normative frameworks

The Colombo Process and the Technical Area Working Groups

GOALS established within the context of [Colombo Process \(CP\)](#) is a [regional consultative process](#) of 12 Asian countries³ that focuses on protection of and provision of services to migrant workers and optimizing benefits of organized labour migration for both sending and receiving countries along with the migrants and their family. The CP was established in 2003 in Colombo, Sri Lanka, the Colombo Process provides a member state-driven, non-binding platform for countries of origin in Asia to facilitate dialogue and cooperation on issues of common interest and concern relating to the management of overseas employment and contractual labour.

The Colombo Process has evolved around the thematic foci; (1) fostering ethical recruitment practices, (2) pre-departure orientation and empowerment, (3) skills and qualifications recognition processes, (4) promote cheaper, faster and safer transfer of remittances, and (5) labour market analysis. Colombo Process Member States have established Working Groups on these thematic areas each of which is chaired by a Member State. In line with the Kathmandu Declaration, the following cross-cutting thematic

The Global Compact for Safe, Orderly and Regular Migration (GCM) is guided by a gender-responsive principle which seeks to mainstream a gender perspective, promote gender equality and the empowerment of all women and girls, and to move away from addressing migrant women primarily through a lens of

³ Member States: Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Viet Nam.

victimhood. It further calls for the application of a human-rights based and gender responsive approach to reviewing and developing migration policies. The importance of gender-responsive governance is also highlighted in the Committee on the Elimination of Discrimination against Women (CEDAW) General Recommendation No. 26. General Recommendation No. 26 provides a framework for developing gender-responsive migration policies to eliminate discrimination in line with State obligations under CEDAW. The Recommendation highlights the formulation of evidence-based, gender-responsive and human rights-based migration policies as a core common responsibility; including through active involvement of women migrant workers and relevant non-governmental organizations (para. 26). Women migrants have specific experiences, needs and barriers throughout the migration process. Globally, evidence shows that policies and programmes for labour migration are limited in their response to these issues. To make migration governance gender-responsive, gender-based barriers must be identified and proactively addressed. Recognizing and responding specifically to women's needs through migration policies is the most effective way to ensure equitable and positive migration outcomes.

International Labour Standards

The ILO Private Employment Agencies Convention, 1997 (No. 181), and accompanying Recommendation (No. 188) are the current international standards applicable to private employment agencies. Convention No. 181 establishes the principle that workers shall not be charged "directly or indirectly, in whole or in part, any fees or costs" (Article 7). It also requires ILO Members to provide adequate protection for, and prevent abuses of, migrant workers recruited or placed in its territory by private employment agencies, including through conclusion of bilateral agreements. Other ILO sector-specific instruments contain provisions on recruitment across borders, including the Migration for Employment Convention (Revised), 1949 (No. 97), the Domestic Workers Convention, 2011 (No. 189), the Protocol of 2014 to the Forced Labour Convention, 1930 (No. 29), and the 2006 ILO Multilateral Framework on Labour Migration.

GOALS will also be informed by and contribute to the relevant objectives and related actions of multilateral global frameworks including the GCM and the SDG targets and indicators that these South Asian Member States have endorsed for example the activities on fair recruitment will contribute to the achievement of GCM Objective 6 while also addressing the SDG indicator 10.7.1 on measuring recruitment costs. The activities on skills development and reintegration contribute to achieving GCM Objectives 18 and 21, respectively. The focus on ensuring that migration governance (including bilateral agreements) are rights-based and gender-responsive also responds specifically to the requirements of the GCM under Articles 21 and 23. By taking a gender-responsive and whole-of-society approach to programme design and implementation, the programme also responds to the overarching principles. Outcome 3 of this project proposal also links to Objective 1 and the Capacity Building Mechanism of the GCM.

GOALS also contributes in an overarching manner to ensure that the 10 Guiding Principles of the GCM are adhered to while also achieving Objective 23 on "strengthening international cooperation and global partnerships for safe, orderly and regular migration". It also contributes to achieving SDG Goals 5, 8, and 17. This project will also contribute to governments' positions at global and regional processes including: the High-level Political Forum on Sustainable Development (HLPF), which plays a central role in the follow up and review of the 2030 Agenda; International Migration Review Forum (IMRF) which will convened by the UN General Assembly in 2022; the Regional Migration Review Forum in the Asia-Pacific region in 2020; the Global Forum on Migration and Development; Abu Dhabi Dialogue; and SAARC.

Synergies with SDC strategies and political frameworks

The programme is aligned with the overall goal of SDC's Regional programme namely; 'Decent Work for Migrant Workers from South Asia': "Enhancing the productive potential of labour migration and the well-being of migrant workers and their families through improved labour migration processes, labour market regulations and access to targeted services for migrants, thus increasing the contribution of migration to sustainable development."

Stakeholder Engagement

Government: GOALS provides support to the member state policy makers who are directly engaged with the Colombo Process and Thematic Areas Working Groups (TAWGs).

Private sector: The programme engages with employers' federations like the South Asian Forum of Employers (SAFE) at the regional level, national employment federations in the different countries in South Asia, and other private sector actors (including MNEs, individual employers and labour recruiters), as relevant.

Trade unions, Civil society and workers associations: GOALS works directly with trade unions and Civil Society Organisations through capacity building work on labour and human rights-based and gender-responsive policy monitoring and strengthening engagement with the Colombo Process and TAWGs.

Countries of Destination: GOALS programme is conceived in response to various facets of labour migration in the corridors between South and South-East Asia and the Middle East and builds on the first phase of the SDC supported regional project, "*Strengthening Labour Migration Governance through Regional Cooperation in Colombo Process Countries*". GCC/destination country partners will be invited to relevant regional level consultations and dialogues. Further, where there are existing conversations between a country of origin and a country of destination, a corridor-based approach will be adopted where solutions will be looked at from both origin and destinations countries. GOALS will seek to identify areas to support this conversation, through existing partnerships and programmes in the country of destination, or through providing other support within the scope of the programme as resources allowed.

Institutional framework and management arrangements

This Joint Programme is implemented by a consortium of organisations jointly led by IOM and ILO, as equal partners, leveraging the strengths and complementarities of both organizations, and ensuring the project is conceived and implemented through a whole-of-government and whole-of-society approach. Both organisations work closely with UN Women, also a participating UN organisation in this joint programme, and other relevant stakeholders including social partners (including employers' organisations and trade unions), and civil society organisations to implement some of the activities. As the Administrative Agent, IOM serves as the administrative interface between the donor, SDC, and the other participating organisations – ILO and UN Women.

IOM provides technical and administrative assistance to the Colombo Process through the continuation of the Colombo Process Technical Support Unit (CP-TSU). In an administrative role, the CP-TSU provides technical and coordination support to the CP Member States, facilitate the convening of meetings of the TAWGs, and develop a communications strategy for the CP, to facilitate dialogue and cooperation on labour migration. The IOM activities has been implemented under the overall supervision of the Chief of Mission for IOM Sri Lanka, with technical support from Senior Specialists in IOM Headquarters and its Regional Office for Asia and the Pacific (ROAP), in consultation with IOM's Regional Office for Middle East and North Africa (MENA) for activities impacting the Middle East. For the effective implementation of the IOM project activities, IOM has recruited a Project Manager with extensive technical expertise, who is based in the IOM country mission in Sri Lanka.

The ILO activities has been implemented under the overall supervision of the ILO Director for the Decent Work Team in New Delhi and with technical and strategic backstopping from the Regional Labour Migration Specialist in the ILO Decent Work Team in New Delhi. The ILO HQs and ILO's Regional Office for the Asia Pacific (ROAP) in Bangkok and the Arab States (ROAS) in Beirut will also support with technical inputs and to ensure a strong corridor linkage. For the effective implementation of the ILO project, ILO has recruited a Technical Officer with extensive technical expertise, who is based in the ILO Decent Work Team in New Delhi.

UN Women's engagement with the programme is under the overall supervision of the UN Women Deputy Regional Director based in UN Women's Regional Office for Asia and the Pacific (UN Women ROAP) in Bangkok, with technical and strategic backstopping from the ROAP Regional Programme Manager for Women's Economic Empowerment and Migration and technical staff in UN Women's regional and national offices across South and South-East Asia. For effective implementation of technical gender support to the programme as well as effective implementation of gender-specific interventions, UN Women has recruited a Programme Specialist with extensive expertise, who is based in the UN Women team in Dhaka, Bangladesh.

In order to ensure that the programme is run efficiently across the three agencies and offices across the region, the overall responsibility for programme coordination lies with the PUNOs who convene a Project Technical Team meeting of the three agencies once a week. This Project Technical Team discusses the work plans of the programme, shares updates on implementation, and any challenges/issues faced by the programme.

Project steering Committee (PSC) has been established. The committee comprised of senior programme managers of all signatories of the GOALS joint programme, co-chaired by the Co-convening agencies IOM and ILO and SDC. PSC is chaired on a rotational basis between SDC, IOM and ILO. The PSC also includes relevant IOM and ILO staff, UN Women, and SDC. The Project Manager from IOM and the Technical Officer from ILO act as secretaries to the PSC. The PSC makes decision on priorities, strategy and implementation of the programme and facilitate collaboration with national authorities and other UN organizations.

The project implements on the principle of delivering as One United Nations and in line with its five pillars, so as to minimize duplication and efficiently advance the goals of sustainable development.

Progress/milestones achieved to date

- Three Thematic Area Working Group (TAWG) meetings conducted with follow-up actions
- Supporting the engagement of social partners in Colombo Process TAWG meetings, building collaboration with Migrant forum in Asia (MFA) and South Asian Regional Trade Union Council (SARTUC).
- Discussion on the development of a Regional South Asia Qualification Referencing Framework ongoing with South Asian member states. Consultation with government officials of Bangladesh, Bhutan, India, Pakistan, Nepal, Maldives and Sri Lanka completed. First of the planned 5 regional forums to be organised in February.
- Fostering the role of sub agents in recruitment - 2 of the 4 provincial level dialogues organised in Pakistan. Similar dialogues will be organised in Bangladesh, Nepal and Sri Lanka.
- Migrant Recruitment Advisor (MRA) under implementation in Nepal, Bangladesh and Sri Lanka. Established the Bangladesh webpage on MRA.
- Toolkit for Gender-Responsive Employment and Recruitment translated and disseminated in Nepal.
- The South Asia Centre for Labour Mobility and Migrants (SALAM) has been virtually launched in Nov 2021. It is a one-stop platform serving policy makers, civil society actors, social partners and other stakeholders with knowledge, information, networks, and policy solutions leading to positive changes in labour migration policies and practices.
- Supported the training to increase the capacity of 11 National Statistical Officials of 6 countries on measuring and analysing labour migration.

3. Evaluation Purpose, Scope and Clients

Purposes: The present MTE has a dual-purpose: programme improvement and organizational learning. The evaluation will seek to determine ways in which the project can make mid-course corrections in order to fully realize its outcomes. The evaluation will also attempt to contribute to organizational learning by identifying lessons that have been learned and emerging good practices.

Scope: sets boundaries around the object of evaluation. It determines what is included in the study, and what is excluded. The scope of this evaluation is the activities of the GOALS programme from its inception in 2020 to Feb 2022. The evaluation will broadly focus on 5 countries where national implementation of GOALS project is taking place e.g. Bangladesh, India, Nepal, Pakistan and Sri Lanka. However the evaluation will also include all other member of Colombo Process Member States although no programming takes place in these

countries. During the inception phase of evaluation, a sample of countries for in-depth study may be selected.

The evaluations will address all crosscutting issues—COVID19 responsiveness, gender equality, disability including and non-discrimination, and social transformation. In terms of this evaluation, this implies involving both men and women, families left behind and other social/cultural categories as relevant by country in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that are disaggregated by sex at a minimum and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be included in the inception report and final evaluation report.

The programmes has specific interventions in the areas of re-integration, qualifications and skills recognition, ethical recruitment, capacity building of stakeholders (focusing on non-state stakeholders) and data/information generation for evidence based decision making

The clients of the MTE findings: will be the management team of the GOALS programme, the programme's donors (SDC), IOM, ILO, and UN Women evaluation units at headquarters, and the IOM, ILO, UN Women regional and field offices. Secondary parties making use of the results will include tripartite constituents and civil society organizations who have partnered with the programme, as well as other agencies working on labour migration at national and regional levels.

Mid-term Evaluation objectives

- to take stock of the achievements of the current programme and to validate the results achieved in line with the set objectives
- to assess the relevance of the GOALS Programme within the CPM, CPMS, GOALS PUNOS, SDC and other stakeholders and what need to change to suit the context that may have evolved
- to assess the coherence of the GOALS with respect to the UN system efforts and joint approach with other key partners;
- Assess the current strategies and implementation approaches of both policy and at the implementation level and provide specific measures to be taken by the PUNOs to enhance continuation, replicability and sustainability
- to review whether the current programme is on its path to attain its outcome and identify effective strategies, barriers and challenges to progress towards the specific objectives;
- to review the efficiency of the management arrangement, coordination structures and processes established to implement the programme; to determine the extent to which the Programme is cost-effective and was implemented in the most efficient manner including the role of the management and coordination mechanisms in supporting and guiding the programme management team
- to assess the impact of COVID19 pandemic and changing political context on the relevance, effectiveness, and efficiency of GOALS programme
- to assess the extent to which the GOALS implemented a human rights and gender responsive approach in the design and implementation.
- to propose lessons learned and recommendations for the subsequent phase of GOALS.

4. Evaluation Criteria and Questions

Based on UNEG, IOM, ILO, UN Women guidelines and standards, the criteria in Table 1 will be applied to assess the relevance of the programme to target group needs, the coherence of the programme design, the programme's **efficiency and effectiveness, the potential impact of the results and the potential for sustainability**. For each criterion, two or three specific evaluation questions are suggested. The questions seek to address priority issues and concerns of the national constituents and other stakeholders, in consultation with the Evaluation stakeholders, the evaluation team is expected to refine the below key questions and elaborate sub-questions and means for answering them in an evaluation matrix.

Evaluations will explicitly apply key principles for human rights and gender-responsive evaluation.⁴ This ensures that the process of the evaluation is as important as the focus of evaluation. These guidelines adhere to of the OECD-DAC Evaluation Quality Standards.

Table 1. Evaluation Criteria and Key Questions

Assessment Criteria	Questions to be addressed
Relevance	<p>To what extent are the objectives of GOALS consistent with beneficiary requirements, country needs, global priorities, international normative frameworks, and partners' and donor policies, especially with regards to migrants' rights and gender equality? what exactly the added value of each outcome of the GOALS and how relevant are the activities towards reaching the overall goal of the programme</p> <p>To what extent has GOALS responded and adapted appropriately and according to the priorities and needs of stakeholders within the shifting and dynamic context at regional and country levels, including COVID-19 pandemic?</p> <p>To what extent does the programme align to the priorities of SDC, PUNOs, CPMS?</p>
Coherence & Validity of Design	<p>To what extent is GOALS being implemented in a manner that maximizes coherence of the UN system?</p> <p>To what extent are the expected "interlinkages" of the outcomes (specific objectives) sufficiently defined and implemented coherently?</p> <p>To what extent is the the overall programme approach strategic and making use of the IOM, ILO and UN Women's comparative advantages to achieve the outcomes?</p>
Effectiveness	<p>To what extent is GOALS progressing with the planned work, and to what extent are the 3 outcomes expected to be achieved? how and to what extent has each outcome (and subsequent outputs) of the current programme achieved results (qualitative)</p> <p>The extent to which foundations for regional level dialogue and knowledge sharing of developments impacts of and responses to COVID-19 and other emergencies have been laid to date.</p> <p>What were the factors of success both at the policy and operational level? What were the challenges? Any unintended results/lessons learnt?</p> <p>The extent to which Thematic area TAWGs have been effective in policy making/translating policy to action at national level</p> <p>Any lessons learned so far and good practices that should be sustained in the remaining phase of the project to achieve results.</p>

⁴ UNEG: *Integrating Human Rights and Gender Equality into Evaluations* (UNEG, 2014).

Assessment Criteria	Questions to be addressed
Human Rights and Gender Equality	<p>To what extent is the programme identifying, reaching and responding to the priorities and needs of the most excluded groups of women migrant workers?</p> <p>To what extent will the programmes interventions contribute to transformative change through addressing the structural barriers and exclusionary norms and harmful practices?</p> <p>To what extent is the programme applying a rights-based approach in its implementation (inclusive, participatory, transparent, etc.)?</p> <p>To what extent are women’s voice and agency promoted through the programme?</p>
Organizational Efficiency	<p>How does the programme apply value-for-money in its design and implementation?</p> <p>How economically and timely are GOALS resource/inputs (e.g. financial, human, institutional, technical, etc.) converted to results?</p> <p>Is the project management capacities and structure (including the operational/implementation arrangements) facilitating good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved? How effective is communication between the programme team, the IOM, ILO, UN Women and the national implementing partners as well as with SDC?</p> <p>How effectively does the programme management team employ results based monitoring approach?</p>
Potential impact and sustainability	<p>To what extent, GOALS has strategies for outcomes’ sustainability and orientation to impact and making direction towards achieving the sustainability of results from an institutional, policy and financial perspective.</p> <p>in what way can the current interventions of the programme be adapted in order to: increase potential impact and sustainability</p>

Crosscutting Issues

The evaluation will address all crosscutting issues—COVID19 responsiveness, gender equality, disability inclusion and non-discrimination, and social transformation. In terms of this evaluation, this implies involving both men and women, families left behind and other social/cultural categories as relevant by country in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that are disaggregated by sex at a minimum and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be included in the inception report and final evaluation report.

5. Evaluation Approach and Methodology

The evaluation will use mix of evaluation approaches and ensure triangulation of information using available information like current results achievements, annual reports of GOALS programme, research studies, currently available data sources etc . It will, in part, use a theory-based and gender responsive approach to assessing progress towards the specific objectives. It will, in part, use a goal-based approach to examine the project’s achievements. It will, in part, use a case study approach to examine the countries or approach (i.e. capacity development) under review. It will, in part, use a mixed methods approach (e.g. document analysis, interviews, direct observation and surveys) to ensure the validity and reliability of the findings. It will, in part, use a participatory approach in that, to the extent possible, the evaluation will involve key stakeholders such

as rights holders, civil society, government, ILO Tripartite Constituents, personnel and strategic partners.

Evaluation Methodology

It is anticipated that, because of the pandemic and rapid changing situation, face-to-face data collection may or may not be possible, so hybrid arrangement is envisaged. The methodology will be elaborated in the inception report to finally determine whether hybrid approach will be possible. The evaluators may use the remote data collection methods described in the publications: *Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation (ILO)*; and [Pocket Tool: for managing evaluation during COVID-19 \(UN Women\)](#). According to the publications, in the scenarios where primary data collection through missions is not an option, the following alternative methods should be considered:

- International consultant to conduct remote interviews, Focus group discussions
- Project management to provide stakeholder contact information
- National consultant to conduct limited face-to-face interviews in accordance with local UN travel guidance for personnel (which applies to consultants) and COVID-19 precautions in line with WHO guidance.
- Phased consultation process to allow remote interviews during travel restrictions and face-to-face consultation at a second stage
- Web-based surveys

Stakeholder participation

Human rights-based approach and Gender-responsive evaluation places people at the center of the process. It is important to engage with key partners from the planning stage through to the use of evaluation. Evaluation stakeholders have been identified based on their role in the GOALS Programme. Stakeholders are not only key informants, but they need to be meaningfully engaged in the process to be able to express their beliefs on an equal footing. These fundamental power dynamics amongst stakeholders must be recognized in the process and ways for engaging meaningful stakeholder participation should be proposed by the evaluation team. The evaluation should be a means for empowering rights holders, in particular, the most vulnerable such as survivors of violence, victims of trafficking, and others, to claim their rights. The evaluation proposal should propose ways in which various stakeholders will be engaged, ensuring that representatives of the most marginalized or groups in vulnerable situation are able to participate throughout the evaluation process.

6. Expected Outputs

The deliverables from the evaluation will include:

- Inception presentation: this presentation will be made to the Evaluation Management group (EMG) to outline key aspects of the inception report. Feedback from the EMG will be integrated into the inception report.
- Inception report: This document constitutes the operational plan of the evaluation and should be aligned with the ToR. The purpose of the inception report is to ensure that a common understanding and agreement on the evaluation approach is reached.
- Preliminary findings: this is an interim product that presents the preliminary findings and ideas on the way forward to the EMG for consultation to identify: major gaps, factual errors and errors of interpretation. Feedback received during the presentation will feed into the draft report.
- Draft report: the evaluation team should submit a complete and readable draft report to the evaluation manager. The draft report should reflect the evaluative reasoning and critical thinking that were used to draw values-based conclusions following the evidence. The evaluation manager with the support of the EMG members are responsible for checking the quality of the draft report in terms of adequacy and readability. The evaluation manager circulates the report among stakeholders.
- Final report: the evaluation managers compile the comments received and forward them in a tracking tool for transparency to the evaluator. The evaluator will transparently respond to the

feedback in the tracking tool and incorporate feedback as appropriate and submit the final report to the evaluation manager. In general, at least 2 or 3 rounds of revisions should be expected, but the report will not be accepted as final until it meets the quality standards and approved by the Evaluation Management Group and by ILO Evaluation Unit. Guidance on evaluation reports format and specific editing and branding guidelines of the organizations will be followed.

The evaluation team will consolidate information from the desk review, primary and secondary data collection into draft report that will answer the questions set out in the previous section. The length of the report will not exceed 45 pages (excluding annexes).

The report should include specific and detailed recommendations solidly based on the evaluator's analysis and, if appropriate, addressed specifically to the organization/institution responsible for implementing it. The report should also include a specific section on lessons learned and good practices that could be replicated or should be avoided in the future.

Ownership of data from the evaluation rests exclusively with the IOM, ILO, and UN Women. All raw data files, consent forms and relevant documentation must be returned to IOM, ILO and UN Women before release of final payment. The copyright of the evaluation report will rest exclusively with the IOM, ILO, and UN Women. Use of the data for publication and other presentations can only be made with the written agreement of the IOM, ILO, and UN Women. All deliverables will be paid for on satisfactory completion and certification by the EMG led by ILO evaluation manager and in line with the ILO Evaluation report checklist, UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

7. Evaluation Management and Resources

Evaluation Management

An ILO Regional Evaluation Officer based at ILO Regional Office for Asia and the Pacific will manage and lead the evaluation process in consultation with members of the Evaluation Management Group (EMG). The Evaluation Management Group (EMG) comprising of IOM, ILO, and UN Women Regional Evaluation Specialists. They provide oversight of the evaluation process ensuring the process and report meets UNEG quality standards, provide input on the evaluation products at each step (from ToR development, selection of consultants, methodological inputs to inception and draft report, through to using the findings). The evaluation manager develops ToR in consultation with key stakeholders and member of EMG. EMG will approve the evaluation TOR and agree on the final report. Evaluation team reports to ILO evaluation manager. Evaluation manager has overall day to day supervision of the evaluation team's work and sharing of the Evaluation team's deliverables for review by the EMG and stakeholders. EMG provides oversight and quality assurance.

The management response to the recommendations of the evaluation will be developed jointly. However, the specific recommendations that each agency will be responsible for carrying forward will be clearly specified in the evaluation report. The IOM, ILO, and UN Women will utilize their respective management response approach and tracking systems for the specific recommendations/actions for which they are responsible.

Evaluation team

The evaluation will be led by one team leader (international evaluation consultant) with strong evaluation experience and RBM expertise. Labour migration expertise will be an advantage. A team of 2-3 evaluation team members who are national of countries where GOALS is being implemented, with specific labour migration and gender equality expertise may be hired to assist the international consultants with data collection.

The responsibilities and profile of the "evaluation team" can be found below. Stakeholders will be consulted on the evaluator selection. The Evaluation team is expected to arrange their own logistics, materials,

communication costs and office space required to conduct this evaluation. These costs should be included in the financial proposal. However, GOALS will provide support in contacting key stakeholders.

Responsibilities and Profile of the team leader.

Responsibilities	Profile
<ul style="list-style-type: none"> • Defining roles and responsibilities of the co-team leaders guiding and managing the team throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines; • Defining the methodological approach. Producing and delivering the inception powerpoint. Drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report; • Providing any technical and methodological advice necessary for this evaluation; • Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases. • Ensuring the evaluation is conducted per TORs, including following IOM, ILO EVAL and UN Women guidelines, methodology and formatting requirements. And adheres to evaluation report quality standards: GERAAS as referred to above. • Liaising with the evaluation managers and representing the evaluation team in meetings with stakeholders; • Contributing to the report dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products. • Ensure that all key stakeholders are consulted and have the chance to provide their inputs during the evaluation process 	<ul style="list-style-type: none"> • Post graduate degree in a field of relevance to the evaluation (Gender, Sociology, Political Science, Anthropology, or other Social Science degree), and have specific experience in the field of evaluation and RBM • Contextual Knowledge of the UN, IOM, ILO, UN Women and the South Asia region; • Strong RBM expertise and proven evaluation experience. • Demonstrated knowledge and expertise of labour migration will be advantage; • Demonstrated knowledge and experience on gender issues, including gender mainstreaming • At least 10 years' experience in evaluations of policies, strategies, country programmes and organizational effectiveness; at least 5 years' experience serving as a team leader with experience applying human rights and gender based approaches to evaluation. • Experience conducting country programme evaluations for UN organizations is an asset • Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability; • Fluency in spoken and written English,

Responsibility and Profile of 2-3 of team members (nationals of South and/or Southeast Asia)

Responsibilities	Profile
<ul style="list-style-type: none"> • Provide context specific and technical (particularly on labour migration and gender in South and Southeast Asia) and methodological advice necessary to the team leader • Support the evaluation team leader throughout the evaluation process (inception, data collection, data analysis, and report writing); • Represent the evaluation team in meetings/interviews/focus group discussions with stakeholders; • Ensure that all key stakeholders are consulted • Contribute to the report drafting, dissemination and communication by participating in webinars 	<ul style="list-style-type: none"> • Post graduate degree in a field of relevance to the evaluation (Gender, Sociology, Political Science, Anthropology, or other Social Science degree), and have specific experience labour migration and gender • at least 5 years in the areas relevant to labour migration, gender mainstreaming, good governance and international cooperation • Experience in conducting country programme evaluations for UN organizations is an asset

Responsibilities	Profile
and supporting or providing inputs to evaluation communication products.	<ul style="list-style-type: none"> • Expertise in qualitative and quantitative research • Fluency in spoken and written English,

GOALS programme team will be consulted throughout the evaluation process and they will facilitate inputs to first and secondary data. They will provide all relevant documents and support the logistics needed by the evaluation team. ILO GOALS team will provide necessary budget for this MTE and will issue contract for the evaluation team.

8. Evaluation Workplan

It is estimated that the scope of effort required by the evaluation will be approximately 50-55 days. The successful evaluation consultants will be remunerated on an output based total fee.

Task	Responsible Person	Time Frame	Number of Workdays
TOR finalisation in consultation with key stakeholders	Evaluation Manager and EMG	End of Dec 2021	
Call for proposals and selection of evaluator		Early Feb2022	
Briefing evaluation team and inception report finalization	EM and Evaluator	March 2022	
Data collection	Evaluator	March-April 2022	
Draft report submission	Evaluator	end April 2022	
Stakeholders consultation workshop		TBC	
Review and provide feedback/comments on evaluation report	Project and stakeholders/EMG	Early May 2022	
Finalization of report	Evaluator	Mid May 2022	
Approve the final evaluation report	EMG, EVAL	End of May 2022	

9. Ethical code of conduct

Evaluators should have personal and professional integrity and abide by the [UNEG Ethical Guidelines](#) for evaluation and the [Code of Conduct for Evaluation in the UN system](#) to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective [ILO Code of Conduct and UN Women Evaluation Consultants Agreement Form](#), to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service to which all UN staff is bound. UN staff is also subject to any UN specific staff rules and procedures for the procurement of services. The selected team shall sign and return a copy of the code of conduct with their contract.

During the inception phase the team will specify the protocol for ensuring an ethical approach to the evaluation in accordance with [WHO guidelines on research into violence against women](#). Plan should include how protection of subjects and respect for confidentiality will be guaranteed and include engagement of an advisor to guide/review ethical protocols. Arrangements to ensure effective referral of survivors of violence to relevant service providers, if required, during the field research, including training of the field team and how referrals will be managed to ensure focal points can provide assistance if required.