



Final Evaluation of “Labour Mobility for Sustainable Development and Climate Resilience in the Pacific” Project

FINAL EVALUATION REPORT

Timeframe of the Evaluation: November 2024 to April 2025

Implementing Agencies: IOM/ILO

Final Evaluation Report Date: April 2025

Name of Evaluator: Dr John Vong, Swifg Services Pty Ltd

ACKNOWLEDGEMENTS

The evaluation team would like to thank the IOM and ILO Project Team for their overall outstanding support throughout the evaluation process, from sharing an exhaustive list of documents, to making time for validation session and arranging evaluation interview meetings with key stakeholders, remotely.

The team also wishes to express its gratitude to all implementing partners and stakeholders to the Joint Project, who have kindly made themselves available to share their open views on the Joint Project.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
ACRONYMS AND ABBREVIATIONS.....	iii
PROJECT INFORMATION TABLE	1
EXECUTIVE SUMMARY	2
1. INTRODUCTION	7
1.1 BACKGROUND AND CONTEXT.....	7
1.2 PROJECT ALIGNMENT WITH KEY STRATEGIES, PRIORITIES AND FRAMEWORKS	10
2. CONTEXT AND PURPOSE OF THE FINAL EVALUATION.....	12
2.1 EVALUATION CONTEXT	12
2.2 EVALUATION SCOPE AND PURPOSE	12
3. APPROACH AND METHODOLOGY	13
3.1 EVALUATION APPROACH.....	13
3.2 EVALUATION CRITERIA AND QUESTIONS	13
3.3 DATA COLLECTION AND SOURCES.....	15
3.4 SAMPLING	16
3.5 DATA ANALYSIS	16
3.6 EVALUATION LIMITATION.....	17
3.7 STAKEHOLDER PARTICIPATION AND ETHICAL ISSUES.....	18
4. EVALUATION FINDINGS.....	18
4.1 RELEVANCE	18
4.2 COHERENCE.....	20
4.3 EFFECTIVENESS	21
4.4 EFFICIENCY.....	37
4.5 IMPACT	38
4.6 SUSTAINABILITY	40
4.7 CROSS-CUTTING GCM GUIDING PRINCIPLES.....	41
5. LESSONS LEARNED AND BEST PRACTISES.....	43
6. CONCLUSIONS AND RECOMMENDATIONS.....	44
ANNEX 1: EVALUATION MATRIX	48
ANNEX 2: TERMS OF REFERENCE	52
ANNEX 3. INTERVIEW GUIDE/QUESTIONNAIRES FOR KIIS AND FGDS	60
ANNEX 4. LIST OF DOCUMENTS REVIEWED	64
ANNEX 5. INTERVIEW/STAKEHOLDER LIST	65

ACRONYMS AND ABBREVIATIONS

AWU	Australian Workers Union
FE	Final Evaluation
FGD	Focus Group Discussion
FRDP	Framework for Resilient Development in the Pacific
FTUC	Fiji Trades Union Congress
GCM	Global Compact for Safe, Orderly and Regular Migration
IEO	Independent Evaluation Office
ILO	International Labour Organization
IOM	International Organization for Migration
KAP	Appraise Knowledge, Attitude and Practice
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MJI	Migration Justice Institute
MMPTF	Migration Multi-Partner Trust Fund
OECD	Organisation for Economic Co-operation and Development
PALM	Pacific Australian Labour Mobility
PCCMHS	Pacific Climate Change, Migration and Human Security project
PICs	Pacific Island Countries
PIF	Pacific Islands Forum
PIFS	Pacific Islands Forum Secretariat
PLMAM	Pacific Labour Mobility Annual Meeting
PPIU	PACER Plus Implementation Unit
PRODOC	Project Document
PSC	Project Steering Committee
RSE	Recognized Seasonal Employers (New Zealand)
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNPS	UN Development Assistance Framework Pacific Strategy
UNSDCF	United Nations Sustainable Development Cooperation Framework

PROJECT INFORMATION TABLE

Joint Programme Title:	Labour Mobility for Sustainable Development and Climate Resilience in the Pacific
Country(ies)/ Region (or indicate if a global initiative):	Fiji, Kiribati, Tuvalu, Solomon Islands, and Vanuatu
Convening UN Organization:	IOM
PUNO(s):	ILO
Implementing Partners	Ministries/Departments of Labour and Foreign Affairs in Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu; Trade union federations in Vanuatu, Fiji, Kiribati and Solomon Islands; Tuvalu Overseas Seafarers Union; Employers organisations in all countries
Migration MPTF Thematic Area	Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility
Primary GCM objectives	Objective 2, Objective 5, and Objective 6
Relevant SDG Target	SDG Target 1.5; Target 8.8; Target 10.7
Project Period	9 August 2022 – 8 February 2025
Period of Implementation	29 months
Requested Budget	IOM: USD\$1,000,000.00 ILO: USD\$850,000.00 Total: USD 1,850,000

EXECUTIVE SUMMARY

This Final Evaluation assesses the "Labour Mobility for Sustainable Development and Climate Resilience in the Pacific" Project, jointly implemented by the International Organization for Migration (IOM) and the International Labour Organization (ILO). The 29-month project, spanning August 2022 to February 2025, was funded by the Migration Multi-Partner Trust Fund (MMPTF) with a budget of USD 1,850,000. The evaluation follows IOM M&E guidelines, Data Protection Principles and United Nations Evaluation Group (UNEG) norms and standards.

The Pacific region faces increasing climate-related migration and displacement due to environmental pressures. While initially seen as a failure of adaptation, labour mobility is now recognized as a strategy for climate resilience. Over 100,000 Pacific Islanders participate in labour migration schemes in Australia and New Zealand, supporting economic growth in their home countries. However, challenges persist, including decent work deficits, financial illiteracy, adverse social impacts, reintegration issues, and gender disparities in migration opportunities.

The Project aimed to enhance safe and fair migration as a development and climate resilience strategy across five Pacific Island Countries (PICs): Vanuatu, Fiji, Kiribati, Solomon Islands, and Tuvalu. It was structured around four key outcomes:

1. Improved Labour Migration Governance – Supporting policy development and stakeholder engagement at national and regional levels.
2. Decent Work and Labour Standards – Ensuring fair recruitment and employment practices while fostering bipartite social dialogue.
3. Safe and Regular Labour Migration Pathways – Enhancing skills and knowledge for fair and ethical recruitment.
4. Reintegration of Returning Migrant Workers – Facilitating financial literacy, entrepreneurship, and community support.

Key findings

Relevance: The Project demonstrated strong alignment with national, regional, and global priorities, including the Sustainable Development Goals (SDGs), the Global Compact for Migration (GCM), the Pacific Island Forum (PIF) and the PACER Plus's Arrangement on Labour Mobility (ALM) agendas. Key accomplishments included policy reforms in Fiji and Vanuatu, such as Fiji's National Labour Mobility Policy and Vanuatu's Seasonal Employment Act review. Stakeholder consultations were extensive, though engagement in Kiribati and Tuvalu faced challenges due to capacity and resources constraints.

Coherence: The Project effectively complemented existing labour mobility initiatives, collaborating with regional bodies like PACER Plus and PIFS. It avoided duplication by integrating its activities into broader frameworks such as the Pacific Labour Mobility Principles and the Blue Pacific 2050 Strategy. Partnerships with UN and non-UN actors further enhanced its impact.

Effectiveness: The Project achieved its objectives by strengthening labour migration governance, promoting decent work, enhancing migrant safety, and improving reintegration outcomes. Notable successes included Fiji's climate-resilient labour mobility policy, ethical recruitment training, and the *Famili I Kam Bak* reintegration program in Vanuatu. Below is a summary of key achievements across each outcome:

Project Outcomes	Achievements	Progress made towards Project's objective
Outcome 1: Pacific governments demonstrate improved labour migration governance	<ul style="list-style-type: none"> - Co-organized the Regional Workshop on Sustainable Reintegration at the Pacific Labour Mobility Annual Meeting (PLMAM) 2023 in Vanuatu, alongside PACER Plus and the World Bank. - Contributed to the review of PACER Plus's Arrangement on Labour Mobility (ALM) and supported the Pacific Islands Forum Secretariat (PIFS) in national consultations on labour mobility assessments. - Played a key role in developing the Pacific Labour Mobility Principles, including a Regional Consultation (September 2024) and a Technical Working Group (TWG). - Actively participated in PLMAM 2024 (Brisbane), presenting on social protection and labour migration data, while endorsing the Pacific Skills Mobility Partnership concept note. - Facilitated high-level representation at the 2025 GCM Asia Pacific Review (Bangkok), including Tuvalu's participation in an informal panel discussion. 	<p>The Project has largely met its targets under Outcome 1, particularly in fostering regional policy development and stakeholder collaboration. However, full achievement depends on:</p> <ul style="list-style-type: none"> - Securing high-level endorsement of the Pacific Labour Mobility Principles. - Strengthening national ownership to translate regional progress into domestic policy reforms.
Outcome 2: Decent work principles and standards are at the core of Pacific labour migration programmes.	<ul style="list-style-type: none"> - Hosted the inaugural Pacific Workers' and Employers' Organizations Meeting (July 2023), enhancing coordination between unions and businesses on labour mobility. - Supported Vanuatu's review of its Seasonal Employment Act (2007), with consultations and a final report submitted in November 2024. - Assisted Fiji in developing its National Labour Mobility Policy (NLMP), approved by Cabinet in May 2024, followed by a national consultation in February 2025. - Partnered with the Migration Justice Institute (June 2024) to assess and improve complaint mechanisms for PALM workers. - Supported Fiji's Employment Relations Act (ERA) review, including migrant worker protections, with a draft amendment submitted in January 2025. - Formed partnerships with FTUC, AWU, and Global Migration Lab to strengthen migrant worker support, awareness, and rights advocacy. 	<p>Outcome 2 has achieved moderate success, with notable progress in policy reviews and regional stakeholder integration. However, an amendment/finalization of the reviewed Acts/Policies are yet to be finalized, thus indicate that the Project is on track but not yet fully realized. Prioritizing implementation over process and expanding country-level engagement will be critical to ensuring decent work principles become systematically embedded in Pacific labour migration programmes.</p>

<p>Outcome 3: Pacific governments implement initiatives that contribute to safe and fair labour migration</p>	<ul style="list-style-type: none"> - Trained five senior Pacific officials on Bilateral Labour Migration Agreements (May-June 2023) via an ITCILO course in Turin. - Conducted regional training on Bilateral Labour Migration Agreements (May 2024, Fiji) and Fair and Ethical recruitment practices (May 2024, Vanuatu). - Partnered with Vanuatu's Chamber of Commerce and Industries (2024) for Worker Ready-Investment Ready training for 75 potential migrant workers, co-funded by a climate migration program (PCCMHS). - Delivered seafarer refresher training (March 2024); supported Fiji's family-focused pre-departure program through needs assessment with the University of Sydney (November 2024); and co-funded a feasibility study for a model community-led family-centred workshops for migrant workers and families in Rural Vanuatu. - Delivered a cross-regional financial literacy workshop (October 2024) for East African officials. 	<p>Outcome 3 is on track, with notable progress in strengthening Pacific government officials' capacity on labour migration governance. However, the family-centred training packages in Fiji is yet to be finalized, and minimal evidence of long-term behavioural change suggest the outcome is partially achieved. Future projects should focus on further implementation, enforcement, and long-term institutionalization.</p>
<p>Outcome 4: Returning Pacific Islander migrant workers demonstrate increased social and labour market reintegration</p>	<ul style="list-style-type: none"> - Developed Vanuatu's "Famili I Kam Bak" reintegration training package (June 2024), informed by series of consultations, Reintegration report, and pilot trainings with 108 returnees. - Supported the development of Vanuatu's Labour Mobility Reintegration Strategy, including a national consultation (September 2024) and validation workshop (February 2025). - Trained Vanuatu's labour officials (May 2024) on counselling and psychosocial support for returning migrants. - Assisted in creating an Employment Portal for job seekers and returnees in Vanuatu (December 2024). - Empowered 15 women (families of migrant workers) through entrepreneurship and skills training. - Published a report on returned migrant workers in Solomon Islands (January 2025), covering 500 respondents across all provinces. 	<p>Outcome 4 has achieved its immediate targets, with high satisfaction rates and promising pilot initiatives. However, the narrow geographic scope and limited long-term impact tracking limit its transformative potential.</p>

Efficiency: Resource utilization was optimized, with effective financial management and operational mechanisms ensuring timely implementation of project activities. Management was well-structured, with clear roles for IOM and ILO. However, inconsistent participation from some project countries and legislative delays indicated room for improvement in engagement strategies and upfront planning.

Impact: The Project enhanced safe and fair migration through policy reforms, regional coordination, and worker protections and assistance. Structural changes included Fiji’s pioneering labour mobility policy, while individual-level impacts included economic empowerment for women and improved reintegration support in Vanuatu. Recommendations include better impact capture through long-term tracking, as well as scale up initiatives and support to benefit other countries in the Pacific.

Sustainability: The Project’s outcomes were institutionalized into national and regional frameworks, such as the Pacific Labour Mobility Principles. Capacity-building initiatives empowered stakeholders, though follow-up efforts are needed in Kiribati, Tuvalu, and Solomon Islands. Scalability was demonstrated through regional and cross-regional knowledge sharing with other countries in the Pacific and African nations.

Cross-Cutting GCM Principles: The Project demonstrated a strong commitment to integrating cross-cutting principles—human rights, gender responsiveness and child sensitivity—throughout its design, implementation, and reporting. These principles were not only embedded in policy frameworks but also actively operationalized in training, capacity-building, and stakeholder engagement. The Project employed human rights-based approach by prioritizing the protection of migrant workers' rights by ensuring national labour laws and policies aligned with international standards. Gender considerations were systematically integrated into the Project’s activities, ensuring women migrant workers and their families benefited from tailored support. Recognizing the vulnerabilities faced by children in migrant households, the Project incorporated child-sensitive measures into its interventions.

Lessons Learned and Best Practices

Lessons Learned

1. **Regional Coordination and Alignment:** Align national policies with regional frameworks (e.g., Pacific Labour Mobility Principles) amplifies impact and ensures coherence.
2. **Importance of Data Capture and User Education:** Accurate data is crucial, but limited user capacity hinders system effectiveness.
3. **Challenges in Labour Mobility:** Migrant workers face cultural barriers, power imbalances, and lack of community support, underscoring the need for better pre-departure awareness.
4. **Community and Family Support:** Engaging families improves worker experience, productivity and cohesion, with financial literacy and micro-enterprise initiatives proving effective.
5. **Collaboration and Stakeholder Engagement:** Strong partnerships are essential, but tailored outreach is needed for consistent engagement across all target countries.
6. **Focus on Skill Development:** Encouraging migrant workers to view labour mobility as a cycle and engage in skill development opportunities while overseas to improve their reintegration outcomes.

Best Practices

1. **Community and Family Engagement:** Holistic programmes like *Famili I Kam Bak* address financial, psychosocial, and familial needs, improving reintegration outcomes.
2. **Whole-of-Government Approach:** Coordinated efforts across departments ensure inclusivity and address broader issues like climate resilience.
3. **Diverse Stakeholder Engagement:** Involving trade unions, employers, and CSOs fosters consensus on worker protections and ethical recruitment.

4. Collaboration with Private Sector (employers) and Recruitment Agencies: Engaging employers, both in the countries of origin and destination, and recruitment agencies improve programme implementation.
5. Leverage existing national and regional platforms/mechanisms: Collaborating with established forums (e.g., PACER Plus, PIFS) maximizes policy influence and resource efficiency.

Recommendations

A detailed account of the recommendations is provided later in the report. Below is a summary:

1. The successful family-centred programs piloted in Vanuatu should be expanded to other Pacific countries by the Joint Project team and key government counterparts.
2. Regional governance structures should be further strengthened by the Pacific Island Forum Secretariat to maintain momentum on labour mobility coordination, particularly on the implementation of the Pacific Labour Mobility Principles.
3. The integration of climate resilience considerations into labour mobility policies and action plans should be deepened and expanded by the Joint Project and relevant counterparts.
4. More focused efforts are needed by the Joint Project team to ensure balanced participation and implementation from all Pacific countries in regional labour mobility initiatives.
5. Replicate the success of trade union-led migrant workers help desk model in other Pacific countries to provide targeted support to migrant workers.
6. Sustainable funding mechanisms must be developed by the Joint Project team alongside with regional actors such as PIFS, PACER Plus and UNRC office, leveraging the achievements and good practices from the project, to maintain and expand successful program components.
7. Investments should be made in future projects, either by the Joint Project team or other key regional stakeholders, in developing standardized regional mechanisms for labour mobility data collection and analysis.

1. INTRODUCTION

This report covers the Final Evaluation (FE) of “Labour Mobility for Sustainable Development and Climate Resilience in the Pacific” Project. The FE was conducted in accordance with [IOM Data Protection Principles](#), the UN Evaluation Group (UNEG) ‘Norms and Standards for Evaluation 2017 Guidance’ (see <http://www.uneval.org/document/detail/1914>), the ‘UNEG, Resource Pack on Joint Evaluations, 2014’ (see <http://www.uneval.org/document/detail/1620>) and the UNEG codes of conduct.

The Project had a duration of 29 months (August 2022 to February 2025) at an approved budget of USD\$1,850,000, from the Migration Multi-Partner Trust fund, covering five Pacific Island countries (PICs) including Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu. Into its final few months of project implementation, the Joint Project was required to undergo a FE, which was conducted from November 2024 to April 2025.

1.1 Background and Context

The Pacific region is extremely vulnerable to the impacts of environmental pressures, including climate change and increased risk of natural hazards, recognized as an aggravating factor to displacement and migration. While early debates positioned climate-related mobility as a failure of in-situ adaptation and a threat to national and human security, more recently researchers, policy makers and affected communities have begun to identify mobility as a potential strategy to respond to climate risk¹. Over the past decade, labour mobility opportunities have gained momentum in the Pacific, with over 100,000 Pacific Islanders participating in New Zealand under the Recognized Seasonal Employers (RSE) scheme and in Australia through the Pacific Australian Labour Mobility (PALM) scheme. Among many individual reasons for migration, labour mobility is embraced by various PICs as a way to contribute to climate resilience by increasing earnings that can be saved, pooled and/or invested to improve the living conditions of migrant workers and their communities.

Despite the positive outcomes of labour mobility, migrant workers experience challenges including decent work deficits during recruitment and employment, low levels of financial awareness and literacy², adverse social impacts on families and communities left behind, a lack of policy and programme frameworks for social and economic reintegration, and low participation levels of women in regional labour mobility schemes. It has been recognized that, while regional labour mobility has significant positive impacts on PICs, communities and individuals, it can also result in ‘losses’ if not managed well.

The “Labour Mobility for Sustainable Development and Climate Resilience in the Pacific” Joint Project by IOM and ILO builds on existing programming to address some of these challenges through targeted and responsive initiatives across five PICs, namely Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu. The overall objective of the Project is to enhance the benefits of safe and fair migration as a sustainable development and climate resilience strategy, through the following outcomes:

¹ Thornton, F. et al (2021) Policy Developments and Options to Address Human Mobility in the Context of Climate Risk in the Pacific Islands Region. Research paper (unpublished).

² Resulting for example in an estimated AUD 11.4 million in superannuation contributions not repaid as of mid-2019.

Outcome 1: Pacific governments demonstrate improved labour migration governance - support to strengthen labour migration governance in the Pacific through enhancing support to the PACER Plus Pacific Labour Mobility Annual Meeting (PLMAM), as well as providing Pacific governments and regional stakeholders with regional and national Labour Mobility Strategies and/or Principles to strengthen labour mobility governance.

Outcome 2: Decent work principles and standards are at the core of Pacific labour migration programmes - enable Pacific governments, destination country governments, trade unions, CSOs and migrant workers to better work together to protect the rights of workers. This includes establishing a regional platform for bipartite social dialogue, between trade unions and employer organizations from the five countries; as well as, provision of relevant technical information and country-level consultations, including on standard employment terms, development of laws, policies and regulations.

Outcome 3: Pacific governments contribute to the delivery of safe and regular labour migration programmes - provide migrant workers and their families with increased skills and knowledge to safely access labour mobility opportunities, as well as increasing the understanding and skills among Pacific governments to support fair and ethical recruitment and safe labour mobility.

Outcome 4: Returning Pacific Islander migrant workers demonstrate increased social and labour market reintegration - improve reintegration outcomes of returning migrant workers and their families through better access to advice, counselling and job placement, including through tailored post-return financial literacy and planning support.

The above outcomes forms part of the Theory of Change Model (see Figure 1 below) from the MMPTF Joint Project Document:

The benefits of safe and fair migration as a sustainable development and climate resilience strategy in the Pacific are enhanced.

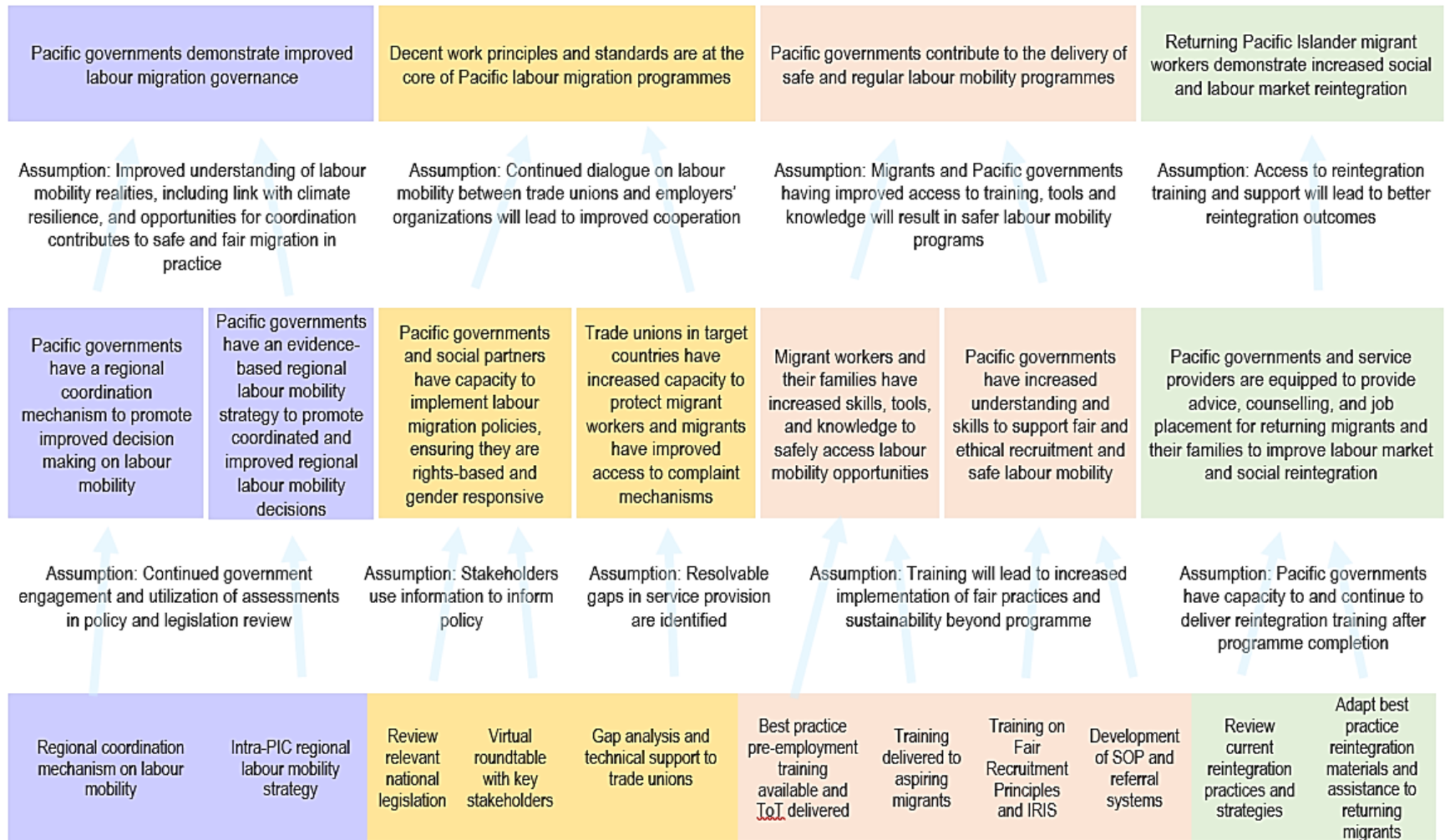


Figure 1. Theory of Change (Source: Migration MPTF Programme Document)

1.2 Project Alignment with Key Strategies, Priorities and Frameworks

The Project aligns with the following strategies, priorities and frameworks:

Strategies/priorities

- The Boe Declaration on Regional Security

Examples:

1. Strengthening climate-responsive labour migration policies: Fiji National Labour Mobility Policy integrates climate resilience and social protection into labour migration governance.
2. Enhancing community resilience through remittance utilization: Worker Ready Investment Ready programme in Vanuatu which empowered migrant workers and their families on disaster preparedness, and sustainable livelihood development.

- The Framework for Resilient Development in the Pacific 2017-2030 (FRDP)

Examples:

1. Promoting climate-informed reintegration support: The Famili I Kam Bak reintegration programme provided returning workers with knowledge on how to leverage their migration experiences and remittances to build more climate-adaptive livelihoods and ensuring economic stability.
2. Reintegration assistance activity: Supported a group of 15 women who are families of migrant workers, jointly with the Strengthening Seasonal Workers Family Programme (SSWFP) and Australian Pacific Training Coalition (APTC), to empower Ni-Vanuatu women on entrepreneurship, financial and cooking skills, and fostering sustainable livelihoods.

- UN Development Assistance Framework Pacific Strategy (UNPS)

Examples:

1. Support to Fiji’s Employment Relations Act review: Supported the Fiji Government to review the Act, which includes elements related to the protection of migration workers, including defining migrant workers in-line with international standards.
2. Organizing workshops: Collaborate with ITCILO in organizing “Multi-Country Training on Promoting Fair and Ethical Recruitment” workshop, which provided government officials with tools to better negotiate decent recruitment and employment terms and conditions for migrant workers, as well as regulate and oversee recruitment practices to prevent exploitation and trafficking of their nationals.

- The United Nations Sustainable Development Cooperation Framework (UNSDCF)

Examples:

1. Enhance awareness raising relating to complaints mechanisms for PALM workers: Worked together with MJI to identify gaps, strengths, and opportunities for improving the complaints mechanisms to ensure better protection and empowerment of PALM workers and to raise awareness on complaints mechanisms among respondents.
2. Strengthening support services to migrant workers: Held series of consultations with trade unions (e.g. FTUC) on how to strengthen support services for migrant workers.

- Alignment with national policies and priorities including: the National Labour Migration Policies of several PICs, including Kiribati, Tuvalu and Vanuatu; Fiji National Development Plan; Tuvalu National Strategic Action Plan for Climate Change and Disaster Risk Management; and Vanuatu National Sustainable Development Plan.

Examples:

1. Regional training on Bilateral Labour Migration Agreements: In collaboration with PACER Plus and ITCILO, training was attended by participants from various PICs (Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu).
2. Training for Tuvalu seafarer: Tuvalu seafarers refresher training was conducted in collaboration with Tuvalu Overseas Seafarers Union and Tuvalu Maritime Training Institute for eleven seafarers.
3. Review of Vanuatu Seasonal Employment Act: Supported the Government of Vanuatu to review the Vanuatu Seasonal Employment Act 2007.
4. Develop Vanuatu Labour Mobility Reintegration Strategy and Action Plan (2025-2028) in alignment with the recently launched National Labour Mobility Policy.
5. Policy development: Supported the Government of Fiji to develop the National Labour Mobility Policy (NLMP) for Sustainable Development and Climate Resilience.

Frameworks

- Global Compact on Migration Objective 2, Objective 5, and Objective 6.

Examples:

1. Strengthening climate-responsive labour migration policies: Fiji National Labour Mobility Policy and Vanuatu’s National Labour Mobility Reintegration Strategy integrates climate resilience and social protection into labour migration governance.
 2. Organizing training workshops: Organise various training workshops throughout the Project period to government officials.
 3. Development of Pacific Labour Mobility Principles: Supported PIFS on the development of Pacific Labour Mobility Principles as well as the forming of Technical Working Group (TWG) to develop the principles.
- Sustainable Development Goals Target 1.5, 8.8, and 10.7.

Examples:

1. Support in policy reviews: Provided support in reviewing policies relating to labour and human rights (e.g. Fiji National Labour Mobility Policy and Employment Relations Act, and Vanuatu Seasonal Employment Act), in alignment with international standards, which also integrate climate resilience in labour migration governance.
2. Support for development of reintegration strategy: Supported the Government of Vanuatu in developing the Labour Mobility Reintegration Strategy and Action Plan; as well as pre-departure and reintegration programmes.
3. Awareness raising and enhance access to grievance mechanism: Developed and disseminated awareness materials, facilitated union and CSO collaboration, contributing to improved access to complaints mechanisms for migrant workers in Australia and New Zealand.

2. CONTEXT AND PURPOSE OF THE FINAL EVALUATION

2.1 Evaluation Context

IOM and ILO have procured the services of an External Evaluator to undertake the final evaluation (FE), in consultation with Project stakeholders/beneficiaries. The main objectives of the FE are to:

- Assess the project results and progress towards the achievement of outcomes and objectives.
- Identify what were the success factors and barriers in project implementation (efficiency and effectiveness) and how IOM and ILO solved /overcame the challenges encountered.
- Evaluate the success of the project in regard to the degree of government ownership and stakeholder engagement (impact and sustainability) and its performance in relation to cross cutting issues.
- Appraise Knowledge, Attitude and Practice (KAP) change achieved through the project.
- Document best practices and lessons learned.
- Provide actionable and strategic recommendations for future projects.

2.2 Evaluation Scope and Purpose

The FE of the Joint Project reviewed the entire duration of project implementation, focusing on project results and experiences as well as key challenges met, lessons learnt, and areas for improvement, through the evaluation criteria lenses of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. The evaluation also assessed specific cross-cutting GCM guiding principles (human rights, gender responsive, child-sensitivity, whole-of-government, whole-of-society and people-centred). This led to recommendations of areas and methods of possible future interventions for the Pacific.

The results of this FE will be shared with the project team, implementing partners, donor, and other key stakeholders identified throughout the programme implementation and those who are potentially engaged in follow-up or related activities.

Intended Audience	Intended Use
Pacific Governments, including the Project Steering Committee members, relevant CSOs, and UN Agencies, including stakeholders that were not directly involved in the implementation.	<ul style="list-style-type: none"> • To identify gaps to improve regional and national policy formulation and implementation. • To provide evidence of success and challenges on implementation of the programme, for scalability. • To guide the development and implementation of relevant Regional Principles and Guidelines.
Donors and implementing partners	<ul style="list-style-type: none"> • To understand the extent to which project interventions are appropriate in relation to the needs and priorities of Project countries and communities in addressing labour migration needs. • To assess value for money for a set of activities funded by the MMPTF. • To use the findings in consideration of future project and programme planning.
Programme staff from partner agencies	<ul style="list-style-type: none"> • To improve identification of country’s needs and alignment with global/regional development agenda regarding safe labour migration and climate resilience.

	<ul style="list-style-type: none"> • To improve future project design, efficiency, effectiveness, and implementation. • To identify specific follow-up actions/initiatives and project development ideas. • To document lessons learned and best practices to support project formulation and endorsement in the future.
--	---

3. APPROACH AND METHODOLOGY

3.1 Evaluation Approach

Based on the stated FE TOR requirements, the evaluation adopted a Participatory Evaluation (PE) approach, engaging with the project’s key stakeholders and partners throughout the entire FE process. This approach involved the project’s team (IOM and ILO) to jointly determine the evaluation’s scope, objectives, and timeline, as well as confirming the appropriate data collection and analysis methods. Additionally, the Project’s key stakeholders and partners assisted in shaping how findings would be communicated and how recommendations would be implemented.

3.2 Evaluation Criteria and Questions

The section below included a set of evaluation questions to be assessed according to the evaluation criteria lenses of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability as well as cross-cutting GCM guiding principles:

<u>Evaluation Criteria</u>	<u>Evaluation Questions</u>
Relevance: assessing to what extent the project’s objective and intended results remain valid and pertinent either as originally planned or as subsequently modified.	<p>I. To what extent were the project interventions aligned with national government, regional, global priorities and relevant UN Sustainable Development Cooperation Framework (i.e. SDGs, GCM, Pacific Island Forum (PIF), PACER PLUS Labour Mobility Arrangement)?</p> <p>II. Were the project consultations well-executed to ensure identification of needs and priorities of all key stakeholders, and did the subsequent actions and activities appropriately balance and respond to all identified needs and priorities? What needs and priorities were met, and which needs and priorities were not met?</p>
Coherence: The compatibility of the project with other interventions in the project’s countries, sectors, or institutions	<p>I. To what extent has the project been complementary to other labour mobility projects or initiatives undertaken by key project partners, as well as other UN and non-UN actors?</p> <p>II. To what extent was the project coordinated with other relevant labour mobility projects or initiatives, as well as regional processes?</p>
Efficiency: assessing how well human, physical and financial resources are used to undertake activities, and	<p>I. Were the inputs and resources (human, goods and services, financial, etc.) used appropriate/proportionate to the quality of the results achieved? Were resources redirected as needs changed?</p> <p>II. How efficient was the overall management of the project (e.g. project team composition, coordination modalities, implementation processes,</p>

<u>Evaluation Criteria</u>	<u>Evaluation Questions</u>
<p>how well these resources are converted into outputs.</p>	<p>and monitoring and evaluation efforts)? What improvements could be made?</p> <p>III. What was the added value of the project implemented jointly with IOM and ILO?</p>
<p>Effectiveness: assessing the extent to which the project achieves its intended results.</p>	<p>I. To what extent have the project’s targeted results, outcomes and objectives been achieved?</p> <p>a. To what extent and how has the project contributed to strengthening labour migration governance of the target countries and Pacific region?</p> <p>b. To what extent and how has decent work principle been promoted in the Labour Migration Program as the result of social dialogue supported by the project?</p> <p>c. To what extent has the project influenced the settings of existing labour migration schemes so that they are safe?</p> <p>d. To what extent and how has the project improved reintegration outcomes of returning migrant workers and their families?</p> <p>II. What were the major factors influencing the achievement of the project’s expected outcome and outputs? What did not work and why? What could have been done differently?</p> <p>III. Did the project lead to any unintended consequences, results, or impacts (both positive and negative)? If so, did this lead to benefits or risks?</p>
<p>Sustainability: assessing to what extent the project’s results will be maintained for a certain period of time after the current project phased out.</p>	<p>I. Are the project’s results (including social dialogue and mechanisms) been institutionalized and necessary structures, resources and processes in place to ensure that the benefits generated by the project continue?</p> <p>II. Are the project beneficiaries and implementing partners adequately empowered to exercise the knowledge and skills acquired, and to obtain and maintain the capabilities to set and achieve their own development objectives over time?</p> <p>III. How can the project learnings and achievements be further used for wider applicability and scalability beyond what is planned under the project (e.g. externalizing knowledge, expanding regionally)?</p>
<p>Impact: positive and negative, primary and secondary long-term effects produced by the project, directly or indirectly, intended or unintended.</p>	<p>I. To what extent and how has the project contributed to enhancing the benefits of safe and fair migration?</p> <p>II. What change(s) did the intervention bring at structural or individual levels (whether positive or negative, unintended or intended), directly and indirectly?</p>

<u>Evaluation Criteria</u>	<u>Evaluation Questions</u>
	<p>III. How could the project impacts on beneficiaries and implementing partners have been increased and/or better captured?</p> <p>IV. Could other stakeholders benefit from the project being expanded to other countries and/or regionally?</p>
<p>Cross-cutting principles: Human rights, gender responsive, child-sensitivity, whole-of-government, whole-of-society and people-centred</p>	<p>I. To what extent were gender responsive, child sensitive and human rights principles considered, appropriately contextualized and implemented during the project design, implementation, monitoring and reporting?</p> <p>II. What was the impact of the joint project on the enjoyment of human rights including labour rights by impacted rights-holders, the advancement of gender equality and empower of women and girls, and the advancement of children’s rights, and meeting their needs?</p> <p>III. To what extent did the project and management structure reflect and align with these GCM cross-cutting guiding principles? Are there lessons learned or good practices that can be identified?</p>

3.3 Data Collection and Sources

The FE utilized the following different data collection methods and instruments remotely:

- a) Desk research and document review – Throughout the FE, the Evaluator conducted a detailed desk research and document review of all project documents provided by the IOM/ILO Team. The desk research and document review process remained on-going throughout the FE to obtain additional information, to validate and verify preliminary findings, and to fact-check and cross-reference data and information. The desk review and document research were triangulated with other data collection methods used in this FE to answer the evaluation questions as specified in the TOR and evaluation matrix.
- b) Key Informant Interviews (KIIs) – The Evaluator conducted KIIs virtually (via phone call or videoconferencing). The qualitative KIIs were conducted using the interview guide/questionnaires (See Annex 4) developed based on the evaluation questions/evaluation matrix.

The KIIs were semi-structured, not only with questions included from the interview guide/questionnaires but also with enough flexibility to expand the topics of conversation based on the respondents’ knowledge of the project’s activities/interventions. The evaluation ensured the confidentiality of all information provided by respondents, such that comments would be reported in such a way that they cannot be traced back to a particular individual. This allowed a frank and honest discussion to encourage respondents to provide an accurate assessment of the Project.

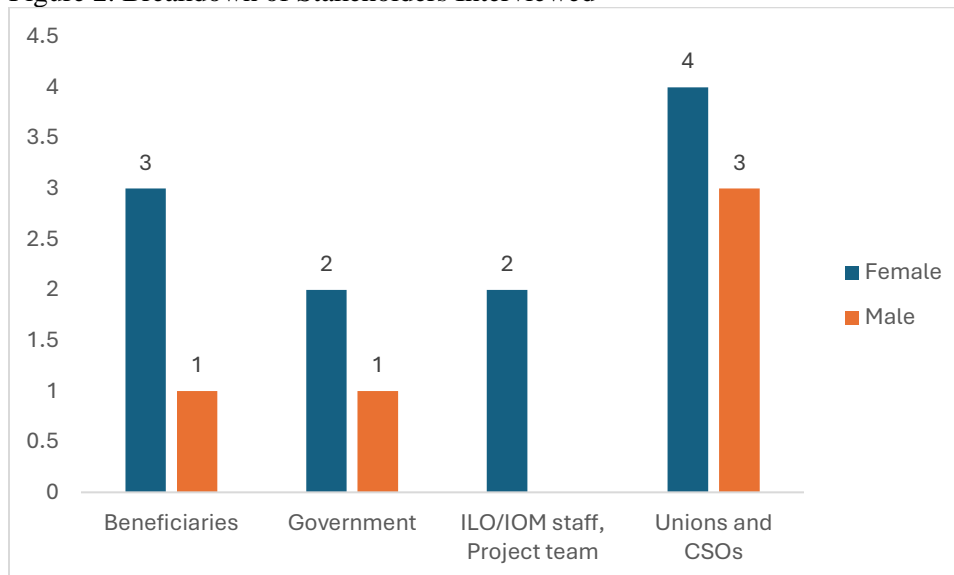
- c) Focus Group Discussion (FGD) – A FGD session was conducted virtually, consulting with the returned migrant workers and families. Similar to KIIs, the FGD was qualitative with semi-structured questions using the interview guide/questionnaires (See Annex 3). The evaluation provided insights as to how the Project impacted the lives of the returned migrant workers and families.

3.4 Sampling

The evaluation used purposive sampling technique to select participants from where the Project activities were undertaken, to ensure their inclusion and participation in the evaluation and data collection processes. Purposive sampling was also used to ensure adequate gender/group representation in the KIIs which included a diverse range of stakeholders, including government officials, CSOs/trade unions, and direct beneficiaries. Purposive sampling also ensured a balanced representation of gender, regions, and vulnerable groups to provide a holistic view of the project’s impact and effectiveness. By doing so, adequate representation of participants was actively engaged and provide the needed information during the KIIs. In implementing purposive sampling, the evaluation worked closely with the Project Team to develop an interview/stakeholder list (See Annex 5).

With the assistance of IOM and ILO, the Evaluator reached out to 40 stakeholders (11 men and 29 women) of which 16 of them (5 men and 11 women) agreed to be interviewed. Figure 2 below identifies the breakdown of stakeholders who were interviewed as part of the FE.

Figure 2. Breakdown of Stakeholders Interviewed



3.5 Data Analysis

To analyze the collected data, the evaluation utilized proprietary statistical software as well as the following analytical techniques:

- a) Financial Analysis - Using the Project’s financial reports/data and related documentation, financial analysis was conducted to assess appropriate funding allocations and any variances between planned and actual expenditures utilized in the project key outputs for each financial year to determine the level of project implementation/delivery efficiency.
- b) Contribution Analysis - Contribution analysis provided a systematic way of understanding the Project’s contributions, according to the key evaluation criteria, to observed results. This involved assessing whether existing and additional evidence was consistent with the project Theory of Change model and Results Framework, revising the Theory of Change to better incorporate other

contributory factors, identifying and ruling out alternative explanations to understand the Project's actual contribution, documenting the project's successes and value-added, and applying the “before and after” effects (ie. what exists now that did not exist before and what has changed since the start of the project).

- c) Thematic Analysis - This method provided systematic breaking down and organizing rich insights from the collected data to facilitate the discovery of significant themes, according to the evaluation criteria.
- d) Comparative Analysis - This method conducted the triangulation of results such as comparing information from different sources like documentation and interviews, or interviews on the same subject with different stakeholders, used to corroborate or verify the evidence collected. Wherever possible all data gathered, both qualitatively and quantitatively, were triangulated through cross verification from two or more sources. For the documentation review, this was done through crosschecking data and information from multiple sources to increase the material credibility and validity.

Data Synthesis - This was the process of bringing all the evidence together to synthesize the data and formulate findings, conclusions and recommendations. This was a systematic review process where extracted data were analyzed to turn information data into meaningful and useful evaluation knowledge.

- e) Verification and Validation - The above steps incorporated verification and validation of evidence during the data collection and data analysis processes.

3.6 Evaluation Limitation

The following are some of the limitations that are faced by the Evaluator for the FE:

- Engaging stakeholders: The FE involved a diverse group of stakeholders, including government ministries/departments, trade unions from Pacific countries and Australia, civil society organizations (CSOs), private sector representatives, international organizations, and agencies. However, engaging all relevant stakeholders within the constrained evaluation timeline, as well as stakeholder interview-fatigue (due to multiple requests for interviews from other stakeholders/projects), proved challenging. Despite support from ILO/IOM and multiple follow-up communications, only 16 stakeholders were available for interviews. To address this limitation, the Evaluator cross-verified qualitative interview data with project documentation and reports provided by ILO/IOM, ensuring the reliability and comprehensiveness of the findings.
- Measuring impacts on beneficiaries: The FE faced limitations in assessing the full impact of the project on migrant workers and their families due to the limited number of beneficiary interviews conducted. This was largely due to the fact that many migrant workers have remigrated, or the contact details provided during the trainings/workshops were no longer valid. Only one migrant worker, along with his wife and two other family members, were interviewed, which provided insufficient baseline data for a comprehensive impact evaluation. Despite this constraint, insights gathered from the four beneficiaries were carefully cross-referenced with project documents, training records (pre/post-tests and post-training evaluations) to validate findings.
- Attribution of results: Isolating the specific contributions of this project from other concurrent initiatives and regional dynamics presented a significant challenge. To address this, the Evaluator employed contribution analysis to assess how the project's activities and outputs

contributed to broader outcomes and impacts. This approach acknowledged the influence of other ILO/IOM programs and United Nations entities working on labour migration in the region, providing a more nuanced understanding of the project’s role within the larger context.

3.7 Stakeholder Participation and Ethical Issues

The ethical considerations of independence, confidentiality, cultural, belief, social and political sensitivity formed an integral part of this evaluation. The Evaluator complied with IOM Data Protection Principles, the UN Evaluation Group’s ‘Norms and Standards for Evaluation 2017 Guidance’, the ‘UNEG, Resource Pack on Joint Evaluations, 2014’ and the UNEG codes of conduct. The Evaluator endeavored to uphold these standards and expected to be accountable to them throughout the evaluation. Efforts were made to protect informants' rights and confidentiality, including ensuring that interview recordings and summary notes created as part of this evaluation were not to be shared with anyone. Only the Evaluator has access to the interview recordings and summary notes as well as all personal identifiable data such as voice/video recordings will be kept no longer than necessary and will be deleted within three months following completion of the FE. The Evaluator sought verbal consent from participants for interview recordings, and to take notes only if participants did not consent to the interview recordings.

4. EVALUATION FINDINGS

4.1 Relevance

To what extent were the Project interventions aligned with national government, regional, global priorities and relevant UN Sustainable Development Cooperation Framework (i.e. SDGs, GCM, Pacific Island Forum (PIF), PACER PLUS Labour Mobility Arrangement)?

The Project **demonstrated strong alignment with national, regional, and global priorities**, ensuring its interventions remained pertinent throughout implementation.

A vast majority of respondents have expressed that the Project “has driven meaningful policy reforms and strengthened protections for migrant workers.”

At the national level, the Project directly supported key policy reforms in Fiji and Vanuatu, aligning with their development agendas. In Fiji, the review of National Labour Mobility Policy for Sustainable Development and Climate Resilience was formally approved by the Cabinet in May 2024, integrating labour mobility into the country’s broader climate adaptation and economic strategies. Similarly, in Vanuatu, the Project facilitated the review of the Seasonal Employment Act (2007), ensuring it addressed modern labour mobility challenges, including protections for workers under the PALM and RSE scheme. These efforts were closely tied to national development plans, such as Fiji’s National Development Plan and Vanuatu’s National Sustainable Development Plan, reinforcing the Project’s national relevance.

Regionally, the Project contributed to the PIF priorities, particularly the Blue Pacific 2050 Strategy, which emphasizes sustainable development, climate resilience, and regional cooperation. By supporting the development of the Pacific Labour Mobility Principles, the Project helped standardize labour migration governance across the region, ensuring alignment with existing frameworks like the PACER Plus Arrangement on Labour Mobility. Additionally, the Project’s engagement in the PLMAM where it co-organized a workshop on sustainable reintegration, strengthening regional dialogue on labour mobility as a tool for development.

Globally, the Project aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDG 1.5 (climate resilience), SDG 8.8 (decent work), and SDG 10.7 (orderly migration). It also supported the Global Compact for Migration (GCM) by enhancing labour migration governance and ensuring Pacific representation at the 2025 Asia Pacific (Regional) Review of the Global Compact for Migration (GCM). This alignment with international frameworks ensured the Project's interventions were not only locally relevant but also embedded in broader global migration and development agendas.

Were the Project consultations well-executed to ensure identification of needs and priorities of all key stakeholders, and did the subsequent actions and activities appropriately balance and respond to all identified needs and priorities? What needs and priorities were met, and which needs and priorities were not met?

The Project employed a participatory approach to consultations, ensuring that the needs and priorities of key stakeholders were identified and addressed. The Project also successfully addressed core needs, such as policy reforms, migrant protections, and regional coordination.

To ensure identification of needs and alignment with priorities for key stakeholders, particularly governments, the Project had several activities conducted:

- An inception workshop was held on 29 November 2022 in Suva, Fiji, with 43 participants, including government reps from Fiji, Tuvalu, Kiribati, Vanuatu, and Solomon Islands, regional organizations, diplomats, CSOs, development partners, UN agencies, and private sector reps. The event introduced the project and included technical sessions from key stakeholders like Pacer Plus, World Bank, and others.
- A follow-up workshop was then held on 30 November 2022 at the Resident Coordinator's Office meeting room in Suva, Fiji. 14 participants attended to validate project activities, share experiences, and gather country-specific suggestions for relevance.
- Two project steering committee meetings were conducted during the Project period. These meetings allowed key stakeholders to be updated on the Project progress as well as gathering their feedback/inputs for the Project.
- Amendments were made to the Project in October 2023 to reprioritize activities based on the needs identified with national and regional stakeholders.

Further, during implementation, the Project conducted extensive consultations at both national and regional levels. In Fiji and Vanuatu, multi-stakeholder workshops brought together government officials, trade unions, employers, and civil society to review labour laws and policies. For example, the National Labour Mobility Policy consultations in Fiji involved 74 representatives from various sectors, ensuring diverse inputs were incorporated. Similarly, in Vanuatu, the Seasonal Employment Act review included several consultations and validation workshops in 2024, reflecting a strong commitment to inclusive policymaking.

At the regional level, the Project facilitated the Pacific Workers' and Employers' Organizations Regional Coordination Meeting, which strengthened bipartite dialogue on labour mobility. This platform allowed unions and employers to coordinate on shared priorities, such as migrant worker protections and fair recruitment practices. Additionally, the Project's collaboration with the PIFS ensured that Pacific-wide labour mobility principles were developed through a consultative process, involving PIFS member states (beyond the project countries) and regional organizations.

Despite these successes, some challenges in stakeholder engagement emerged. In Kiribati and Tuvalu, government participation was limited due to capacity and funding constraints and competing priorities; as well as disaster recovery efforts in most of the project countries following frequent cyclones and earthquakes. While the Project extended its timeline to accommodate these delays and leveraged

complementary projects' funds to support the initiatives, some national-level implementation remained incomplete by the Project's closure. Any incomplete activities will therefore be carried forward by complementary labour mobility projects in the region.

4.2 Coherence

To what extent has the Project been complementary to other labour mobility Projects or initiatives undertaken by key Project partners, as well as other UN and non-UN actors?

The Project demonstrated strong complementarity with other labour mobility initiatives, ensuring alignment and synergy with existing efforts. Key examples include:

Genuine progress is forged through unity with existing efforts and strengthening partnerships, the Project has achieved coherence and resulted in an amplified impact, paving the way for sustainable and unified labour mobility governance.

- **PALM and RSE schemes:** The Project included (1) partnership with MJI to assess and improve complaints mechanisms for PALM workers, (2) partnership with AWU to develop and distribute educational resources to support Fijian PALM workers, (3) Supporting PLMAM by providing inputs on Pacific Skills Mobility Partnership, (4) PALM and RSE employers were also present for the event and benefitted from the inputs, and (5) Policies and strategies reviewed/development in project's countries compliments PALM and RSE labour mobility pathways.
- **Regional Partnerships:** The Project worked closely with the PACER Plus and the World Bank to co-organize the Regional Workshop on Sustainable Reintegration during the Pacific Labour Mobility Annual Meeting (PLMAM) in 2023; as well as support regional priorities guided by PIFS and PACER Plus and their members.
- **UN and Non-UN Actors:** The Project leveraged partnerships with the International Training Centre of the ILO (ITCILO), MJI and the Global Migration Lab to enhance ethical recruitment, complaints mechanisms, and policy/agreement reviews.

To what extent was the Project coordinated with other relevant labour mobility Projects or initiatives, as well as regional processes?

The Project exhibited robust coordination with regional and national processes, ensuring coherence and avoiding duplication:

- **Regional Coordination Mechanisms:** The Project actively participated in PLMAM 2023 and 2024, contributing to regional dialogues on labour mobility governance, social protection, and skills partnerships. It also supported the engagement between PIFS and PACER Plus through the development of the Pacific Labour Mobility Principles, ensuring alignment with the Blue Pacific 2050 Strategy and the PACER Plus' Agreement on Labour Mobility (ALM).
- **Integration with Regional Frameworks:** The Project's activities were designed to feed into broader regional processes, such as the PACER Plus' ALM which technical inputs were provided in November 2023 and 2024, and the Global Compact for Migration (GCM) Asia-Pacific Regional Review held in Bangkok in February 2025 which the Project supported.
- **Cross-Project Synergies:** The Project co-funded initiatives like the "Worker Ready Investment Ready" programme in Vanuatu with PCCMHS and collaborated with key government counterparts in Vanuatu and Fiji on PALM and RSE programme to scale up family-centred support for migrant workers prior departure and upon return/reintegration.

4.3 Effectiveness

To what extent have the Project’s targeted results, outcomes and objectives been achieved?

- a. To what extent and how has the Project contributed to strengthening labour migration governance of the target countries and Pacific region?
- b. To what extent and how has decent work principle been promoted in the Labour Migration Program as the result of social dialogue supported by the Project?
- c. To what extent has the Project influenced the settings of existing labour migration schemes so that they are safe?
- d. To what extent and how has the Project improved reintegration outcomes of returning migrant workers and their families?

The Project successfully advanced its objectives by strengthening labour migration governance, promoting decent work principles, enhancing the safety of migration schemes, and improving reintegration outcomes for returning workers:

Respondents articulated that the Project has “built a strong foundation for fairer and more dignified labour migration in strengthening governance, upholding decent work, safeguarding migrants, and ensuring sustainable reintegration.”

a. Strengthening Labour Migration Governance

The Project made significant strides in improving labour migration governance across the five target countries (Fiji, Kiribati, Tuvalu, Solomon Islands, and Vanuatu) and the broader Pacific region. Key achievements included supporting Fiji’s Cabinet approval for the review of the National Labour Mobility Policy in May 2024, which integrated climate resilience and sustainable development into labour migration frameworks. In Vanuatu, the Project facilitated the review of the Seasonal Employment Act (2007) to better align with new labour mobility schemes like the PALM programme. At the regional level, the Project contributed to the development of the Pacific Labour Mobility Principles led by PIFS, [the first regional initiative in the Pacific that promotes a coordinated approach to labour mobility governance](#). Additionally, the Project’s participation in PACER Plus’s ALM advisory group provided technical inputs that influenced published and upcoming regional guidelines, particularly on Worker Wellbeing, Sustainable Reintegration and Fair Recruitment. Capacity-building initiatives, such as the Regional Training on Bilateral Labour Migration Agreements (May 2024), equipped PICs government officials with negotiation and policy development skills, where 26 out of 27 government officials participated in the training passed with certificate (meaning the overall success rate is 96 per cent).

b. Promotion of Decent Work Principles via Social Dialogue

The Project fostered social dialogue by establishing platforms for collaboration between governments, trade unions, and employer organizations. The inaugural Pacific Workers' Organizations and Employer and Business Membership Organizations (EBMOs) Regional Coordination Meeting in July 2023 brought together unions and employers to discuss shared priorities, leading to a coordinated position paper presented at the PLMAM. The Project also strengthened the capacity of unions, such as the FTUC, to advocate for migrant workers’ rights, including the establishment of migrant worker help desks. Partnerships with MJI and AWU contributed to improvements on complaints mechanisms to ensure better protection and empowerment of PALM workers. These efforts reinforced the integration of decent work principles into labour migration policies and practices.

c. Safety in Labour Migration Schemes

The Project enhanced the safety and fairness of labour migration schemes through policy reviews and reforms, training, and cross-regional knowledge sharing. The Multi-Country Training on Promoting Fair and Ethical Recruitment (May 2024) equipped officials from all five target countries with tools to combat exploitative recruitment practices, with 79% of participants successfully completing the course. In Fiji, the review of the Employment Relations Act incorporated protections for migrant workers, aligning national legislation with international labour standards. The Project also facilitated knowledge exchange beyond the Pacific, sharing best practices—such as family-centred pre-departure training—with officials from Kenya, Tanzania, and Uganda during a collaborative workshop in Nairobi.

d. Improved Reintegration Outcomes

The Project significantly improved reintegration support for returning migrant workers and their families. In Vanuatu, the "Famili I Kam Bak" reintegration training programme, developed based on consultations with 171 returnees, addressed financial, psychosocial, and family reintegration challenges. Post-training evaluations showed that 95% of participants found the programme helpful in managing their return. In Solomon Islands, a comprehensive report on 500 returned migrant workers provided data to inform future reintegration policies. Economic empowerment initiatives, such as the "Worker Ready Investment Ready" programme in Vanuatu, trained 75 aspirant workers on financial planning, while a separate initiative equipped 15 women (remittance recipients) with entrepreneurship skills. These efforts ensured that reintegration support extended beyond economic stability to include social and emotional well-being.

A summary of the Project's results, in accordance with the outcomes, outputs and indicators achieved are provided in **Table 1** below.

What were the major factors influencing the achievement of the Project's expected outcome and outputs? What did not work and why? What could have been done differently?

The Project's success was driven by strong regional partnerships, adaptive management, and co-funding strategies, though challenges such as climate disruptions and bureaucratic delays posed obstacles.

Success Factors

Collaboration with regional bodies like PIFS and PACER Plus amplified the Project's achievements, enabling policy changes that extended beyond the targeted countries. Collaborative arrangements and sharing of best practices with complementary projects, such as the PCCMSH and the Regional PALM programme funded by the Government of Australia, ensured the sustainability of initiatives like family-centred pre-departure and reintegration support.

Challenges

Climate-related disruptions, including Cyclones Judy, Kevin, and Lola (2023) and a magnitude 7.3 earthquake in Vanuatu (December 2024) forced delays and shifts in government priorities. Legislative reviews in Fiji and Vanuatu faced prolonged approval processes and a shortage of local consultants, which resulted in slowing policy advancements. Engagement with Kiribati, Tuvalu, and Solomon Islands was less consistent than with Fiji and Vanuatu, partly due to fewer national-level interventions in these countries.

Table 1: Project Results Matrix (including evaluation comments)

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
OUTCOME 1 Pacific governments demonstrate improved labour migration governance.					The Project has largely met its targets under Outcome 1, particularly in fostering regional principles and guidelines development and stakeholder collaboration. However, full achievement depends on: <ul style="list-style-type: none"> Finalizing pending initiatives (e.g., sustainable reintegration guidelines, skills partnerships). Securing high-level endorsement of the Pacific Labour Mobility Principles. Strengthening national ownership to translate regional progress into national policy reforms.
Indicator 1a Number of formulated interventions (including updated or new policies, guidelines, action plans, MOUs, assessments, workshops, etc) resulting from this joint programme by implementing partners which support improved labour migration governance with consideration of the	0	3	12	Resulting from the 2023 and 24 PLMAM, stakeholders from Pacific countries determined to undertake the following actions to enhance labour migration governance: (1) Develop Pacific Guidelines for Sustainable Reintegration; (2) Develop recommendations to establish minimum standards to protect and improve worker earnings; (3) Develop recommendations to improve worker access to social protections; (4) Review options for improving accommodation with consideration of privacy; (5) Develop options for a rating system for employers in New Zealand and Australia; (6) support inclusion of Unions in labour mobility forums and programmes; (7) Improve Pacific labour mobility data management; (8) Enhance	Based on respondents' comments, the Project has made significant progress in achieving Indicator 1a, with key activities fully accomplished, demonstrating strong advancements in labour migration governance with climate resilience considerations. Achievements include technical inputs to the Pacific Guidelines on Worker Wellbeing and the upcoming Guidelines on Sustainable Reintegration, recommendations on minimum worker earnings standards, social protections, and improved accommodation, as well as the inclusion of Unions in labour mobility forums. Additionally, the Pacific Labour Mobility Principles were successfully drafted based on extensive consultations. Four activities may need continuous monitoring and embedding, including the establishment of an employer rating system, labour mobility data management, collective bargaining initiatives, and skills partnerships and micro-credentials. While most interventions have been successfully formulated, sustained efforts are needed to ensure sustainability, ensuring comprehensive progress

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
link to climate resilience in the respective countries.				intra-Pacific labour mobility opportunities; (9) Collective voice for the Pacific to ensure collective bargaining power; and (10) Skills partnerships and recognition, and development of micro credentials. Further, support PIFS to develop (11) the Pacific Regional Labour Mobility Principles. Lastly, reviewed and provide technical inputs to (12) the updated MOU between the Government of Australia and Fiji.	toward improved labour migration governance in the Pacific.
Indicator 1b % of government officials interviewed who indicate increased confidence in managing labour mobility governance and programmes in the region	0	70%	100%	Of the 5 programme countries, 2 countries, as well as PIFS and PPIU participated in the final evaluation, all expressing that the JP contributes to a significant political shift in labour mobility governance, including to achieving the Pacific 2025 Strategy. It does not only create impacts at national level; but broader regional development goals, through PLMAM and other ongoing initiatives with PIFS and PPIU. However, the final evaluation noted that further efforts are needed to ensure consistent government engagement and effective data collection and analysis.	The Project has contributed to a notable political shift in labour mobility governance at the regional level, as reported by interviewees from two out of five programme countries, along with PIFS and PPIU, who participated in the final evaluation. Respondents acknowledged that the Project has strengthened regional collaboration and alignment with the Pacific 2025 Strategy, particularly through initiatives like the PLMAM and partnerships with PIFS and PPIU. However, the evaluation found that these impacts have not yet translated into significant national-level changes in labour mobility governance. Additionally, challenges remain in ensuring consistent government engagement and improving data collection and analysis for more effective monitoring and evidence-based policy developments. While confidence among officials has increased regionally, further efforts are needed to deepen national ownership and

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
					institutionalize labour mobility governance reforms across all participating countries.
<p>Indicator 1c A Pacific Regional Labour Mobility Principles to support labour mobility governance is finalized for further adoption and endorsement at regional level.</p>	No	Yes	Partially yes	A Regional Consultation held and Technical Working Group formed to develop the Principles. The Working Group TOR and a draft outline of the Principles has been reviewed by Member States; where both has been accepted at the FTOM to proceed with further review and finalization by the next Pacific Leaders meeting.	The insights from the interviewees confirmed that the Project has made substantial progress toward achieving Indicator 1c, with key milestones reached in the development of the Pacific Labour Mobility Principles. A Regional Consultation was successfully held, and a Technical Working Group (TWG) was established to draft the Principles. The TWG's Terms of Reference (TOR) and a draft outline of the Principles were reviewed and accepted by Member States during the Forum Trade Officials Meeting (FTOM), signalling strong regional engagement and approval to proceed. However, the finalization and formal endorsement at the Pacific Leaders meeting remain pending (September 2025). While the process is on track, further refinement and high-level political adoption are needed to fully achieve this indicator. Once endorsed, these Principles will provide a strong regional framework to enhance labour mobility governance across the Pacific. Overall, progress is on schedule, but completion depends on the final review and approval by PICs Leaders.
<p>OUTPUT 1.1 A regional coordination mechanism on labour mobility is enhanced to facilitate decision-making on labour mobility.</p>					
<p>Indicator 1.1b Number of relevant stakeholder participants at high level regional event (disaggregated by gender and organization</p>	0	30	860 stakeholders	<p>Year 1: 57 stakeholders, as in the following events: (1) Project launch: 43 and (2) Inception workshop: 14 Year 2: 300 stakeholders from PLMAM 2023. Year 3: 501 stakeholders from PLMAM 2024; and 2 Pacific</p>	

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
represented)				governments represented at the GCM Regional Review.	
OUTPUT 1.2 Pacific governments and regional stakeholders have access regional and national Labour Mobility Principles to strengthen labour mobility governance, including as a climate resilience strategy.					
Indicator 1.2a Regional Labour Mobility Principles is drafted.	No	Yes	Yes		
Indicator 1.2b Number of relevant stakeholder participants at high level regional coordination event (disaggregated by gender and organization represented)	0	30	34 (15 men, 19 women) representatives from trade unions, employers, PIF Member States, and international organizations, from across the Pacific, Australia, and New Zealand.	34 stakeholders participated in the Regional Consultation on the Pacific Regional Labour Mobility Principles.	Unable to comment due to limited data
OUTCOME 2 Decent work principles and standards are at the core of Pacific labour migration programmes.					Outcome 2 has achieved moderate success, with notable progress in policy reviews, evidence-based recommendations for revision, and regional stakeholder integration. However, finalization of the legislations (Indicator 2a) are still underway, and unresourced dialogue mechanisms (Indicator 2b) indicate that the Project is on track but not yet fully realized its longer-term goals.

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
					Prioritizing implementation and expanding country-level engagement will be critical to ensuring decent work principles become systematically embedded in Pacific labour migration programmes.
<p>Indicator 2a Number of governments that have reviewed, revised or developed labour migration laws, policies and tools to strengthen incorporation of internationally recognized decent work principles and standards.</p>	0	3	2	<p>1) Government of Fiji (National Labour Mobility Policy; and Employment Relations Act)</p> <p>2) Government of Vanuatu (Seasonal Employment Act)</p>	<p>The Project has made moderate progress in supporting governments to strengthen labour migration governance through the incorporation of internationally recognized decent work principles and standards. To date, two countries have undertaken key policy and legislative reviews:</p> <ol style="list-style-type: none"> 1. Fiji has reviewed its National Labour Mobility Policy and Employment Relations Act, demonstrating a commitment to aligning labour migration frameworks with global standards. 2. Vanuatu has reviewed its Seasonal Employment Act, signalling progress in improving protections for migrant workers. <p>While these reviews mark important steps forward; the actual revision, adoption, and implementation of updated laws and policies remain pending. Further technical and advocacy support is needed to ensure these reviews translate into formalized legal and policy reforms. Additionally, expanding engagement to other Pacific countries would enhance the indicator's overall impact. Progress is underway, but sustained efforts are required to achieve full institutionalization of decent work principles in national labour migration frameworks.</p>
<p>Indicator 2b Funding strategy and</p>				After a consultation with unions and employers, it was decided to shift the	The Project has adapted its approach to ensure the sustainability of bipartite social dialogue on labour

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
plan exists for continuation of the regional platform for bipartite social dialogue between unions and employers' organizations on labour mobility beyond the end of the programme.	No	Yes	No	project approach to focus on integration of union and employer bipartite dialogue in existing regional labour mobility platforms instead of establishing a standalone one. Namely, unions and employers (PICTU and PIPSO) are formally included in the TWG to develop the Regional Labour Mobility Principles; and comprehensively represented in PLMAM as a result of the project.	mobility, shifting from creating a standalone platform to integrating unions and employers into existing regional structures. Through consultations, key stakeholders—including PICTU (unions) and PIPSO (employers)—have been formally recognized as key stakeholders to be consulted as part of the development of the Pacific Labour Mobility Principles and are now comprehensively represented in PLMAM meetings. This integration ensures that social dialogue remains embedded in established regional governance mechanisms, enhancing long-term viability beyond the programme's lifespan. While a dedicated funding strategy for a separate platform was not developed, the revised approach effectively mainstreams bipartite engagement, achieving the indicator's core objective through institutionalized participation. This strategic pivot strengthens sustainability, though continued advocacy and resourcing will be needed to maintain active union and employer involvement in regional labour mobility governance.
OUTPUT 2.1					
Pacific governments have reviewed or developed labour migration laws and policies, ensuring they are rights-based and gender responsive and improve support services, protection of the rights of workers, and recruitment					
Indicator 2.1a Number of national consultations on legislative review	0	3	5	2 National consultations for Fiji National Labour Mobility Policy; 1 for Fiji Employment Relations Act; and 2 for Vanuatu Seasonal Employment Act.	
Indicator 2.1b Number of countries that have reviewed	0	3	2	Fiji and Vanuatu	

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
their national legislation OR policies govern labour migrants					
OUTPUT 2.2 Pacific governments and social partners have improved information, tools and mechanisms to implement rights-based and gender responsive laws and policies in programme countries.					
Indicator 2.2a Number of meetings (virtual or face-to-face) that include a component on bipartite social dialogue on labour mobility.	0	3	4	Year 1: One Strategic Review of EBMO; One Preparatory Meeting for APRM; and One inaugural Pacific Workers' Organizations and EBMOs Regional Coordination Meeting. Year 3: One formal bipartite meeting convened pre-Regional Consultation on Pacific Labour Mobility Principles to consolidate regional inputs.	
Indicator 2.2b Number of participants that attend each bipartite meeting (disaggregated by gender)	0	20	20	20 (10 men, 10 women)	
Indicator 2.2c Number of Departments of Labour which have received comprehensive information on standard employment terms	2 (Tuvalu and Kiribati)	5	5	(5) Fiji, Solomon Islands, Vanuatu, Tuvalu and Kiribati governments at PLMAM 2023 and 2024; as well as the Regional Consultation on the Pacific Labour Mobility Principles.	

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
and international labour standards for migrant workers					
OUTPUT 2.3					
Trade unions in programme countries have increased capacity (information, tools and mechanisms) to protect migrant workers and network with counterparts and CSOs in destination.					
Indicator 2.3a Trade union staff report that gaps in migrant protection capacity have been reduced.	NA	Significant qualitative evidence of improvement in capacity to protect migrants, particularly in areas highlighted by gap analysis.	Yes	Yes –trade unions acknowledged the JP which enables them to be better represented and raised issues for the protection of migrant workers at national and regional consultations, particularly the 2023 and 2024 PLMAM, as well as TWG and Regional Consultation for Pacific Labour Mobility Principles, which influenced the outcomes of such events.	
Indicator 2.3b MOU or position paper between unions available of understanding and action plan on protection of migrants.	No	Yes	Yes	Trade unions have developed a position paper that identifies regional level priorities and presented during 2023 PLMAM. Further, MOU signed with FTUC and AWU.	
OUTPUT 2.4					
Migrants have improved access to complaints mechanisms in destination countries (Australia and New Zealand) and countries of origin.					
Indicator 2.4a Number of unions or CSOs that partnered	0	2	2	Partnerships formed with (1) Migrant Justice Institute and (2) Australian Workers Union.	

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
to strengthen support migrant workers to access complaints mechanisms in countries of destination					
Indicator 2.4b Number of government administered complaints systems in countries of origin or destination introduced, comprehensively reviewed or strengthened	0	2	2	<ol style="list-style-type: none"> 1) An assessment and awareness raising relating to complaints mechanisms for PALM workers in Australia. 2) Supported AWU and FTUC to collaborate on strengthening protection for migrant workers with a focus on ensuring workers are aware of complaints mechanisms in Australia and able to access support provided by union. 	
OUTCOME 3 Pacific governments implement initiatives that contribute to safe and fair labour migration.					Outcome 3 made notable progress in capacity building and policy development. However, the lack of finalized training packages and minimal evidence of longer-term behavioural change suggest the outcome is partially achieved. Focus must now shift to implementation, enforcement, and long-term institutionalization.
Indicator 3a Number of programme countries delivering labour Migration programmes (training initiative)	0	5	5	(5) Fiji, Solomon Islands, Vanuatu, Tuvalu and Kiribati governments participated in BLMA and Fair and Ethical Recruitment trainings and have access to related tools and resources to enhance their labour migration programmes/schemes.	The Project demonstrates strong progress in advancing safe and fair labour migration across the Pacific, as evidenced by Indicator 3a, which tracks the number of programme countries delivering labour migration programmes aligned with decent work principles. All five project's countries—Fiji, Solomon Islands, Vanuatu, Tuvalu, and Kiribati—have actively participated in Bilateral Labour Migration Agreements

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
underpinned by safe and fair work principles and standards)					(BLMA) trainings and Fair and Ethical Recruitment initiatives, equipping their governments with essential tools and resources to strengthen national labour migration schemes. This engagement signifies a commitment to institutionalizing ethical recruitment practices and worker protections within national programmes. However, while participation in trainings is a critical first step, further efforts are needed to ensure full implementation of these principles into operational labour migration frameworks. Overall, the outcome reflects meaningful progress, with potential for greater impact as countries move from policy adoption to practical enforcement. Continued technical support and monitoring will be essential to sustain and deepen these advancements.
OUTPUT 3.1 Governments of Fiji, Vanuatu and Tuvalu have increased capacity to deliver training programmes that benefit migrant workers.					
Indicator 3.1a Pre-employment training package is developed and available to the Department of Labour of Fiji and Vanuatu	No	Yes	Partially yes	Support Fiji's MEPIR on the needs-assessment to inform Family-focused Pre-departure programme; a feasibility study for a Model Community-led Family-Centred Workshops for Migrant Workers and Families in Rural Vanuatu; and VCCI and Vanuatu DOL's "Worker Ready Investment Ready" programme. Findings from the family-centred pre-departure assessments in Fiji and Vanuatu will inform the development/ revision of pre-employment packages, which will	<p>Progress:</p> <p>Fiji & Vanuatu conducted needs assessments for family-centred pre-departure programmes, informing future training packages (to be rolled out in 2025).</p> <p>Vanuatu's "Worker Ready Investment Ready" programme piloted community-led workshops.</p> <p>Gaps:</p> <ul style="list-style-type: none"> • Packages are still in development (for Fiji); impact thus cannot yet be measured.

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
				be roll outed under complementary projects in Q3 2025.	<ul style="list-style-type: none"> Delays in rollout (Q3 2025) mean immediate outcomes are limited.
<p>Indicator 3.1b</p> <p>Number of participants in the pre-employment training who scored at least 75% on an end-of-training comprehension test (disaggregated by gender).</p>	0	30	0*	<p>*Pre/post-tests were not conducted; however, 96% of the post-workshop survey respondents indicated that know how to use the training materials to support their labour migration journey; 96% and able to identify and agree on family goals; 65% know how to support their families/communities; and 88% can address family conflicts with care.</p>	<p>Progress:</p> <p>High self-reported competency among trainees:</p> <ul style="list-style-type: none"> 96% knew how to use training materials. 88% could address family conflicts. <p>Vanuatu's programme reached target participants.</p> <p>Gaps:</p> <ul style="list-style-type: none"> No standardized comprehension tests were conducted (only surveys), weakening measurable skill acquisition. Limited data on long-term behavioural change.
<p>Indicator 3.1c</p> <p>Number of participants in each cohort of pre-employment training session delivered (disaggregated by gender)</p>	0	40	86 (34 men, 41 women, 11 unknown)	<p>75 (34 men, 41 women) from VCCI and Vanuatu DOL's "Worker Ready Investment Ready" programme.</p> <p>11 (gender unknown) from Tuvalu seafarers refresher training.</p>	
<p>OUTPUT 3.2</p> <p>Pacific governments and relevant stakeholders have increased understanding and skills to support fair and ethical recruitment and safe labour mobility</p>					

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
<p>Indicator 3.2a</p> <p>Number of government officials who scored at least 75% on an end-of-training Comprehension test on BLMA capacity Building programme (disaggregated by gender and country)</p>	0	15	31	<p>Five (1 men, 4 women) senior Pacific Government representatives participated in the blended ITCILO Course on Developing, Negotiating and Implementing BLMA – all participants passed with Certificates.</p> <p>Out of 27 government officials participated in the Regional BLMA training, 26 officials passed with certificate, meaning the overall success rate is 96%.</p>	<p>Progress:</p> <p><u>BLMA Training</u></p> <ul style="list-style-type: none"> 96% success rate (26/27 officials certified). 5 senior officials completed an ITCILO course on BLMA negotiation. <p><u>Fair & Ethical Recruitment Training</u></p> <ul style="list-style-type: none"> 79% success rate (11/14 officials certified). <p>Gaps:</p> <ul style="list-style-type: none"> Low participation in some trainings (e.g., only 14 officials for fair and ethical recruitment). No concrete evidence of post-training application (e.g., policy reforms, enforcement actions).
<p>Indicator 3.2b</p> <p>Number of government officials who scored at least 75% on an end-of-training comprehension test on Fair and Ethical Recruitment capacity Building Programme</p>	0	15	11	<p>Out of 14 government officials participated in the training, 11 officials passed with certificate, meaning the overall success rate is 79%.</p>	
<p>OUTCOME 4</p> <p>Returning Pacific Islander migrant workers demonstrate increased social and labour market reintegration</p>					<p>Outcome 4 has achieved its immediate targets, with high satisfaction rates and promising pilot initiatives.</p>

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
					However, the narrow geographic scope and lack of outcome tracking limit its transformative potential.
Indicator 4a Percentage of returning migrant workers in Vanuatu who access reintegration assistance under this programme who indicate that the assistance supported their reintegration experience	0	70%	95%	According to the post-workshop evaluation with 108 participants, 95% indicated that the training was helpful in managing their situation.	Progress: <ul style="list-style-type: none"> 95% of 108 returning workers in Vanuatu self-reported that reintegration training helped them manage their transition. Demonstrates high relevance of assistance provided. Gaps: <ul style="list-style-type: none"> No data on reintegration outcomes (e.g., employment rates post-return). Limited to Vanuatu; Solomon Islands' impact, as well as other project countries, not quantified.
OUTPUT 4.1 The Governments of Vanuatu and Solomon Islands and service providers are supported to provide reintegration assistance for returning migrants and their families to improve labour market and social reintegration					
Indicator 4.1a Number of returning migrant workers and their families in Vanuatu who receive reintegration assistance in line with updated and contextualized reintegration materials	0	100	123 (91 men, 32 women)	Famili I Kam Bak pilot workshops (108), and Women Entrepreneurship and Financial training with SSWFP members in Vanuatu (15 women).	Progress: <ul style="list-style-type: none"> Pilot workshops (Famili I Kam Bak) and women's entrepreneurship training conducted in Vanuatu. Gaps: <ul style="list-style-type: none"> Small participant numbers (e.g., 15 in women entrepreneurship training).

Results Reporting Framework					
INDICATORS	Baseline	Target (end of programme)	Achievements	Notes	Evaluation Comments
(disaggregated by gender)					- Solomon Islands' activities not yet implemented, limited to evidence-based learnings/ developments only.
Indicator 4.1b Percentage of migrants and their families reporting satisfaction with reintegration assistance	0	70%	99%	According to the post-workshop evaluation with 108 participants, 99% indicated that they were satisfied with the workshops. *Training report indicated that the series of workshop has enhanced financial literacy and entrepreneurship skills of all 15 participants.	Progress: <ul style="list-style-type: none"> 99% of 108 participants expressed satisfaction with workshops. Financial literacy and entrepreneurship skills were enhanced (per training reports). Gaps: <ul style="list-style-type: none"> Satisfaction surveys do not measure long-term outcomes (e.g., income stability).
Indicator 4.1c Number of countries that have evidence-based findings on labour mobility and reintegration	0	2	2	Vanuatu and Solomon Islands	Progress: <ul style="list-style-type: none"> Vanuatu and Solomon Islands collected evidence on reintegration challenges and best practices. Critical for future policy design. Gaps: <ul style="list-style-type: none"> Evidence not yet systematized (for Solomon Islands).

4.4 Efficiency

Were the inputs and resources (human, goods and services, financial, etc.) used appropriate/proportionate to the quality of the results achieved? Were resources redirected as needs changed?

The Project demonstrated strong efficiency in utilizing its allocated budget of USD 1,850,000 (combined between IOM and ILO) to deliver high-quality outputs. These included contributions to policy reforms such as Fiji’s National Labour Mobility Policy and Vanuatu’s Seasonal Employment Act review, as well as regional initiatives like the Pacific Labour Mobility Principles. The proportionality of resources to results is evident, as the Project successfully translated financial and human inputs into meaningful governance improvements, training programs, and coordination mechanisms. When faced with unforeseen challenges—such as natural disasters and bureaucratic delays—the Project team displayed adaptability by securing no-cost extensions and leveraging from complementary programs like Australia’s Regional PALM and PCCMHS programmes. This flexibility ensured that disruptions did not compromise overall outcomes, highlighting effective resource management. While the project was generally implemented efficiently, there were however noticeable disparities in the distribution of activities across the participating countries. Project implementation was considerably more intensive in Vanuatu and Fiji, with comparatively limited engagement in the remaining project countries. A more balanced allocation of activities and resources could have enhanced regional ownership, ensured equitable capacity development, and fostered shared learning across all participating countries.

Working jointly in harmony, the IOM and ILO demonstrated the power of partnership—combining migration governance with labour rights to create lasting change in the Pacific.

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?

Project management was well-structured, with clear roles divided between IOM and ILO based on their respective strengths. IOM focused on migration governance, reintegration support, and regional coordination, while ILO ensured alignment with international labour standards, tri-patriate engagements, and social dialogue. This division of labour enhanced operational efficiency, allowing for specialized expertise to be applied where most needed. Governance was overseen by a Project Steering Committee, which held two meetings—one virtual and one in-person—to align activities with national priorities. However, participation from some countries, particularly Kiribati, Tuvalu, and Solomon Islands, was inconsistent, suggesting that engagement strategies could be further refined. Implementation processes were generally smooth, with structured milestones such as inception workshops, policy consultations, and participation in PLMAM. Yet, delays in legislative reviews indicated a need for stronger upfront planning with government counterparts to mitigate bureaucratic bottlenecks. Reports (Annual progress report and Project update reports) alongside with a results framework to track progress as well as with a final external evaluation conducted between November 2024 and April 2025, indicate monitoring and evaluation was implemented efficiently.

What was the added value of the Project implemented jointly with IOM and ILO?

The collaboration between IOM and ILO provided significant added value, as the combined expertise enabled a holistic approach to labour mobility governance. IOM’s strengths in migration governance and regional coordination complemented ILO’s focus on labour rights and social dialogue, resulting in comprehensive interventions such as Fiji’s climate-resilient labour mobility policy. Their joint advocacy efforts with regional bodies like PIFS and PACER Plus amplified the Project’s value beyond the five

target countries, fostering broader policy alignment (e.g. Supported PIFS during the 10 national consultations on the review of Comprehensive Assessment of Regional and Sub-Regional Labour Mobility Arrangements in the Pacific, provided technical inputs to the review of PACER Plus’s ALM and regional guidelines). Additionally, the Project’s ability to co-fund initiatives with external partners/projects extended its reach and ensured sustainability beyond the original scope. Unique outcomes, such as the establishment of a bipartite platform for unions and employers, underscored the advantages of this partnership.

4.5 Impact

To what extent and how has the Project contributed to enhancing the benefits of safe and fair migration?

By focusing on governance improvements, the Project supported the development of rights-based labour migration policies and strategies in Fiji and Vanuatu, ensuring alignment with SDG Targets 8.8 (labour rights) and 10.7 (orderly migration). The Project contributed to the development of a well-managed labour migration governance in Fiji (National Labour Mobility Policy and Employment Relations Act) and Vanuatu (Vanuatu Seasonal Employment Act) that increases individual and community development benefits and mitigates negative impacts on individual workers, their families, local communities, and the domestic labour markets.

“The Project made significant strides in enhancing the benefits of safe and fair migration across the Pacific region.”

At the regional level, the Project played a crucial role in strengthening coordination mechanisms. By supporting PIFS in drafting the Pacific Labour Mobility Principles, the initiative fostered a unified approach to labour governance among member states. Additionally, capacity-building efforts—such as training government officials on Bilateral Labour Migration Agreements (BLMAs) and ethical recruitment—equipped policymakers with the tools needed to negotiate fair terms for migrant workers. Notably, the Regional BLMA and Fair and Ethical Recruitment trainings were conducted in May 2024 and achieved a 96% and 79% success rates respectively, demonstrating the effectiveness of such interventions.

Worker protections were another critical focus, with the Project partnering with trade unions like the FTUC to establish migrant worker helpdesks and improve complaints mechanisms in destination countries. These efforts ensured that migrant workers had better access to grievance redressal systems, reducing vulnerabilities to exploitation. Collectively, these interventions institutionalized safer and fairer migration practices, directly contributing to the Project’s overarching goal.

What change(s) did the intervention bring at structural or individual levels (whether positive or negative, unintended or intended), directly and indirectly?

The Project generated both structural and individual-level changes, with many positive intended outcomes alongside some challenges. Structurally, Fiji’s National Labour Mobility Policy marked a significant shift by formally linking labour migration to climate resilience and sustainable development—a pioneering approach in the region. Similarly, Vanuatu’s *Famili I Kam Bak* reintegration program addressed the holistic needs of returning workers, offering psychosocial, social and financial support. Post-workshop evaluations showed a 95% satisfaction rate among participants, highlighting the program’s effectiveness in easing reintegration challenges.

At the individual level, the Project empowered migrant workers and their families through targeted initiatives. For instance, the "Worker Ready Investment Ready" program in Vanuatu provided 75 aspirant workers with entrepreneurship and financial literacy training, equipping them to maximize the benefits of overseas employment. Post-workshop evaluations by the workers revealed that the content was beneficial, with the majority reporting increased comprehension and confidence in setting their migration objectives and making financial decisions with their family (an average score of 4.9 out of 5).

How could the Project impacts on beneficiaries and implementing partners have been increased and/or better captured?

The outcomes of the Project reveal potential for expanding successful interventions. The pre-departure assistance in Fiji was one example whereby the support was given to FTUC to better engage migrant workers; as well as the reintegration initiatives (Eg. *Famili I Kam Bak*, Reintegration for Ni-Vanuatu Migrant Workers) which resulted in high satisfaction rates. Expanding successful interventions—such as the pre-departure and reintegration programs—to other PICs would ensure more migrant workers benefit from structured support. Improving impact measurement is equally critical. Implementing long-term tracking mechanisms, such as follow-up surveys with reintegration program participants, would provide insights into sustained outcomes.

The Project's support for Fiji's Employment Relations Act 2027 review which led to the Employment Relations (Amendment) Bill 2024 being finalised, highlights the importance of tripartite cooperation and contribution in reviewing policies successfully. Formalizing tripartite dialogue mechanisms (involving governments, unions, and employers) in national labour policies could also enhance worker protections and policy coherence.

Could other stakeholders benefit from the Project being expanded to other countries and/or regionally?

The Project's methodologies, approach to engagement, and outcomes hold significant potential for replication. Examples such as the review and development of Fiji's National Labour Mobility Policy and Vanuatu's Seasonal Employment Act and Labour Mobility Reintegration Strategy, which the Project successfully supported, demonstrates how labour policy reforms and strategic direction to labour mobility governance can be introduced and expanded to other countries in the Pacific. The Project's financial literacy workshops (e.g. Collaborative Workshop on Financial Literacy Contextualization in Nairobi, Kenya) demonstrate its adaptability to other contexts, suggesting cross-regional applicability.

Did the Project lead to any unintended consequences, results, or impacts (both positive and negative)? If so, did this lead to benefits or risks?

The Project generated both positive spillover effects and some unintended gaps in implementation.

Positive Consequences

The Project's influence extended beyond its initial scope, inspiring Australia's PALM Regional programme to adopt family-centred approaches. Policy developments in Fiji and Vanuatu served as models for regional frameworks, such as the Pacific Labour Mobility Principles, which provides a commonly agreed regional framework that extends beyond the five project countries.

Negative Consequences

Over-reliance on Fiji and Vanuatu for policy advancements risked marginalizing Kiribati, Tuvalu, and Solomon Islands. Consultant shortages delayed some activities, highlighting the need for greater investment in local expertise.

4.6 Sustainability

Are the Project's results (including social dialogue and mechanisms) been institutionalized and necessary structures, resources and processes in place to ensure that the benefits generated by the Project continue?

Most respondents declared that "the Project has laid a strong foundation for sustainable labour mobility governance in the Pacific by institutionalizing policies, empowering stakeholders, and creating scalable models."

The Project has successfully embedded its outcomes into national and regional governance structures, ensuring long-term sustainability. Key achievements, such as the review and development of Fiji's National Labour Mobility Policy and Vanuatu's Seasonal Employment Act review, contributed to better alignment of labour mobility frameworks with national development priorities and climate resilience strategies. These policies provide a structured approach to labour migration

governance, ensuring that Project-driven reforms remain in place beyond the Project's conclusion.

At the regional level, the Project contributed to the development of the Pacific Labour Mobility Principles, which will guide labour mobility governance across the Pacific. Additionally, the Project's engagement with PACER Plus's Arrangement on Labour Mobility reinforced regional coordination mechanisms, ensuring that labour mobility remains a priority in trade and economic agreements.

To sustain these outcomes, the Project established Technical Working Groups (TWGs) to finalize the Pacific Labour Mobility Principles and integrated bipartite social dialogue (between unions and employers) into existing platforms like the PLMAM.

However, while Fiji and Vanuatu demonstrated strong institutional uptake, engagement with Kiribati, Tuvalu, and Solomon Islands was less consistent. This highlights the need for targeted follow-up efforts to ensure all programme countries fully integrate labour mobility governance into their national frameworks.

Are the Project beneficiaries and implementing partners adequately empowered to exercise the knowledge and skills acquired, and to obtain and maintain the capabilities to set and achieve their own development objectives over time?

The Project actively built the capacity of governments, trade unions, employers, and migrant communities to sustain its achievements. PICs Government officials received training in Bilateral Labour Migration Agreements (BLMAs) and Fair and Ethical Recruitment. It also supported and empowered FTUC to strengthen its ability to advocate for migrant workers. An example was the establishment of Migrant Worker Help Desks in Fiji, Vanuatu, Tonga and Samoa which provided ongoing support for workers.

At the community level, initiatives like the "Famili I Kam Bak" reintegration training in Vanuatu and financial literacy programmes for seasonal workers' families (in collaboration with the Strengthening Seasonal Workers Family Programme) equipped beneficiaries with practical skills for economic resilience. These programmes not only improved reintegration outcomes but also helped improve knowledge in financial literacy among returning migrants and their families (post-training survey indicated overall increase in participant knowledge in cost-profit analysis [77% correct answers] and budgeting [82% correct answers]).

How can the Project learnings and achievements be further used for wider applicability and scalability beyond what is planned under the Project (e.g. externalizing knowledge, expanding regionally)?

The Project’s design prioritized scalability, ensuring that its models and lessons could be applied beyond the immediate programme scope. Regionally, the Pacific Labour Mobility Principles and outcomes from PLMAM 2023 and 2024 (e.g., guidelines on sustainable reintegration and ethical recruitment) provide a blueprint for other PICs not directly involved in the Project.

The Project also facilitated **cross-regional learning**, such as sharing Pacific experiences on financial literacy contextualization with officials from Kenya, Tanzania, and Uganda. This demonstrates the transferability of the Project’s approaches to other labour migration contexts.

To maximize knowledge dissemination, the Project produced **impact videos, training manuals, and policy briefs**, which are being shared through **PIFS, PACER Plus, and UN networks**. This ensures that lessons learned are accessible to policymakers, practitioners, and advocates beyond the Project’s lifespan.

4.7 Cross-cutting GCM Guiding Principles

To what extent were gender responsive, child sensitive and human rights principles considered, appropriately contextualized and implemented during the Project design, implementation, monitoring and reporting?

The Project demonstrated a strong commitment to integrating cross-cutting principles—human rights, gender responsiveness and child sensitivity—throughout its design, implementation, and reporting. These principles were not only embedded in policy frameworks but also actively operationalized in training, capacity-building, and stakeholder engagement. The Project’s success in aligning with these principles ensured that labour migration governance in the Pacific became more inclusive, rights-based, and sustainable.

Repeatedly comments recorded that the Project transformed lives, ensuring dignify and safe migration for every worker, by weaving human rights, gender equality, and child protection into the fabric of labour mobility.

Human Rights-Based Approach

The Project prioritized the protection of migrant workers' rights by ensuring national labour laws and policies aligned with international standards. Key achievements included the review and reform of Fiji’s National Labour Mobility Policy and Vanuatu’s Seasonal Employment Act, both of which strengthened protections for migrant workers in line with ILO conventions. The Project also facilitated training on fair and ethical recruitment, equipping government officials with tools to prevent exploitation and trafficking. Additionally, partnerships with unions and organizations like MJI improved migrant workers’ access to complaint mechanisms, ensuring grievances could be addressed effectively in both origin and destination countries.

Gender-Responsive Approach

Gender considerations were systematically integrated into the Project’s activities, ensuring women migrant workers and their families benefited from tailored support. For example, the Worker Ready Investment Ready programme in Vanuatu included financial literacy and entrepreneurship training for women, with 41 out of 75 participants being women. The Project also ensured gender perspectives were included in policy discussions, such as Fiji’s Employment Relations Act review, which addressed

workplace protections for women migrant workers. Furthermore, women’s representation in capacity-building initiatives was notable—62% of participants in the Multi-Country Fair and Ethical Recruitment Training (2024) were women.

Child-Sensitive Approach

Recognizing the vulnerabilities faced by children in migrant households, the Project incorporated child-sensitive measures into its interventions. Family-centred pre-departure training in Vanuatu (and soon in Fiji) addressed the psychosocial, social and financial challenges faced by families when a parent migrates, ensuring children’s well-being was considered. The *Famili I Kam Bak* reintegration programme in Vanuatu included modules on family reunification and child welfare, helping returning workers reintegrate into their communities while supporting their children’s needs.

What was the impact of the joint Project on the enjoyment of human rights including labour rights by impacted rights-holders, the advancement of gender equality and empower of women and girls, and the advancement of children’s rights, and meeting their needs?

The Project had a measurable impact on improving the rights and protections of migrant workers, with a particular focus on women and children. Migrant workers gained better access to labour rights and migration processes information through union-led helpdesks and awareness campaigns, while strengthened complaint mechanisms in Australia and New Zealand provided recourse for exploitation cases. The development of the Pacific Labour Mobility Principles further institutionalized rights-based approaches at a regional level.

For women, the Project’s gender-responsive initiatives led to increased economic empowerment. For example, it supported a group of 15 women who are families of migrant workers, jointly with the SSWFP to empower Ni-Vanuatu women on entrepreneurship, financial and cooking skills, and fostering sustainable livelihoods. Further, in all project activities particularly in consultations and capacity building opportunities, equal number of women participations have been ensured.

Children’s needs were addressed through family-focused interventions, including in policy reviews and development, reducing risks of neglect and financial instability when parents migrated. The pre-departure training emphasized remittance management and family communication, ensuring children’s welfare remained a priority.

To what extent did the Project and management structure reflect and align with these GCM cross-cutting guiding principles? Are there lessons learned or good practices that can be identified?

The Project’s governance structure and implementation strategies closely aligned with the **Global Compact for Migration (GCM)** principles:

Whole-of-Government Coordination

The PSC included government representatives from Fiji, Kiribati, Tuvalu, Solomon Islands, and Vanuatu, ensuring policy coherence across ministries. Fiji’s National Labour Mobility Policy exemplified this approach by integrating climate resilience into labour migration strategies, aligning with broader national development plans.

Whole-of-Society Engagement

The Project fostered partnerships with trade unions (PICTU), employers (PIPSO), and civil society organizations (e.g. PIANGO and MJI), ensuring diverse stakeholder input in policy development. Regional collaboration with PACER Plus and PIFS further amplified the Project’s impact, facilitating cross-country and regional policy harmonization.

People-Centred Interventions

Migrant workers and their families were actively involved in programme design, particularly in reintegration initiatives; as well as consulted in principles, policies and strategies development. The *Famili I Kam Bak* programme, piloted with 108 returnees in Vanuatu, was refined based on participant feedback, ensuring relevance and effectiveness. Financial literacy training was also tailored to address gendered economic disparities, empowering women to leverage migration benefits for household stability.

5. LESSONS LEARNED AND BEST PRACTISES

5.1 Lessons Learned

- **Regional coordination and alignment:** The Project demonstrated that aligning national labour mobility policies with broader regional frameworks, such as the Pacific Labour Mobility Principles and PACER Plus’ ALM, creates greater coherence and amplifies the impact of interventions across multiple countries. This regional approach ensured that policy developments in individual nations complemented and reinforced each other, creating a more unified system for labour mobility governance.
- **Importance of Data Capture and User Education:** Accurate data capture is crucial for labour mobility programs, especially for reintegration and support services. However, user capacity and consistent use of available systems is important to close the gaps in data availability and quality.
- **Challenges in Labour Mobility:** Migrant workers face significant challenges, including cultural barriers and power imbalances (i.e. employers abusing their power and treating migrant workers unfairly), lack of community and family support, and limited financial literacy and management capacities. These issues highlight the persistent need for better pre-departure awareness and stronger reintegration support systems for migrant workers and their families.
- **Community and Family Support:** Programs that engage and strengthen families of migrant workers, such as the initiatives with Strengthening Seasonal Workers Family Program and *Famili I Kam Bak*, have shown positive impacts on worker productivity and family cohesion. Financial literacy and micro-enterprise initiatives are particularly effective to promote good use of remittances for livelihoods development. Such initiatives should be scaled up, particularly to reach remote/rural communities, as well as implement in other Pacific countries.
- **Collaboration and Stakeholder Engagement:** Effective labour mobility programs require strong collaboration between governments, private sectors (i.e. employers), recruitment agencies, trade unions, non-governmental organizations and community representatives. However, challenges in aligning priorities and ensuring consistent participation in project steering committees remain. While the Project built strong partnerships in Fiji and Vanuatu, challenges in consistently engaging Kiribati, Tuvalu and Solomon Islands revealed the need for more tailored outreach strategies as well as targeted activities in these countries. The experience underscored that effective regional programs require balanced participation and implementation in all target countries, necessitating flexible approaches to accommodate different national contexts and capacities.
- **Focus on Skill Development:** Encouraging migrant workers to view labour mobility as a cycle and engage in skill development opportunities while overseas can lead to better reintegration

and long-term benefits for both workers and their home countries. Future initiatives should therefore invest in capitalizing skills mobility, through cross-country partnerships between countries of origin and destination.

5.2 Best Practices

- **Community and Family Engagement:** Programs that focus on financial literacy and management, entrepreneurship, social, psychosocial and community support for migrant workers and their families have proven successful. Encouraging micro-enterprises and social activities can lead to happier and more cohesive families. The *Famili I Kam Bak* programme demonstrated how holistic approaches addressing financial, psychosocial, and familial/social needs can significantly improve migration outcomes, particularly when workers return and reintegrate. This underscores the importance of designing interventions that consider the entire migration cycle, from pre-departure to return, with a strong focus on family and community dynamics.
- **Whole-of-Government Approach:** A coordinated approach involving various government departments and provincial authorities ensures inclusivity and addresses broader issues like climate resilience, brain drain and social issues.
- **Diverse stakeholder engagement:** Engaging with diverse stakeholders such as CSOs, trade unions and employer organizations proved particularly valuable. By facilitating regular engagement between entities like the Pacific Islands Council of Trade Unions (PICTU), the Pacific Island Private Sector Organization (PIPSO) and the Pacific Islands Association of NGO (PIANGO), the Project fostered consensus on critical issues like worker protections, ethical recruitment standards and decent work. This inclusive approach helped balance different perspectives and create more robust, widely-supported outcomes.
- **Collaboration with Private Sector (employers) and Recruitment Agencies:** Engaging with the private sector (employers in both sending and receiving countries) and recruitment agencies can help navigate different priorities among Pacific Island nations and improve the implementation of labour mobility programs.
- **Leveraging on existing national and regional platforms/mechanisms:** By collaborating with established forums like the PACER Plus and PIFS through PLMAM and Pacific Labour Mobility Principles, the Project maximized its policy influence while making efficient use of resources. This approach allowed interventions to benefit from existing networks and governance structures rather than creating parallel systems.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The Project has made significant strides in advancing labour mobility governance, worker protections, and sustainable reintegration support across the Pacific region, demonstrating strong alignment with national, regional, and global priorities. By integrating climate resilience, gender responsiveness, and human rights principles into its interventions, the Project not only addressed immediate needs but also laid a foundation for long-term systemic change.

The project demonstrated relevance by aligning its interventions with multiple tiers of development priorities. Key achievements include the development of Fiji’s National Labour Mobility Policy, the review of Vanuatu’s Seasonal Employment Act, and the development of the Pacific Regional Labour Mobility Principles and Vanuatu’s Labour Mobility Reintegration Strategy, all of which have strengthened the governance and safety of labour migration in the region. The Project’s support for the

development of the Pacific Labour Mobility Principles was also carefully coordinated with the PACER Plus Labour Mobility Arrangement, the Pacific Regional Framework on Climate Mobility and the Blue Pacific 2050 Strategy, ensuring consistency across regional governance instruments. The Project’s activities aligned with the SDG targets, while also supported the objectives of the GCM. This showed the Project’s responsiveness to both local needs and international commitments throughout its implementation.

Coherence was evident in the Project as it aligned its interventions with existing regional and international frameworks while maximizing synergies between implementing partners. This strategic integration operated at multiple levels, creating greater awareness for better labour mobility governance in the Pacific region. The alignment of the Project’s outputs against the SDG targets and objectives of GCM supported the Pacific countries in achieving global development agendas. The Project’s achievements were driven by its robust partnerships with regional bodies like the PIFS and PACER Plus, and the collaborative efforts of IOM and ILO, which combined their expertise in migration governance and labour rights. These partnerships amplified the Project’s impact, ensuring coherence with existing frameworks and avoiding duplication of efforts. However, challenges such as climate-related disruptions, bureaucratic delays, and uneven engagement in Kiribati, Tuvalu, and Solomon Islands highlighted the need for more flexible and adaptive strategies in future initiatives.

In terms of effectiveness, the Project made substantial progress in achieving its objectives, demonstrating notable success across its four project outcomes: strengthening labour migration governance, promoting decent work principles, enhancing the safety of migration schemes, and improving reintegration outcomes for returning migrant workers. These achievements have contributed to fairer and more dignified labour migration practices across the Pacific region, setting a strong foundation for future initiatives. Achievements such as the Fiji’s National Labour Mobility Policy and BLMA training have collectively enhanced the institutional capacity of PICs to manage labour migration more effectively. The Project emphasized social dialogue and capacity-building, empowered governments, trade unions, employers, and migrant communities to sustain its outcomes. Initiatives like the Famili I Kam Bak reintegration programme and entrepreneurship training for women underscored the Project’s commitment to gender equality and holistic support for migrant workers and their families. These efforts not only improved individual well-being but also contributed to broader economic and social resilience.

The Project demonstrated strong efficiency in utilizing its allocated budget to deliver high-impact results across labour migration governance, decent work promotion, and migrant reintegration in the Pacific region. Project’s outputs reflect effective translation of financial and human inputs into meaningful policy development/reforms, capacity-building initiatives, and regional coordination mechanisms. The Project exhibited notable adaptability in resource management, particularly in responding to unforeseen challenges such as natural disasters and bureaucratic delays. By securing no-cost extensions and leveraging complementary programmes such as the Regional PALM and PCCMHS, the Project ensured disruptions did not derail progress. However, the concentration of activities in Fiji and Vanuatu highlighted a missed opportunity to distribute resources more equitably across all PICs, particularly Kiribati, Tuvalu, and Solomon Islands, where engagement was less consistent and focused more at regional-level engagements. Governance oversight by the PSC ensured consistent alignment with national priorities, though inconsistent participation from some PICs suggested a need for more tailored engagement strategies.

The impact of the Project has largely been positive. Policies and strategies development and reviews in Fiji and Vanuatu, as well as the Pacific Labour Mobility Principles through PIFS, have created durable frameworks for rights-based migration governance. The Project, through the support of initiatives such

as “Famili I Kam Bak” and “Worker Ready Investment Ready”, has also addressed the holistic needs of the migrant workers and their families.

In terms of sustainability, the Project’s methodologies and lessons offer valuable insights for scalability and replication in other regions. The Pacific Labour Mobility Principles and outcomes from PLMAM 2023 and 2024, such as guidelines on sustainable reintegration and fair recruitment, will offer a replicable blueprint for PICs. Regional and cross-regional knowledge exchanges and sharing of good practices beyond the project countries, such as those with African nations, demonstrate the adaptability of the Project. The creation of materials (videos, training manuals and policy briefs) that are disseminated via PIFS, PACER Plus, and UN networks ensures that policymakers and practitioners will always have access to the Project's findings, fostering continued learning and adaptation.

By embedding cross-cutting principles throughout its design, implementation, and reporting, the Project not only strengthened protections for migrant workers but also addressed the specific needs of women and children in migration processes and hence creating a more inclusive and sustainable framework for labour mobility. The whole-of-government coordination through the Project Steering Committee ensured policy coherence across sectors and nations, while the whole-of-society engagement strategy fostered meaningful collaboration with diverse stakeholders, including trade unions, employers' organizations, and civil society groups. This multi-stakeholder approach was particularly effective in the development of the Pacific Labour Mobility Principles.

Overall, the Project has transformed labour mobility governance in the Pacific, embedding rights-based approaches, fostering regional cooperation, and improving the lives of migrant workers and their families. Its long-term impact lies in the institutionalization of policies, the empowerment of stakeholders, and the creation of scalable frameworks that can guide future efforts in labour migration and development. By building on these achievements and identified lessons, the Project’s impact can continue to resonate across the Pacific and beyond.

6.2 Recommendations

The evaluation proposes the following recommendations for consideration and implementation (it is to be noted that the implementation of these recommendations would be dependent on the funding and technical resource availability for ILO and IOM as well as the willingness and support of the governments of the PICs):

1. The successful family-centred programs piloted in Vanuatu should be expanded by the project team, jointly with key government counterparts, in other Pacific countries. These initiatives, which address the needs of both migrant workers and their families, have demonstrated their effectiveness and should become standard components of labour mobility frameworks across the region. Scaling up these approaches will require dedicated resources and tailored adaptations to different national contexts.
2. Regional governance structures should be further strengthened by PIFS to maintain momentum on labour mobility coordination. The Technical Working Group (TWG) for the Pacific Labour Mobility Principles should be formalized as a standing mechanism to support ongoing policy alignment and address emerging challenges. Future initiatives should ensure the development of a regional Action Plan for the implementation of Pacific Labour mobility Principles, particularly at national level, with clear roles, timelines, and a strong M&E framework to track progress.
3. The integration of climate resilience considerations into labour mobility policies should be deepened and expanded in future Project. Given the Pacific's extreme vulnerability to climate change, all national and regional labour policies and action plans should explicitly address migration as both a climate adaptation strategy and a potential risk that requires management.

This integration should include practical measures to support climate-affected communities through labour mobility pathways.

4. More focused efforts are needed in future Project to ensure balanced participation from all Pacific countries in regional labour mobility initiatives. While Fiji and Vanuatu made significant progress, Kiribati, Tuvalu and Solomon Islands would benefit from targeted national interventions to strengthen their engagement. This might involve dedicated resources, capacity-building programs, tailored policy support, bilateral outreach, or specific initiatives addressing unique national circumstances.
5. Replicate the success of trade union-led migrant workers help desk model (i.e. in Fiji, Vanuatu, Tonga and Samoa) in other Pacific countries to provide targeted support to migrant workers, contributing to better protections and improve access to complaints mechanisms in destination countries.
6. Sustainable funding mechanisms must be developed, both through development partners/donors and government institutions, to maintain and expand successful program components. Partnerships with traditional donors like Australia and New Zealand should be pursued, while also exploring innovative financing approaches, for example with other donors and the private sector. Particular attention should be given to ensuring long-term support for reintegration services and grievance mechanisms, which are critical for protecting migrant workers but often under-resourced.
7. Investments should be made, either in future Joint Project or by regional stakeholders, in developing standardized regional systems for labour mobility data collection and analysis. Robust monitoring frameworks would enable more evidence-based policymaking and allow for better tracking of progress against regional objectives. These systems should be designed to complement national data capabilities while facilitating regional comparability and knowledge sharing.

By implementing these recommendations, labour mobility programs can address existing challenges, leverage best practices, and continue to provide significant benefits to migrant workers and their families.

ANNEX 1: EVALUATION MATRIX

Evaluation Criteria / Questions	Data Sources	Data Collection Methods/Tools	Indicators (Success Standard/ What to Look Out For)	Methods for Data Analysis
<p>RELEVANCE:</p> <ul style="list-style-type: none"> To what extent were the project interventions aligned with national government, regional, global priorities and relevant UN Sustainable Development Cooperation Framework (i.e. SDGs, GCM, Pacific Island Forum (PIF), PACER PLUS Labour Mobility Arrangement)? Were the project consultations well-executed to ensure identification of needs and priorities of all key stakeholders, and did the subsequent actions and activities appropriately balance and respond to all identified needs and priorities? What needs and priorities were met, and which needs and priorities were not met? 	<ul style="list-style-type: none"> Project documents Project stakeholders/partners Project beneficiaries 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/partners and beneficiaries 	<ul style="list-style-type: none"> The project aligns with national, regional, global and ILO/IOM strategies The project addresses the needs of intended beneficiaries Extensive analysis was done in designing the project Donors, national/local partners and/or other stakeholders have been involved and consulted during the project design 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis
<p>COHERENCE</p> <ul style="list-style-type: none"> To what extent has the project been complementary to other labour mobility projects or initiatives undertaken by key project partners, as well as other UN and non-UN actors? To what extent was the project coordinated with other relevant labour mobility projects or initiatives, as well as regional processes? 	<ul style="list-style-type: none"> Project documents Project stakeholders/partners Project beneficiaries 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/partners and beneficiaries 	<ul style="list-style-type: none"> There are evidence of inter-linkages between project activities There are partnerships bringing together complementary efforts concerned within single shared outcomes/outputs 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis
<p>EFFICIENCY</p> <ul style="list-style-type: none"> Were the inputs and resources (human, goods and services, financial, etc.) used appropriate/proportionate to the quality of the results achieved? Were resources 	<ul style="list-style-type: none"> Project documents Project stakeholders/partners 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/partners and beneficiaries 	<ul style="list-style-type: none"> Circumstances giving rise to the need for time extension on the project were justified Has there been over-expenditure or under- 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis

Evaluation Criteria / Questions	Data Sources	Data Collection Methods/Tools	Indicators (Success Standard/ What to Look Out For)	Methods for Data Analysis
<p>redirected as needs changed?</p> <ul style="list-style-type: none"> How efficient was the overall management of the project (e.g. project team composition, coordination modalities, implementation processes, donor reporting and monitoring and evaluation efforts)? What improvements could be made? <p>What was the added value of the project implemented jointly with IOM and ILO?</p>	<ul style="list-style-type: none"> Project beneficiaries 		<p>expenditure on the project?</p> <ul style="list-style-type: none"> Effective mechanisms are in place to monitor project implementation Are project resources concentrated on the most important outputs/activities or are they scattered/spread thinly across? 	<ul style="list-style-type: none"> Financial Analysis
<p>EFFECTIVENESS</p> <ul style="list-style-type: none"> To what extent have the project’s targeted results, outcomes and objectives been achieved? <ul style="list-style-type: none"> To what extent and how has the project contributed to strengthening labour migration governance of the target countries and Pacific region? To what extent and how has decent work principle been promoted in the Labour Migration Program as the result of social dialogue supported by the project? To what extent has the project influenced the settings of existing labour migration schemes so that they are safe? To what extent and how has the project improved reintegration outcomes of returning migrant workers and their families? What were the major factors influencing the achievement of the project’s expected outcome and outputs? What did not work and why? What 	<ul style="list-style-type: none"> Project documents Project stakeholders/ partners Project beneficiaries 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/ partners and beneficiaries 	<ul style="list-style-type: none"> The project has fully achieved the intended outcome and intended outputs What other factors may have affected the project results? What were the unintended results (+ or -)? The project results reached the intended beneficiaries The project has successfully reached and met the intended needs of the target beneficiaries How have the needs of targeted and/or disadvantaged groups been taken into account in the design and implementation, benefit sharing, monitoring and evaluation of the project 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis

Evaluation Criteria / Questions	Data Sources	Data Collection Methods/Tools	Indicators (Success Standard/ What to Look Out For)	Methods for Data Analysis
<p>could have been done differently?</p> <ul style="list-style-type: none"> Did the project lead to any unintended consequences, results, or impacts (both positive and negative)? If so, did this lead to benefits or risks? 				
<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> Are the project's results (including social dialogue and mechanisms) been institutionalized and necessary structures, resources and processes in place to ensure that the benefits generated by the project continue? Are the project beneficiaries and implementing partners adequately empowered to exercise the knowledge and skills acquired, and to obtain and maintain the capabilities to set and achieve their own development objectives over time? How can the project learnings and achievements be further used for wider applicability and scalability beyond what is planned under the project (e.g. externalizing knowledge, expanding regionally)? 	<ul style="list-style-type: none"> Project documents Project stakeholders/ partners Project beneficiaries 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/ partners and beneficiaries 	<ul style="list-style-type: none"> Sustainability risk assessments and mitigation strategies/action plans were identified and implemented during project design Unanticipated sustainability threats emerged during project implementation were mitigated with appropriate measures The project has planned and put in place an exit strategy To what extent does the exit strategy take into account the following: <ul style="list-style-type: none"> Political factors (support from national /local authorities) Financial factors (available budgets) Technical factors (skills and expertise needed) Environmental factors (environmental appraisal) 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis
<p>IMPACT</p> <ul style="list-style-type: none"> To what extent and how has the project contributed to enhancing the benefits of safe and fair migration? What change(s) did the intervention bring at structural or individual levels (whether positive or negative, unintended or intended), directly and indirectly? 	<ul style="list-style-type: none"> Project documents Project stakeholders/ partners Project beneficiaries 	<ul style="list-style-type: none"> Documentation review Interviews with project stakeholders/ partners and beneficiaries 	<ul style="list-style-type: none"> The Project has concrete examples of contributions that enhanced the benefits of safe and fair migration The Project has concrete examples of impacts which benefitted the beneficiaries and stakeholders Has the intervention resulted in any significant 	<ul style="list-style-type: none"> Thematic Analysis Comparative Analysis Contribution Analysis

Evaluation Criteria / Questions	Data Sources	Data Collection Methods/Tools	Indicators (Success Standard/ What to Look Out For)	Methods for Data Analysis
<ul style="list-style-type: none"> • How could the project impacts on beneficiaries and implementing partners have been increased and/or better captured? • Could other stakeholders benefit from the project being expanded to other countries and/or regionally? 			<p>changes in the lives of the intended beneficiaries?</p> <ul style="list-style-type: none"> • The Project has potential to expand the influence on a larger scale and/or to other countries or regions to share expertise. 	
<p>CROSS-CUTTING PRINCIPLES</p> <ul style="list-style-type: none"> • To what extent were gender responsive, child sensitive and human rights principles considered, appropriately contextualized and implemented during the project design, implementation, monitoring and reporting? • What was the impact of the joint project on the enjoyment of human rights by impacted rights-holders, the advancement of gender equality and empower of women and girls, and the advancement of children’s rights, and meeting their needs? • To what extent did the project and management structure reflect and align with these GCM cross-cutting guiding principles? Are there lessons learned or good practices that can be identified? 	<ul style="list-style-type: none"> • Project documents • Project stakeholders/ partners • Project beneficiaries 	<ul style="list-style-type: none"> • Documentation review • Interviews with project stakeholders/ partners and beneficiaries 	<ul style="list-style-type: none"> • The project has concrete examples of contribution to gender equality, child sensitivity and human rights considerations, based on UNSDG, UNICEF Marker Guidance and GRI. • The project results can be disaggregated by gender • Evidence of GCM principles being integrated into project management and implementation. 	<ul style="list-style-type: none"> • Thematic Analysis • Comparative Analysis • Contribution Analysis

ANNEX 2: TERMS OF REFERENCE

FINAL EVALUATION OF “LABOUR MOBILITY FOR SUSTAINABLE DEVELOPMENT AND CLIMATE RESILIENCE IN THE PACIFIC” PROJECT

Commissioned by: IOM Country Office in Vanuatu, jointly with ILO Office for Pacific Island Countries

Managed by: Nissara Spence, Programme Manager, IOM Vanuatu; Angelica Neville, Labour Mobility Officer, ILO Office for Pacific Island Countries

1. Evaluation context

The Pacific region is extremely vulnerable to the impacts of environmental pressures, including climate change and increased risk of natural hazards, recognized as an aggravating factor to displacement and migration. While early debates positioned climate-related mobility as a failure of in-situ adaptation and a threat to national and human security, more recently researchers, policy makers and affected communities have begun to identify mobility as a potential strategy to respond to climate risk.¹ Over the past decade, labour mobility opportunities have gained momentum in the Pacific, with over 100,000 Pacific Islanders participating in New Zealand under the Recognized Seasonal Employers (RSE) scheme and in Australia through the Pacific Australian Labour Mobility (PALM) scheme. Among many individual reasons for migration, labour mobility is embraced by various Pacific Island countries (PICs) as a way to contribute to climate resilience by increasing earnings that can be saved, pooled and/or invested to improve the living conditions of migrant workers and their communities.

Despite the positive outcomes of labour mobility, migrant workers experience challenges including decent work deficits during recruitment and employment, low levels of financial awareness and literacy,² adverse social impacts on families and communities left behind, a lack of policy and programme frameworks for social and economic reintegration, and low participation levels of women in regional labour mobility schemes. It has been recognized that, while regional labour mobility has significant positive impacts on PICs, communities and individuals, it can also result in ‘losses’ if not managed well.

The IOM and ILO joint programme “Labour Mobility for Sustainable Development and Climate Resilience in the Pacific” builds on existing programming to address some of these challenges through targeted and responsive initiatives across five PICs, namely Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu. The overall objective of the 29 months joint programme, commencing from 09 August 2022 – 8 February 2025 (with the total budget of USD 1,850,000), is to enhance the benefits of safe and fair migration as a sustainable development and climate resilience strategy in the Pacific. All activities will be contextualized to the local community, in recognition of the importance of addressing needs in a localized manner as well as the distinct characteristics and cultures of the countries in which the programme will be implemented.

¹ Thornton, F. et al (2021) Policy Developments and Options to Address Human Mobility in the Context of Climate Risk in the Pacific Islands Region. Research paper (unpublished).

² Resulting for example in an estimated AUD 11.4 million in superannuation contributions not repaid as of mid-2019.

Key project partners: Ministries/Departments of Labour and Foreign Affairs in Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu; Trade union federations in Vanuatu, Fiji, Kiribati and Solomon Islands; Tuvalu Overseas Seafarers Union; Employers organizations in all countries.

As of June 2024, the following achievements have been made under the outcomes:

Outcome 1: Pacific governments demonstrate improved labour migration governance - support to strengthen labour migration governance in the Pacific through enhancing support to the PACER Plus Pacific Labour Mobility Annual Meeting (PLMAM), as well as providing Pacific governments and regional stakeholders with regional and national Labour Mobility Strategies and/or Principles to strengthen labour mobility governance.

- Continuous support to the Pacific Island Forum Secretariat (PIFS) on the development of the Pacific Regional Labour Mobility Principles.
- Continuous support to key regional institutions and initiatives, including the PACER Plus Pacific Labour Mobility Annual Meetings.
- Initiatives from the Joint Programme have led to the development of other initiatives in the region, including the [Regional PALM programme funded by the Government of Australia](#) to provide family-centred assistance to workers.

Outcome 2: Decent work principles and standards are at the core of Pacific labour migration programmes - enable Pacific governments, destination country governments, trade unions, CSOs and migrant workers to better work together to protect the rights of workers. This includes establishing a regional platform for bipartite social dialogue, between trade unions and employer organizations from the five countries; as well as, provision of relevant technical information and country-level consultations, including on standard employment terms, development of laws, policies and regulations.

- Support the Government of Vanuatu to review the Vanuatu Seasonal Employment Act (2007).
- Support to the Government of Fiji to develop the National Labour Mobility Policy and Framework and Strategy for Sustainable Development and Climate Resilience in Fiji. Additional support was provided for Fiji’s Employment Relations Act 2027 (ERA) review which includes elements related to the protection of migration workers.
- Formed an implementation partnerships agreement with the Migration Justice Institute for the assessment and awareness raising relating to complaints mechanisms for PALM workers.
- Consultation with unions and employers on engagement in labour mobility regional processes.
- Formed an implementation partnership agreement with the Global Migration Lab to update the ‘[SWS in the Pacific through the lens of international human rights and labour standards: Technical report](#)’.

Outcome 3: Pacific governments contribute to the delivery of safe and regular labour migration programmes - provide migrant workers and their families with increased skills and knowledge to safely access labour mobility opportunities, as well as increasing the understanding and skills among Pacific governments to support fair and ethical recruitment and safe labour mobility.

- Regional training on Bilateral Labour Migration Agreements in collaboration with PACER Plus and ITCILO.
- Multi-Country Training on Promoting Fair and Ethical Recruitment in collaboration with ITCILO.

- Partnered with Vanuatu Chamber of Commerce and Industry (VCCI) to conduct targeted ‘Worker Ready Investment Ready’ training and coaching support to a group of aspirant migrant workers to develop and grow business activities.
- Conducted Tuvalu seafarers refresher training in collaboration with Tuvalu Overseas Seafarers Union and Tuvalu Maritime Training Institute.
- Support Fiji’s Ministry of Employment, Productivity and Workplace Relations on the Family-focused Pre-departure programme.

Outcome 4: Returning Pacific Islander migrant workers demonstrate increased social and labour market reintegration - improve reintegration outcomes of returning migrant workers and their families through better access to advice, counselling and job placement, including through tailored post-return financial literacy and planning support.

- Developed the Reintegration training package to enhance Vanuatu migrant workers and their families’ well-being upon return, followed by pilot trainings.
- Support the Government of Vanuatu to develop the National Labour Mobility Reintegration Strategy.
- Data collection with returnees across three provinces in the Solomon Islands, to enhance understanding of the experiences of Solomon Islander labour migrants.

This project aligned with:

- Global Compact on Migration Objective 2, Objective 5, and Objective 6.
- Sustainable Development Goals Target 1.5, 8.8, and 10.7.
- The Boe Declaration on Regional Security
- The Framework for Resilient Development in the Pacific 2017-2030 (FRDP)
- The United Nations Sustainable Development Cooperation Framework (UNSDCF)
- National policies and priorities including: the National Labour Migration Policies of several PICs, including Kiribati, Tuvalu and Vanuatu; Fiji National Development Plan; Kiribati National Labour Migration Policy; Tuvalu National Strategic Action Plan for Climate Change and Disaster Risk Management, and Tuvalu National Labour Migration Policy; and Vanuatu National Sustainable Development Plan.

2. Evaluation purpose and objective

The purpose of the external evaluation is to evaluate the overall implementation and outcomes of the joint project for learning and accountability to demonstrate project results to Fund Management Unit/ donor, partners, stakeholders and beneficiaries. It should generate the following findings, conclusions and recommendations for IOM and ILO for future interventions, as the joint project implementors, the Fund Management Unit of United Nations Network on Migration Secretariat, as well as key implementing partners. The specific objectives are to:

- Assess the project results and progress towards the achievement of outcomes and objectives.
- Identify what were the success factors and barriers in project implementation (efficiency and effectiveness) and how IOM and ILO solved /overcame the challenges encountered.

- Evaluate the success of the project in regard to the degree of government ownership and stakeholder engagement (impact and sustainability) and its performance in relation to cross cutting issues.
- Knowledge, Attitude and Practice (KAP) change achieved through the project.
- Document best practices and lessons learned.
- Provide actionable and strategic recommendations for future projects

The results of this evaluation will be validated at a meeting with implementing partners and other key stakeholders identified throughout the programme implementation, with learning products shared with those who are potentially engaged in follow-up or related activities.

3. Evaluation scope

This proposed external final evaluation shall cover the period of time between commencement of the project (**November 2024 – February 2025**). The evaluation will take place both in-person (when possible) and remotely. The geographic scope will cover all implementing countries, namely Fiji, Kiribati, Tuvalu, Solomon Islands, and Vanuatu. Stakeholders targeted through the evaluation will include Ministries/Departments of Labour and Foreign Affairs in Vanuatu, Fiji, Kiribati, Solomon Islands and Tuvalu; Trade union federations in Vanuatu, Fiji, Kiribati and Solomon Islands; Tuvalu Overseas Seafarers Union; Employers organisations in all countries; as well as migrant workers, their families and local communities. The evaluation will assess the performance of the project against the agreed upon Theory of Change, Results Matrix, Workplan and Budget. The review should also consider cross-cutting issues such as gender and human rights aspects of the interventions.

4. Evaluation criteria

The project should be evaluated according to the six selected standard OECD-DAC criteria of: relevance, coherence, effectiveness, efficiency, impact and sustainability. Apart from the project implementation, the final evaluation will also assess the project design, monitoring efforts, communication and learning, and organizational and network capacity.

The evaluation should also assess specific cross-cutting GCM guiding principles (human rights, gender responsive, child-sensitivity, whole-of-government, whole-of-society and people-centred).

- Human rights: Ensure effective respect for and protection and fulfilment of the human rights of all migrants, regardless of their migration status, across all stages of the migration cycle. In addition, commit to eliminate all forms of discrimination, including racism, xenophobia, and intolerance, against migrants and their families.
- Gender responsive: Mainstream a gender perspective and promotes gender equality and the empowerment of all women and girls, recognizing their independence, agency, and leadership in order to move away from addressing migrant women primarily through a lens of victimhood.

- Child sensitive: Uphold the principle of the best interests of the child at all times, as a primary consideration in all situations concerning children in the context of international migration, including unaccompanied and separated children.
- Whole of Government: working with more than one government line entity, and/or with local government(s) and/or related entities.
- Whole of Society: multi-stakeholder partnerships approach throughout the design and implementation.
- People-centred: consultation of migrants and/or migration affected communities during the design of this proposal and explicitly reflecting the needs and concerns of migrants and/or migration affected communities.

5. Evaluation methodology

The evaluation is expected to be an external independent evaluation, conducted by an external evaluator. The methodology will involve a primary and secondary data collection approach including a review of key resources, project proposals, outputs and reports, as well as participatory interviews across all implementing partners, beneficiaries and other relevant actors in all five project countries. This Terms of Reference takes into account IOM’s [Evaluation Strategy 2024-2028](#), incorporating the progress, enabling factors and organizational constraints. The limited time and budgetary resources of the evaluation are acknowledged, and this proposed methodology will be revised based on further discussions with the selected evaluator during the inception phase of the evaluation. A detailed workplan will be prepared and agreed on between the selected evaluator and the evaluation managers before commissioning the evaluation.

A gender and rights-based approach will be mainstreamed with equal gender representation being sought in the KII’s, FGD’s and in field visits, however the project acknowledge that this may be constrained by the pre-existing gender imbalance in the relevant ministries/institutions. Moreover, different stakeholder groups will be included in the evaluation and data will be collected from different groups of people. Data collection is expected to be both virtual and in-person (when possible) and will be conducted in English.

The following data collection methods may be considered.

- Desk review of relevant project documents, project reports (interim and final reports), meeting minutes, meeting reports, publications, visibility items, knowledge products and other project outputs and materials identified.
- Key informant interviews, focus group discussions, and/or surveys with the project stakeholders to document both qualitative and quantitative information. All stakeholders will be consulted on the project implementation, results, and their perception, including IOM and ILO staff managing and implementing the project, implementing partners, beneficiaries, and other actors identified. This should include both senior management and technical level staff where possible, that have been engaged in the strategic oversight and activity implementation of the project.

The evaluator is expected to provide an analysis of the data with both qualitative and quantitative information, in both description and infographics. This will summarize the key interventions and achievements of the project; will include qualitative analysis identifying common and diverging trends, themes and patterns; as well as comparative analysis to examine findings across stakeholder groups.

6. Ethics, norms and standards for evaluation

The evaluation must follow [IOM Data Protection Principles](#), the UN Evaluation Group’s ‘Norms and Standards for Evaluation 2017 Guidance’ (see <http://www.uneval.org/document/detail/1914>) and the ‘UNEG, Resource Pack on Joint Evaluations, 2014’ (see <http://www.uneval.org/document/detail/1620>). IOM 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.

7. Evaluation deliverables

The expected timeframe for this external evaluation is between **November 2024 – February 2025**. Precise dates will be specified with the selected external evaluator and will consist of the following. All deliverables will follow IOM templates, including the IOM House Style Manual.

- **Inception Report:** The inception report will include an evaluation methodology including detailed evaluation matrix outlining key questions, sub-questions and indicators, workplan, documents required for desk review, list of key informants, approach to conducting interviews (including ethical considerations), interview guides/questionnaires, approach towards data analysis. This will be circulated and reviewed by the evaluation manager with inputs from stakeholders.
- **Validation session:** Following the desk review and field data collection, a validation session (including PowerPoint presentations) will be organized with evaluation managers and stakeholders highlighting preliminary findings in the context of the evaluation scope and objectives.
- **Evaluation Report:** including an executive summary, analysis by evaluation criteria/methodology proposed and detailed recommendations. A first draft will be shared with the evaluation managers and stakeholders for review and comments. And a Final Evaluation Report will be submitted considering stakeholders’ comments and exchange
- **Evaluation Brief:** The Evaluation Brief will be a maximum 2-3 pages and will summarize the key takeaways particularly lessons learned. The Evaluation Brief must comply with the IOM template.
- **Management Response Matrix:** Partially filled out with the main recommendations (template will be provided by IOM).

8. Specifications of roles

- The external **Evaluator** will be responsible for carrying out data collection and analysis, timely delivery of quality deliverables and ethical conduct at all stages of the evaluation process.
- The **IOM and ILO Evaluation Managers** will be responsible for timely review of deliverables and any necessary internal and inter-agency coordination to facilitate the evaluation, including inputs to evaluation report by stakeholders. The Evaluation Managers will be responsible for completing the joint Management Response Matrix and implementation of recommendations. The Evaluation Managers should reach out to the Regional Office Monitoring and Evaluation Officer in the case of any technical difficulty.
- **Additional stakeholders:** Any external persons closely involved in implementation and/or directly benefits from the project should be contacted for interview.

- **Key IOM, ILO, Government (5 countries) stakeholders and the Fund Management Unit/donor** should provide timely inputs via participating in key informant interviews and other evaluation activities, and any evaluation document or finding reviews.
- **The Regional Monitoring and Evaluation Officer(s)** may also review and comment on the deliverables.

9. Time schedule

Activity	Responsible Party	Days	Month(s)			
			1	2	3	4
Draft inception report and methodology	Evaluator	3				
Review inception report and methodology	Evaluation Managers and project stakeholders	-				
Finalize inception report and methodology	Evaluator	2				
Review project documents and relevant literature	Evaluator	5				
Interviews/Data collection	Evaluator	18				
Data analysis and drafting the report	Evaluator	5				
Validation session	Evaluation Managers, Evaluator, and project stakeholders	0.5				
Draft Report is being reviewed	Evaluation Managers and project stakeholders	-				
Finalize the report and brief	Evaluator	3				

Estimated number of work days by the external evaluator: **36.5 days** (pending on further discussions with the evaluator during the inception phase of the evaluation).

10. Evaluation budget

Payment will be on a deliverable basis. Upon the satisfactory completion of each deliverable, a percentage of the total contract value will be made based on the payment schedule in Table below.

Deliverables	Payment (%)	Payer
Submission of the inception report	20	ILO

Submission of the first draft of the Evaluation report	35	ILO
Approval of the final evaluation report, Evaluation brief, and the partially completed management response matrix	45	IOM

Note: Payments will be based on invoices on achievement of agreed deliverables i.e., upon delivery of the services specified in the TOR and certification of acceptance by the IOM/ILO. The contractual value established will include all costs including the professional fee.

The evaluator is expected to consider all possible costs that may be incurred during the assignment. All possible costs in the “All Inclusive Lump Sum Fee/Daily Fee” financial proposal will include the consultancy and professional fee, accommodation, travel costs applicable, communication cost such as telephone/internet usage, ad-hoc costs, stationery costs. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the evaluator.

Evaluation requirements

At minimum, the evaluator(s) should possess the following qualifications:

Education and Experience:

- Demonstrated experience in carrying out similar evaluation assignments for projects related to international labour migration, safe migration, migrant protection, human rights, and gender.
- Demonstrated capacity to coordinate with and secure key informants (including government actors, civil society actors, trade unions, and migrants and their families) for data collection is required.
- The evaluator should include a team leader with at least 10 years of relevant experience.
- Team members with expertise in labour migration and gender are required. Additional specialists with relevant experience are considered an asset.
- Having work experience in the Pacific, specifically in Vanuatu, Fiji, Kiribati, Solomon Islands and/or Tuvalu is considered an asset.

Competences:

- Excellent analytical, oral, and written communication skills in English.
- Experience with peer-to-peer data collection through FGDs, KIIs, survey etc.
- Ability to create graphic visuals on key findings.
- Experience in technical and analytical report writing.
- Experience in working in complex institutional environments.
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability.
- Ability to work with minimal supervision and to meet deadlines.
- Languages: Excellent command of English

ANNEX 3. INTERVIEW GUIDE/QUESTIONNAIRES FOR KIIS AND FGDInterview guide/questionnaires

<u>Stakeholders</u>	<u>Key Guiding Talking Points</u>
Grant Manager Donor	<ol style="list-style-type: none"> 1. Were you as the Donor/Grant Manager appropriately and consistently consulted during the Project design stage, and updated on the Project implementation progress? 2. Did the Project align with and address donor and government priorities/directives? 3. Did ILO/IOM communicate the Project results well to you as the donor? 4. How do you find the quality of communications and working relationship between ILO/IOM and you as the Donor/Grant Manager? 5. How do you find the synergies and coordination among ILO/IOM and Donor/Grant Manager in the Project? 6. In your perspective and base on what you understood so far, what are the key achievements of the Project? 7. In your perspective and base on what you understood so far, what would be the challenges faced and areas for improvement for the Project? 8. If the Project is to have a second phase and/or be scaled up/expanded for the future, what should be the priority and emphasis? 9. In your perspective and base on what you understood so far, what outcomes of the Project have contributed to broader socio-economic development or policy changes? 10. In your perspective and base on what you understood so far, were there any unintended positive or negative outcomes from the Project? 11. Is there anything else you would like to share that was not yet covered or discussed?
Relevant Government actors in all five project countries	<ol style="list-style-type: none"> 1. Was the Ministry/Institution appropriately and consistently consulted during the Project design stage, and updated on the Project implementation progress? 2. Did the Project (a) align with and address government priorities/directives, and (b) meet the Ministry/Institution needs? How do you find the synergies and coordination among ILO/IOM and the Ministry in the Project? 3. How would you assess the quality and timeliness of the programmes/activities and materials of the Project? 4. How do you find the quality of communications and working relationship between ILO/IOM and the Ministry/Institution in the Project?

<u>Stakeholders</u>	<u>Key Guiding Talking Points</u>
	<ol style="list-style-type: none"> 5. In your perspective and base on what you understood so far, what are the obtained benefits (immediate, medium term and longer term) from the Project? 6. Did the Project incorporate the cross-cutting principles (Human rights, gender responsive, child-sensitivity, whole-of-government, whole-of-society and people-centred) in their activities? 7. Should there be future continuing implementation of the Project, would you require further technical support or other form of support from the Project? 8. In your perspective and base on what you understood so far, what are the key achievements of the Project? 9. How well did the Project adapt to changing circumstances or challenges during its implementation? 10. Were there any significant changes to the Project’s design or strategy? If so, how were these decisions made and communicated? 11. In your perspective and base on what you understood so far, what would be the challenges faced and areas for improvement for the Project? 12. Should the Project be scaled up for the future, what should be the priority and emphasis on? 13. Is there anything else you would like to share that was not yet covered or discussed?
<p>ILO/IOM staff Project team</p>	<ol style="list-style-type: none"> 1. Please describe your role in the Project and for how long you have been involved in the Project? 2. If possible, what is your assessment on the project design and technical implementation aspects of the Project? 3. Are the cross-cutting principles (Human rights, gender responsive, child-sensitivity, whole-of-government, whole-of-society and people-centred) incorporated into the project design? 4. To what extent has the Project achieved (or is likely to achieve) at the output level, and what contribution has it made at the outcome level? 5. What factors contributed to or hindered the project’s performance so far? 6. In your view, how would you rate the sustainability of project results so far? 7. To what extent did the Project collaboration enhance effectiveness in delivery and create synergies? 8. How would you assess the Project’s efficiency in terms of resource utilization? Did the project deliver value for money? 9. Were there any cost-saving measures implemented that did not compromise the project’s quality or outcomes?

<u>Stakeholders</u>	<u>Key Guiding Talking Points</u>
	<ol style="list-style-type: none"> 10. What were the key achievements of the Project? 11. What were the challenges/problems faced in the Project? 12. What would be the key areas for improvement for this Project? 13. If this was to start all over again, what could be done better for this Project? 14. What recommendations would you provide to similar projects in the future based on your experience with the Project? 15. If the Project is to have a second phase and/or be scaled up/expanded for the future, what should be the priority and emphasis? 16. Is there anything else you would like to share that was not yet covered or discussed?
Project implementing partners, Beneficiaries	<ol style="list-style-type: none"> 1. Please kindly tell us more about your work/role? 2. How did you come to know about the Project? 3. How did the Project benefit and align with your organization? Was the Project relevant to your needs? 4. How do you find the quality of communications and working relationship between the Project team and you? 5. How would you assess the quality and timeliness of the delivered programmes/activities and materials of the Project? 6. Would you be able to continue on your own after the Project contribution/support ended? 7. In your perspective, what were the key achievements? 8. In your perspective, what were the challenges faced? 9. What would be the key areas for improvement for this Project? 10. If the Project is to have another phase and/or be scaled up for the future, what should be the priority and emphasis? 11. Is there anything else you would like to share that was not yet covered or discussed?
PIPSO, PICTU, PACER Plus, PIFS, trade unions, Chamber of Commerce	<ol style="list-style-type: none"> 1. Please kindly tell us more about your organisation's role? 2. How did you come to know about the Project? 3. What was the process before the Project? 4. How did the Project benefit your organisation? Was the Project relevant to the needs of your organisation? 5. How do you find the quality of communications and working relationship between the Project team and your organisation? 6. How would you assess the quality and timeliness of the delivered programmes/activities and materials of the Project? 7. Would your organisation able to continue on your own after the Project contribution/support ended? 8. In your organisation's perspective, what were the key achievements? What were the challenges faced? 9. What would be the key areas for improvement for this Project?

<u>Stakeholders</u>	<u>Key Guiding Talking Points</u>
	10. If the Project is to have another phase and/or be scaled up for the future, what should be the priority and emphasis? 11. Is there anything else you would like to share that was not yet covered or discussed?

ANNEX 4. LIST OF DOCUMENTS REVIEWED

1. Concept Note - Regional Training on Bilateral Labour Migration Agreements
2. Concept Note - The Multi-Country Training on Promoting Fair and Ethical Recruitment
3. Concept Note and Agenda - National Consultation on Labour Mobility Reintegration Strategy for Vanuatu
4. Famli I Kam Bak Workshop Evaluation Survey Report
5. Famli I Kam Bak Workshop Participant Workbook
6. Famli I Kam Bak Workshop Trainer Guide
7. Inception Report - Access to Justice for Workers on the Pacific Australia Labour Mobility (PALM) Scheme
8. Final Report - Regional Training on Bilateral Labour Migration Agreements in the Pacific
9. Final Report - Fair Recruitment in the Pacific
10. Implementation Agreement Documents (AWU, ARCS, MJJ)
11. Migration MPTF Final Report (Draft)
12. Migration MPTF Annual Progress Reports
13. Migration MPTF Donor Update Report
14. Migration MPTF Joint Programme Update Reports
15. Migration MPTF Programme Document
16. Project Regional Framework on Climate Mobility
17. Project Proposal - Community Led Initiative to Promote Sustainable and Effective Use of Remittances, Women Empowerment, and Climate Change Resilience
18. PSC Meeting Minutes
19. Reintegration Workshop Participant Handbook
20. Reintegration Workshop Trainer Guide
21. Report - Reintegration for Ni-Vanuatu Migrant Workers
22. Summary Reports - Regional Consultation on the Pacific Regional Labour Mobility Principle
23. Technical Report - Temporary labour migration schemes in the Pacific through the lens of international human rights and labour standards
24. TOR- Assessment and awareness raising relating to complaints mechanisms for PALM workers
25. TOR - Conduct National Needs Assessment to Inform Family-Focused Pre-departure Orientation and Assistance
26. TOR - Develop Addendum to Update the ‘Seasonal Worker Schemes in the Pacific Through the Lens of International Human Rights and Labour Standards: Technical Report’
27. TOR - Development of Vanuatu Employment Portal for Domestic Job seekers and Returnees
28. TOR – Develop Vanuatu Labour Migration Reintegration Strategy and Action Plan
29. TOR – Project Steering Committee
30. TOR - Pacific Regional Labour Mobility Principles Technical Working Group
31. TOR - Review of Vanuatu’s Seasonal Employment Act 2007
32. TOR - Worker Ready, Investment Ready: A community focused pre-reintegration support program for Seasonal Workers

ANNEX 5. INTERVIEW/STAKEHOLDER LIST

No	Country	Name	Position	Gender (Male/Female)	Institution/Organization	Interview scheduled (Y/N)
1	Regional /International	Mr. Howard Politini	Chairperson	Male	Pacific Island Private Sector Organization (PIPSO)	Y
2		Mr. Daniel Urai	President	Male	Pacific Council of Trade Unions (PICTU)	N
3		Ms. Mele Teusivi AMANAKI		Female		Y
4		Moana Matariki	Acting Team Leader	Female	Pacific Islands Forum Secretariat	N
5		Manisha Mudliar		Female		Y
6		Dr Alisi Kautoke Holani	Labour Mobility Specialist	Female	PACER plus	Y
7		Laurie Berg	Associate Professor	Female	Migration Justice Institute	N
8		Jonathan Cook	Organizer	Male	Australian Workers Union	Y
9		Sanushka Mudaliar	Director	Female	Red Cross Red Crescent Global Migration Lab	N
10		Miriam Boudra	Migration lead	Female	ITC-ILO	N
11	Vanuatu	Mrs. Murielle Meltenoven	Commissioner of Labour, Department of Labour & Employment Services	Female	Department of Labour and Employment Services	N
12		Gloria J Vuti	Acting Manager, Employment Sending Unit	Female		N

13		Minnie Bani	Senior Labour Mobility Officer (policy, compliance, welfare)	Female		N
14		Vernalise Botleng	Senior Labour Mobility Officer (Employment Services Unit)	Female		Y
15		Alphie Lelekele	Senior Labour Mobility Officer (reintegration)	Male		Y
16		Joanna Spencer	Private Sector Development Adviser	Female	Vanuatu Chamber of Commerce and Industry	N
17		FGD – Famili I Kam Bak pilot	Workshop beneficiaries	Female	Returned migrant workers and families	Y
18		FGD – Famili I Kam Bak pilot	Workshop beneficiaries	Female	Returned migrant workers and families	Y
19		Peter Bumseng	Co-founder	Male	SSWFP	Y
20		Regina Bumseng	Co-founder	Female	SSWFP	Y
21	Fiji	Mr. Lui Mario	Director, National Employment Center	Male	Ministry of Employment, Productivity and Industrial Relations	N
22		Ms. Gaayetri Prasad	Manager Foreign Employment Services	Male		N
23		Edward Bernard	CEO	Male	Fiji Employer and Business Membership Organizations (EBMO)	Y
24		Jotika Sharma		Female	FTUC	Y
25	Tuvalu	Ms. Telieta Lusiane Finauga	Labour Officer, Department of Labour	Female	Ministry of Public Works, Infrastructure, Environment, Labour, Meteorology & Disaster	N
26		Mr. Paul ELISALA	Acting Director	Male	Department of Labour - under the Ministry of Foreign Affairs, Labour and	Y

27		Mr. Viliame SEKIFU	Labour Inspector	Male	Trade	N
28		Ms Emalus Aoga Tapugao		Female		N
29		Ms Alitaake Geraldine Semese Alefaio		Female		N
30		Talafou		Male	Tuvalu Overseas Seafarers Union	N
31		Captain Uale		Male	Tuvalu Maritime Training Institute	N
32		Mrs. Terengaiti Awerika	Secretary	Female	Ministry of Employment and Human Resources	N
33	Ms Tekotaake Keariki	Director Labour	Female	N		
34	Ms Beereka Ioteba	Senior Labour Officer	Female	N		
35	Ms. Famelea Joan AWERIKA	State Attorney	Female	Office of the Attorney General	N	
36	Solomon Islands	Ms Christina	Director, Labour Mobility Unit	Female	Ministry of Foreign Affairs and External Trade	N
		Ms H. Maoma				N
37		Ms Esther Zorivo	Information Officer, Labour Mobility Unit	Female		N
38	Joint Project team	Ms Angelica Neville	Project Officer	Female	ILO	Y
39		Ms Nissara Spence	Programme Manager	Female	IOM	Y
40		Mr Mithun, Mahanam	Project Officer	Male	ILO	N