

Final Evaluation of
“Increasing the developmental impact of Labour Migration through
strengthened governance and partnership”
Twe Let Project

Conducted for:
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Livelihoods and Food Security Fund



Acknowledgments and Disclaimer

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Any errors in this evaluation – either factual or interpretative – are the sole responsibility of the evaluation consultants.

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Acronyms

CHRO	Chin Human Rights Organization
CSO	Civil Society Organization
DG	Director General
DOL	Department of Labour
DZ	Dry Zone
ELQ	Evaluation Learning Question
ET	Evaluation Team
FE	Final Evaluation
FGD	Focus Group Discussion
FLT	Financial Literacy Training
IGA	Income Generating Activities
ILO	International Labour Organization
IOM	International Organization for Migration/ UN Migration
LEO	Labour Exchange Office
LIFT	Livelihood and Food Security Trust
MAC	Migration Advice Center
MEAL	Monitoring & Evaluation for Accountability and Learning
MOLIP	Ministry of Labour, Immigration and Population
MRC	Migration Resource Center
MTR	Midterm Review
MWC	Mon Women Coalition
MWO	Mon Women Organization
PDN	Parami Development Network
PGMF	PACT Global Microfinance Fund
PMO	Pre-migration Outreach
ROUM	Republic of Union of Myanmar
SATMAC	Satellite Migration Advice Center
SD	Skills Development

SIYB	Start and Improve Your Business
SMP	Safe Migration Promoter
ToC	Theory of Change
ToR	Terms of references
ToT	Training of Trainers
UNOPS	United Nations Office for Project Services
WCM	Working Capital Management

Executive Summary

In response to the Livelihoods and Food Security Trust Fund (LIFT) ‘Leveraging Labour Migration for Development’ call for proposals, a consortium of organizations led by IOM proposed to implement the Increasing Developmental Impact of Labour Migration through Strengthened Governance and Partnership project (hereafter referred to as Twe Let), which aimed to improve the governance and outreach capacities of national actors to increase the developmental impact of migration in Myanmar. Twe Let focused on the developmental role of migration and supports migrants and their families from rural communities so that their migration decisions and actions improve their living conditions, help them out of poverty, and lead to inclusive and sustainable development. Twe Let pursued three objectives:

- Objective 1: Support aspirant migrants to increase their income through safe migration and help mi-grant families make better utilization of remittances for the creation of income generating activities.
- Objective 2: Build Civil Society Organizations (CSOs) partner capacity to facilitate and advocate on migration issues and to provide migration support services.
- Objective 3: Support the establishment of a comprehensive migration governance framework and in-fluence government policies, procedures, and strategies to support safe and gainful migration.

LIFT commissioned a final evaluation (FE) of Twe Let. The overall FE objective of the evaluation is to promote learning, feedback and knowledge sharing through results and lessons learned with other colleague NGOs and Donor organizations. This FE seeks to identify good practices, lessons of operational and technical relevance for future project design and implementation for decent work and labour migration. It evaluates the progress of the project toward outcomes, particularly in terms of the project’s relevance, effectiveness, efficiency, and sustainability, gender equality as well as review its overall approach and specific methodologies.

The Evaluation was conducted in Myanmar throughout September 2019 by a primary consultant and a translator (hereafter referred to as the Evaluation Team or ET). The consultant was supported by UNOPS LIFT staff in terms of logistics, interpretation, and discussion. The consultant adopted a straightforward approach to the Evaluation by reviewing more than 100 documents and six datasets, visiting all field offices and Naypyidaw, holding meetings with IOM, ILO, PGMF and field office staff, conducting 36 focus group discussions (FGDs), and providing debriefings with IOM and LIFT staff. LIFT staff also helped collect various perspectives on the main activities of the project, its relevance, effectiveness, efficiency, sustainability and gender equality.

Relevance

Twe Let’s objectives of migration governance, community outreach and ethnic NGO capacity building are clearly relevant to the project’s beneficiaries, LIFT’s strategy and priorities, and the Myanmar development context. Yet one of the main findings of this final evaluation is that Twe Let can be interpreted in two different manners. First, as the extended title of the project implies (i.e. Increasing the Developmental Impact of Labour Migration through Strengthened Governance and Partnership), Twe Let is fundamentally a migration project and is not a traditional skills development, savings and/or small business training project. To be sure, a nexus of connections exists between migration and these traditional service projects, but that nexus is broken when *no connection can be made*

to migration by beneficiaries who receive skills, savings and/or small business training. The extent to which this occurs, the evaluation team therefore concludes that beneficiary selection was inappropriate and out of the scope of the project's intended goals.

Second, an alternative interpretation is that Twe Let is *both* a migration and a traditional skills development project in which no connection between the two is needed and therefore local beneficiaries who have no intention of migration, no previous history with migration, no family members abroad and no remittance income can still receive training services irrespective of their migration status. The reasons for this distinction will become clear in the Effectiveness section, as the ET found substantial evidence to confirm that many Twe Let beneficiaries had no connection to migration. While human development benefits may still have been reached, the ET cannot in good faith claim that these benefits are relevant to LIFT donors who contributed to Twe Let to achieve migration goals. As such, the ET also discuss the merits of Twe Let for those who interpret the project from a broader perspective outside of migration goals.

Similarly, Twe Let's more expansive whole of government approach to migration is relevant and clearly a priority. Twe Let's completion of the scoping study and subsequent recommendations to the Ministry of Labour, Immigration and Population (MOLIP) were positive steps in this direction. Yet Twe Let was unable to establish an inter-ministerial coordination mechanism, most likely due to a lack of government interest to prioritize the creation of such a mechanism on the one hand and the lack of a clear pathway of change to implement the mechanism on the other. It is hoped that Twe Let will continue this trajectory through follow-on activities and support MOLIP's new National Plan of Action on Labour Migration (NPA).

Finally, Twe Let's CSO capacity building goals are extremely appropriate and context sensitive. Clear progress was made in Mon, Chin and Shan States. However, as was clear from the onset at the proposal stage, this objective was constrained by a lack of potential NGO implementation partners in the Dry Zone. This reality suggests that capacity building may take more resources and effort than what is normally envisioned in projects of this duration, which will hopefully be considered in follow-on activity expectations.

Community Outreach Effectiveness

Overall, beneficiaries found Twe Let experiences to be positive. Starting with the first component, PMO messages encouraged beneficiaries to steer clear of ambiguous employment and potentially dangerous migration experiences on the one hand, and on the other, to dive deeper to learn more about the formal rules and requirements associated with obtaining passports, NRC cards, and migration to places like Korea and Japan, effectively combined to contribute to a more positive migration experience. SATMACs also appeared to be an effective complement to this component to ensure that others not selected for PMO exposure still received reliable and relevant information.

Challenges remained for providing PMO information to those who were still forced to engage in irregular migration or were in townships with local government offices that lacked the capacity (or willingness) to issue passports. First and foremost, the lack of effectively functioning labour migration governance posed a challenge to supporting safe migration. Moreover, the SMP-variant of PMO training delivered in Chin State by such actors as local religious leaders and village administrators, as well as the presentation and logistical quality of PMO messages by theater groups, both faced

significant challenges. These and other factors, such as regional variation, contributed to remarkably differentiated pre-test/post-test knowledge score results, with IOM-DZ beneficiaries showing the highest improvement and with PDN testing more but still showing improvement for the majority, to MWC who avoided more systematic testing and to CHRO who also tested few and still witnessed varying levels of knowledge gain/loss. These results most likely create opportunities to further improve Twe Let's adaptive management and implementation modalities than suggest a fundamental issue with the PMO curriculum.

Component two, FLT beneficiaries also found Tier 1 training very useful and demonstrated much higher levels of knowledge gain on topics that sit in the nexus between migration and development (although here MWC also has a strikingly low number of beneficiaries). Challenges identified mostly involved the complexity of modern accounting and saving techniques, which were delivered at the end of the training day and most likely struggled to overcome beneficiary fatigue. That said, the ET found strong support across beneficiaries and regions for an integrated PMO and FLT Tier 1 training, so that synergies between the two topics may emerge.

Conversely, FLT Tier 2 and component three SD beneficiaries occupied the most ambiguous position in the Twe Let migration portfolio. On the one hand, the advanced IGA/WCM training did reportedly provide fledging business with useful tools to help their business expand, and the parallel Start and Improve Your Business (SIYB) also offered training that appears to have left more lasting impressions. On the other hand, many SD beneficiaries, especially in Chin State, struggled to apply the skills they gained, which to some extent can be attributed to a lack of local employment opportunities than to a lack of skills. Anecdotally, the ET learned that many beneficiaries selected to attend the FGDs found the trainings very useful for improving their current income situation as well as increased their confidence so they could migrate elsewhere to find better employment. Nevertheless, the lack of more informed labor market assessments undoubtedly prevented the SD and matching component from being more effective.

While variations in effectiveness across these components and regions is to be expected, FLT Tier 2 and SD training beneficiaries held the weakest link to the migration mandate as many had no plans to migrate, were not receiving remittances and, indeed, planned to remain in their village.

Migration Governance Effectiveness

The ET found that no substantive progress on migration governance had been made. Not only did MOLIP not endorse the inter-ministerial framework as had been earlier anticipated, but they also informed the IOM that they considered MOLIP taking the lead in whole-of-government approach for mainstreaming migration was beyond its mandate. The potential exception was a one-day workshop hosted by the IOM on 4 May 2018 in Naypyidaw with 13 union ministries in which discussion on migration mainstreaming and the case of Moldova was examined. The ET was able to hold a follow-on FGD with 10 participants of this workshop in Naypyidaw, but unfortunately a. most could recall nothing of substance from the workshop, b. were not sure they had attended the workshop, c. were not aware of the goals and progress of Twe Let, and d. felt the IOM could add value by informing regional and township offices of migration policy best practices. The ET can confidently conclude that the workshop made no significant contribution to Twe Let's goal of migration governance.

Efficiency and Ethnic CSO Capacity Building

Starting with the three primary ethnic CSOs in Chin, Mon and Shan States, the IOM provided overall project management, organizational support and technical backstopping. In practice, this involved a series of trainings and capacity building exercises across the three implementation years on wide range of topics such as baseline and other data collection, project cycle management, communication for development, facilitation skills, gender mainstreaming, “do no harm” and conflict sensitivity policies, financial management, compliance, regular reporting and M&E. Staff across MWC, PDN and CHRO all appreciated these trainings, especially on M&E, and requested more training on financial management, proposal writing, business development and planning.

The ET found that overall Twe Let met its performance implementation goals in terms of planned and actual outputs. This was adequately captured in Twe Let’s performance monitoring system, understood in terms of its MEAL plan and underlying M&E, and can be understood as evidence of successful CSO capacity building. CSO respondents also indicated that they had made improvements to their project cycle management, communication for development approach, facilitation skills, gender mainstreaming, “do no harm” and conflict sensitivity policies, financial management, and overall compliance as a result of the support provided by IOM. As noted by the MTR, Twe Let witnessed a delayed start across components of about six months to reach full-fledged implementation by 2018, while the MEAL Plan was further delayed, and underwent several revisions. Once the MEAL plan was finally in place, IOM advanced and trained its CSO partners in the project database templates. Staff across MWC, PDN, CHRO and IOM-DZ created rich datasets ripe for analysis, and many made impressive efforts to fully populate beneficiary information. Since the MTR, Twe Let’s project databases demonstrated how the project achieved and even exceeded most of the MEAL plan target output goals in a timely manner, especially under the Community Outreach objective.

Yet the MEAL plan was thin on meaningful measures of progress on CSO capacity building and Migration Governance. Many of these measures, especially those “one-off” indicators with a target of one (e.g. “IOM conducts comprehensive review of migration governance”), lead to unanticipated outcomes not easily predicted and are therefore much better suited to qualitative approaches that trace the results of outputs through rigorous description and logical tests to better establish Twe Let’s contribution claims, such as Outcome Harvesting or Process Tracing.

Twe Let’s MEAL plan and M&E system incorporated a “Evaluation and Learning Question” system to guide the use of the data for adaptive management, which helped inform which aspects of each training were working well, e.g. the preparation of required documents under PMO training. The ET also notes that Twe Let staff adjusted the FLT 2 training once it was found that many participants had difficulty understanding some technical/economic terms used in the training.

However, the ET found less evidence that ELQs also explored explanations for when the data presented questions around Twe Let’s implementation quality and beneficiary targeting. For example, as already mentioned in the Effectiveness section, staff left noticeable gaps in critical fields such as “pre-test/post-test” scores, and, for those beneficiaries who were recorded, the ET observed several finished their training with less knowledge than when they started. Moreover, the MTR also noted Twe Let’s tendency to enroll trainees who lacked any evident connection to labor migration.

Twe Let’s value for money was strongest in terms of the clear, “templatable” approaches such as the trainings offered under the Community Outreach objective. Yet there is significant room for Twe Let

improvement in regards to adaptive management and beneficiary targeting to better contribute to the goals of Migration Governance.

Gender Equality

In terms of gender equality within implementing partners, the ET observed relative gender equality across IOM and CSO senior and executive management, while all save CHRO appeared to employ more females than males. However, staff in Chin and Shan states suggested that additional gender mainstreaming training would be helpful as many topics were abstract and harder to operationalize in the workplace. No gender inequality issues were encountered within the consortium.

In regard to beneficiary selection, project database data reveals that females were more represented across practically all community outreach beneficiaries. Notably, FLT Tier 1 training favored female attendees, while only theater outreach in Chin state witnessed a higher percentage of men. Women confirmed that PMO training covered migration-related risks for women and the higher risk of human trafficking. However, SD training did reproduce traditional gender roles with the overwhelming number of females enrolled in sewing course, men in mechanics courses and only IT and mobile phone skills training reflected a better gender balance. Given that Twe Let did not seek to address underlying gendered job categories, these types of dynamics are not surprising. That said, Twe Let did appear to offer higher paid SD training to job categories that favored males over females, such as mechanics.

Sustainability

In regard to the sustainability of Twe Let services, most, if not all, activities will come to an end once Twe Let completes. Without continued funding from elsewhere, CHRO, MWC and PDN will most likely stop offering community outreach services. One potential exception may be found in Shan State, as PDN's tourist industry trainers expressed an interest in continuing to provide training to potential migrants who may work in their labor force. Migration governance activities, as discussed above, have not really produced much effect and therefore will not continue without further support. By contrast, ethnic CSO capacity building efforts have already produced a lasting effect in terms of supporting the creation of new systems that continue to be used, especially in the case of M&E, reporting, facilitation and, to some extent, project management. MWC expressed the highest degree of learning provided by IOM capacity building and indicated that they are likely to achieve larger grants in the future as a result.

In terms of sustainability of results once beneficiaries have completed their experience it is both impossible to accurately estimate and extremely likely to have a lasting effect. Twe Let was not organized to systematically track beneficiaries as they begin and continue their journey, nor was it designed to track and quantify the benefits of FLT Tier 1 savings promotion over time, although partners did use a tracking survey for SD graduates trained through to April 2019. Anecdotal feedback from FGDs did suggest that better savings practices, improved understanding of legal migration, less vulnerability to human trafficking and new vocational skills not only helped beneficiaries avoid potentially life-changing negative experiences (such as trafficking) but also helped maximize their migration experience to ensure it better served household needs.

Recommendations for LIFT and IOM to consider include:

- *Twe Let may wish to consider enforcing beneficiary enrollment criteria that ensures some type of connection to migration can be established (e.g. indicating a plan to migrate, member of a migrant-sending HH, etc.), but*

at the same time recognizing that the beneficiary's status may change after enrollment (e.g. they change their migration plans, the migrant family member returns, etc.).

- *The CHRO approach of using SMPs and Theatres may need to be reassessed. CHRO may wish to consider providing stronger incentives to SMPs to deliver safe migration messages and to ensure more oversight. Tve Let may also wish to consider reviewing the way theatre groups deliver their messages to encourage more participation throughout the event (and in ways that are less frightening for children). Finally, Tve Let may wish to consider providing more support to SATMAC services.*
- *Tve Let should periodically review PMO graduate pre-test/post-test data to ensure beneficiaries are gaining knowledge and strongly consider not enrolling attendees into the PMO who indicate that they have no plans to migrate.*
- *Tve Let may also wish to consider revising FLT tier 1 content to introduce more complex numerical exercises sooner into the training rather than at the end as well as additional effort to designing tier 1 lessons for those who face challenges in numeracy. As in the case of PMO enrollment, Tve Let should strongly consider incorporating beneficiary selection criteria that is clearly connected in some way to LIFT's migration portfolio.*
- *Bearing in mind the two previous recommendations, Tve Let should strongly consider exploring the development of a combined PMO/FLT tier 1 training curriculum as part of a more streamlined training that may involve aspiring migrants and their family members simultaneously.*
- *Tve Let may wish to consider reexamining the goodness of fit of the ICA/WCM aspect of FLT with the project theory of change. Should the project decide that no explicit connection to migration is necessary, then Tve Let may wish to advance the SIYB training component over the ICA/WCM as the former's SWOT approach may have more practical application and require lower levels of numeracy than the latter.*
- *Should Tve Let decide to continue with further skills development training, implementing partners should strongly consider dedicating more effort to conducting more detailed labour market assessments tailored to each operational context. Moreover, Tve Let staff should consider dedicating more effort to maintaining quality job matching data so that skills development training effectiveness can be more easily demonstrated.*
- *Tve Let is urged to consider incorporating qualitative approaches into its MEAL plan for output indicators that contribute to outcomes that cannot be easily predicted.*
- *The IOM should continue to encourage Tve Let implementing partners to use both positive and negative results to inform their adaptive management practices.*
- *Tve Let should explore offering SD training in higher wage professions that have more representative gender balance.*

Background on LIFT and the Twe Let

The Livelihood and Food Security Fund (LIFT)¹ is funded by seven donors and one private sector corporation. The United Nations Office for Project Services (UNOPS) is the Fund Manager for LIFT-funded projects. These projects are implemented through international and national non-government organizations (NGOs), Civil Society organizations, the Private Sector, United Nations agencies, international organizations, academic and research institutions, and the Republic of Union of Myanmar (ROUM). The goals of LIFT projects are to increase incomes and improve the nutritional status of poor, rural populations and support pro-poor policies and development efforts. To reach these goals, LIFT projects improve food security, increase income and livelihood opportunities, increase knowledge about optimal health and nutrition practices, and build resilience to acute and recurring economic and climatic shocks.

Twe Let

In response to the Livelihoods and Food Security Trust (LIFT) ‘Leveraging Labour Migration for Development’ call for proposals, a consortium of organizations led by IOM proposed to implement the Increasing Developmental Impact of Labour Migration through Strengthened Governance and Partnership (G&P) project (hereafter referred to as Twe Let), which aimed to improve the governance and outreach capacities of national actors to increase the developmental impact of migration in Myanmar. Twe Let focused on the developmental role of migration, and supports migrants and their families from rural communities so that their migration decisions and actions improve their living conditions, help them out of poverty, and lead to inclusive and sustainable development. Twe Let sought to achieve outcomes at both the LIFT and Project levels. These were:

LIFT Level Outcomes

1. Increased resilience of rural households
2. Increased incomes of rural households
3. Improved policies and effective public expenditure for pro-poor rural development

Project Outcomes²

- Project Outcome 1: Migrant-sending households, especially female members, have improved financial and household management
- Project Outcome 2: Trained migrant women and men use safer channels
- Project Outcome 3: Men and women from migrant-sending HHs have skills and knowledge to effectively manage remittances and household finances
- Project Outcome 4: Trained migrant men and women have better (positive) migration experiences
- Project Outcome 5: Aspirant migrant women and men (and their families) have increased understanding of how to prepare and plan for migration
- Project Outcome 6: Trained migrants who received skills training/job matching have increased income

¹ The name of the Livelihoods and Food Security Trust Fund was changed recently to the Livelihoods and Food Security Fund.

² Note: The Task Note for this evaluation indicated 12 outcomes; however, the Twe Let theory of change as well as the Measurement plan both indicated 10 outcomes. Two outcomes were dropped by the time of this evaluation: *Union government endorses a whole of government approach and plans for migration mainstreaming* and *Government implements whole-of-government migration governance framework*.

- Project Outcome 7: Trained beneficiaries gained decent employment or generated new income streams
- Project Outcome 8: Beneficiaries (including aspirant migrants and left behind members) acquire marketable vocational skills
- Project Outcome 9: Ethnic CSO partners have strengthened capacity to address migration issues in their regions after the project
- Project Outcome 10: Government officials have better capacity to implement migration governance coordination mechanism

To achieve these outcomes, Twe Let was structured according to broad target areas: Community Outreach and Migration Governance. In regard to the latter, Twe Let focused on governance with the aim to establish a whole-of-government migration governance framework, which is a critical foundation to institutionalize migration mainstreaming into national and local development agendas. In regards to the former, Twe Let focused on community outreach in Chin, South-East, Shan States and the Dry Zone (Mandalay and Magway Regions), putting national civil society organizations at the center of action for relevance, effectiveness, local ownership and sustainability, with two international organizations renowned for their respective areas of expertise providing technical and operational support. The community outreach components were (1) pre-migration outreach, (2) financial literacy training, (3) skills development training and (4) job-matching services in the respective regions.

The Twe Let migration project started its project activities in January 2017 as a consortium. This project was led by the International Organization of Migration (IOM), and included the Mon Women Organization (MWO), Parami Development Network (PDN), Chin Human Rights Organization (CHRO) in the areas of Dry Zone, South East, Shan State and Chin State, respectively. Technical support for financial literacy trainings was provided by Pact Global Micro Finance (PGMF). At the time of this evaluation, Twe Let was under consideration for extension.

Final Evaluation Objectives and Methodology

LIFT has commissioned a final evaluation (FE) of Twe Let. The overall FE objective of the evaluation is to promote learning, feedback and knowledge sharing through results and lessons learned with other colleague NGOs and Donor organizations. This FE seeks to identify good practices, lessons of operational and technical relevance for future project design and implementation for decent work and labour migration. It evaluates the progress of the project toward outcomes, particularly in terms of the project's relevance, effectiveness, efficiency, and sustainability, gender equality as well as review its overall approach and specific methodologies. It summarizes findings, lessons and recommendations. The specific objectives include:

- Relevance: The extent to which the project and its components are suited to: (1) the priorities and needs of the target beneficiaries; (2) LIFT's policies and objectives.
- Effectiveness: A measure of the extent to which the project is attaining its expected results and targets, based on the project's Theory of Change (ToC) and updated measurement framework.
- Efficiency: A measure of the extent to which the project has delivered or is posed to deliver value for money, in terms of costs and major benefits.
- Sustainability: An assessment of the economic, social and environmental sustainability, of a project. Particular focus on whether the benefits of the project are likely to continue after donor funding has been withdrawn.
- Gender equality: The extent to which project design and implementation has considered gender

related differences in the roles, responsibilities and needs of the target beneficiaries and enabled greater women's empowerment.

Furthermore, the FE should address specific questions mainly related to the process, such as: how and in what ways is the project working; what systems are in place; what is the quality of implemented activities; how are the different stakeholders engaged in the project; and how appropriate are the adopted methodologies by IP. From this, the FE should distil lessons and good practices, as well as identify barriers to effective implementation, in order to provide meaningful and feasible recommendations for future programming. These lessons and good practices should aim to be of value for Twe Let project, but also to other similar projects and stakeholders. The Task Note description of the background, goals and purpose, and specific questions to answer during the FE are shown in Annex 1.

Data Sources and Methodology

The Evaluation was conducted in Myanmar throughout September 2019 by a primary consultant. The consultant was supported by UNOPS LIFT staff in terms of logistics, interpretation, and discussion. The consultant adopted a straightforward approach to the Evaluation by reviewing more than 100 documents and six datasets, visiting all field offices and Naypyidaw, holding meetings with IOM, ILO, PGMF and field office staff, conducting 36 focus group discussions (FGDs), and providing debriefings with IOM and LIFT staff. LIFT staff also helped collect various perspectives on the main activities of the project, its relevance, effectiveness, efficiency, sustainability and gender equality.

Limitations

The ET experienced the following limitations:

- First, FGD attendees were selected by the implementing partners and may not reflect the diversity of beneficiaries. The ET leader was not a Myanmar national and relied upon interpreters (up to three simultaneously), which may have introduced biases into the discussions. Moreover, the total number of beneficiaries visited by the ET was small and therefore potentially skewed the overall representativeness of the findings.
- Second, the consultant was not able to meet with the Director General or Permanent Secretary of MOLIP, and therefore received no official Government of Myanmar feedback on the overall progress of Twe Let. Considering that MOLIP is a major stakeholder, their lack of feedback is significant.
- Third, a great deal of ET findings rely upon quantitative data collected by Twe Let CSOs and the M&E partner firm. This data may be constrained by various respondent biases and user entry errors.

As such, the ET attempted to mitigate these limitations by adopting more suggestive vocabulary and tone for LIFT's consideration.

Relevance

Evaluative questions around relevance typically involve a review of the overarching context in which a project operates, the project's appropriateness to that context, and logical coherence (typically by reviewing its theory of change). For this Evaluation, the main Relevance question is as follows:

To what extent were the project and its components suited to: (1) the priorities and needs of the target beneficiaries; (2) LIFT's policies and objectives?

Below the ET addresses these concerns in terms of three sub questions regarding the relevance of the M&E project to Twe Let objectives and targeted beneficiaries, i.e. (Sub-Question 1), if the interventions of the project have been designed in an appropriate manner given the regional socio-economic context? (Sub-Question 2) and if the project design is relevant to LIFT priorities (Sub-Question 5). The methodology for this section is primarily based upon a review of the initial project documents (especially the proposal, inception report and theory of change), as well as conversations with IOM project staff on the design of the project. This section then sets the stage for subsequent discussions about the actual implementation and quality (in the efficiency section) of the project and its effectiveness to date.

How relevant are the Twe Let project's objectives to the target beneficiaries (in LIFT Strategy)?

It doesn't require an extensive literature review to demonstrate that migration within and out from Myanmar is one of the major issues defining Myanmar's transition today. Although data is incomplete and at time unreliable, recent sources have estimated that one in four people in Myanmar is a migrant.³ Broken down further, the IOM has estimated more than 2 million registered migrants abroad (with 70% in Thailand),⁴ many more unregistered/illegally abroad, and very high levels of internal migration, with some regions experiencing as much as one household in four currently having a family member living as a domestic migrant away from home.⁵ The IOM therefore recognizes that increasing the impact of migration through its twin objectives of improved governance and outreach is a powerful tool out of poverty if the potential negative consequences on both migrants and their families are mitigated. These objectives are thus relevant to target beneficiaries.

Have the interventions of the project been designed in an appropriate manner given the regional socio-economic context?

While the need for more effective migration governance and outreach is acute and pressing, Twe Let's design remained sensitive and therefore more relevant to variations in regional socio-economic context across its Southern Shan, Mon, Chin and Dry Zone target areas. Based on several years of working in Myanmar, the IOM was able to offer a well-informed overview of the migration situation

³ See the recent IOM press release (17 Mar 2017), "Unique Partnership Seeks to Increase Developmental Role of Migration in Myanmar," found at <http://reliefweb.int/report/myanmar/unique-partnership-seeks-increase-developmental-role-migration-myanmar>

⁴ See "Labour Migration in Myanmar" ILO page, found at <http://www.ilo.org/yangon/areas/labour-migration/lang--en/index.htm>.

⁵ See World Bank (2016), "A Country on the Move: Domestic Migration in Two Regions of Myanmar." Found at <http://www.worldbank.org/en/country/myanmar/publication/a-country-on-the-move---domestic-migration-in-two-regions-of-myanmar>

in each of its target areas. Their access to more reliable demographic enabled them to identify realistic direct and indirect beneficiary targets at the township level, which formed the basis for more informed baseline studies conducted in all four target areas. Crucially, the IOM's in-depth understanding of local preferences and labor flows to various recipient countries allowed Twe Let implementers to better craft tailored approaches with targeted messages and support services. More precisely:

Migration in Southern Shan State is characterized by multiple migration patterns. The greatest flows are predominately to Thailand, but also include intra-regional seasonal migration and the in-migration of internal migrants from other parts of Myanmar. Post-conflict reconstruction has also shaped Shan migration, and an earlier IOM study cited in the proposal suggested that over 51% of respondents from Shan State migrated to Thailand either as a direct or indirect consequence of conflict. Here, IOM data suggests that 40% of Southern Shan state households rely on remittances from international migration.

Migration in Mon State, like in Southern Shan, predominantly flow to Thailand, but more so. Recent IOM surveys found that over 57% of Thailand's migrants come from the Mon-Kayin-Thantharyi area, even as 80% of the long-term migrants who have lived in Thailand for more than 20 years were also from these areas. Mon state also receives substantial in-migration due to labor shortages created by Mon residents migrating to Thailand. The role of remittances is even stronger in Mon, even as the bulk of these funds are used for direct consumption.

Twe let in both regions is particularly relevant due to its emphasis on obtaining passports as a necessary but still insufficient step towards safer migration, as both areas witness frequent illegal border crossings in which Burmese migrants have little or no legal rights. Job matching in Mon state, while also important elsewhere, is arguably more relevant there as a means of better filling the local labor gap instead of reliance upon internal migrations.

Migration patterns in Chin State are largely shaped by the area's geographic inaccessibility. Internally, Chin State residents face very limited livelihood options and challenges accessing markets and social services. Conflict and cross border smuggling also play a strong role in encouraging out migration. Internally, chin residents favor migration to Sagaing and Yangon, while international migrants favor Malaysia, India, Korea, USA and, increasingly so, China. Chin State is arguably the most effected by outmigration as the IOM estimates that one Chin person out of two migrate, and for much longer periods of time. Accordingly, remittances patterns are also largely characterized by transfers from Chin diaspora over longer periods of time.

Migration to Korea unfolds under an MoU with the Korean government as a government-to-government agreement. It is legal, tends to pay higher, be safer and require more technical skills. Here, Twe Let's skills building component, especially when reinforced with Korean language skills training, are particularly relevant. Because of this government-to-government agreement, aspiring migrants do not need recruitment agencies, and the recruitment fees are therefore more reasonable. Future agreements with Japan could further open up similar pathways. There is no formal channel for labor migration to China, and, as is the case in Southern Shan and Mon state, migrants are left with fewer options should trouble arise. Finally, Twe Let's savings component gains greater

relevance in Chin when it is expanded to provide training in investment within Chin in small business enterprise.

Lastly, the Dry Zone, while not as extreme as in Chin State, is also characterized by levels of out migration with World Bank estimates of one in four households reporting a family member migrating. Most Dry Zone inhabitants rely upon subsistence farming, which, when combined with extreme weather fluctuations, favor either international migration or shorter-term, seasonal internal migration patterns, especially urban areas for manufacturing such as factories in Yangon. Here, Twe Let's emphasis on migration and money as a resilience mechanism to help buffer households from periodic crisis is strongly relevant.

At the same time, Twe Let recognized that an overarching migration framework to govern regional variation and complexities was the most effective pathway to critical foundation to institutionalizing migration across national and local development agendas. As the Twe Let proposal has noted, Myanmar has no overarching policy or framework that guides the way the country should understand and deal with internal and international migration. There is no platform to discuss the developmental consequences of migration, nor does the government engage the revenue-generating and social improvement potential of migration. Yet migration complexities are cross-cutting and expand beyond the Ministry of Labour, Immigration and Population (MOLIP), also involving, for example, the Ministry of Health, Ministry of Home Affairs, and the Ministry of Social Welfare, Relief and Resettlement. To the extent it can advance such a mechanism, Twe Let's "whole of government" migration governance component is therefore extremely relevant to the country's development priorities.

Finally, the Twe Let project envisioned a transition from IOM leadership to local and ethnic leadership, which would require substantial organizational capacity building across technical and operational spheres. The implementation leads of each region discussed above fell to local NGO partners, just as the IOM worked to "put itself out of business" by strengthening their systems enough to continue to provide Twe Let services once the project was complete. The notable exception was in the Dry Zone, whereby an organization with the capacity to start and sustain the implementation process could not be credibly identified. Consequently, the IOM opened a regional office to lead implementation, and at the same time continue the search for nascent NGOs that could be potentially mentored to take a stronger role in the future.

Given these findings, the ET concludes that Twe Let has been appropriately designed according to the socio-economic context.

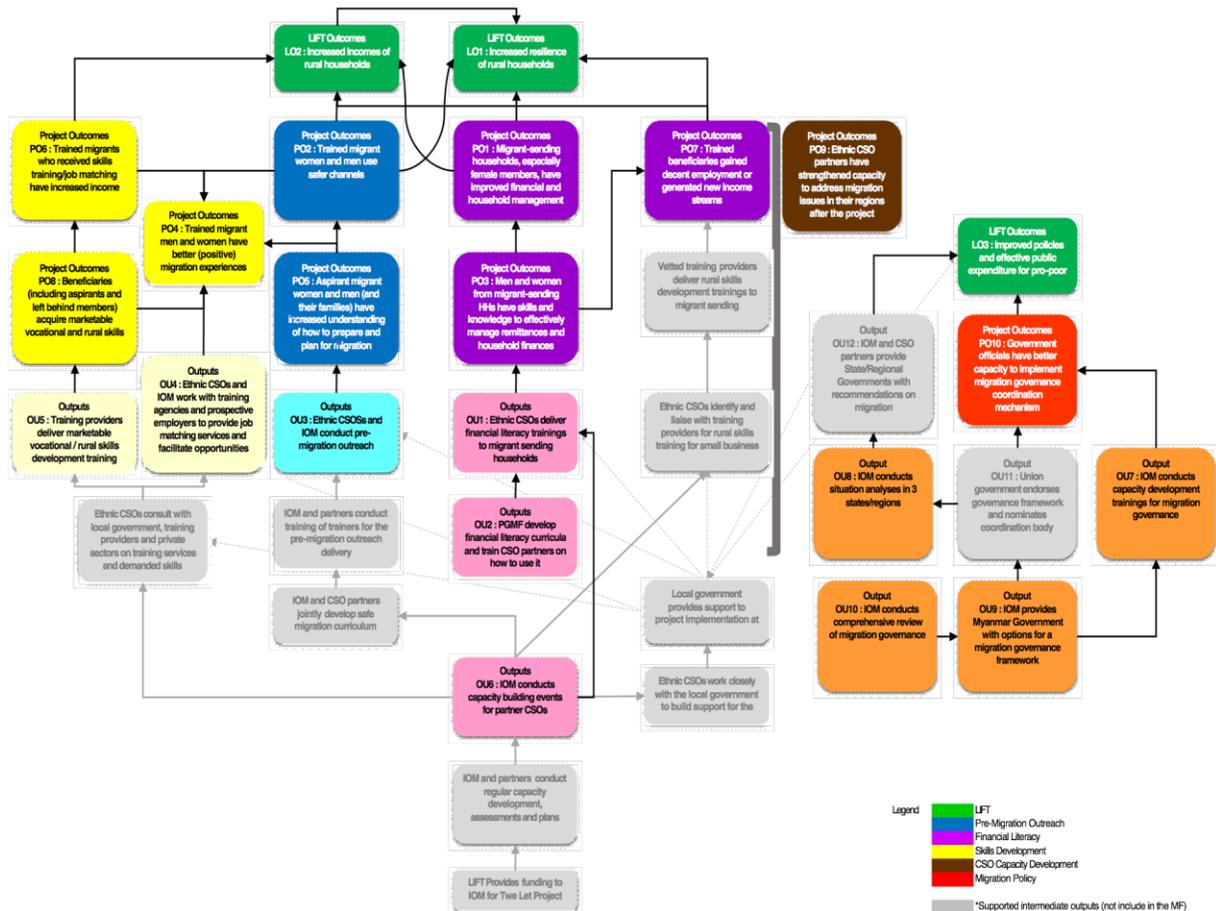
How relevant are the project's overall approach and components to the Programme for achieving the project's objectives, and to the target beneficiaries?

To answer this question, the ET referenced Twe Let's Theory of Change (ToC). Twe Let's ToC focused on the web of interactions underpinning migration in Myanmar, including the decision to migrate, the preparation for the migrant journey, the actual migration experience finalized by the migrant's return, as well as the creation of a potential overarching framework to ensure cross-agency coordination and action. In doing so, Twe Let went beyond the migrant, and involved the left-behind family, those aspiring to migrate and employers of migrants. Across each step in the process

and beyond those directly involved, Twe Let worked with local and national government to provide a more enabling environment to the migrant experience.

To summarize the intricacies of these multi-level and multi-actor processes, Twe Let offered a complex graphical representation of its outputs and outcomes to express the project's ToC. While confusing at times, on the one hand, the graphic attempts to depict a wholistic picture of how migrants and aspiring migrants are embedded within a wider household division of labor while at the same being time dependent upon labor market forces and government policy on the other.

Twe Let Project TOC (Nov 2018)



Starting with the decision to migration, Twe Let offers that aspiring migrants should be better prepared in terms of knowledge (PO 5), paperwork and skills (PO8). If the aspiring migrant then decides to migrate, Twe Let's beneficiaries will hopefully experience safe (PO2) and positive (PO4) migration that yields higher incomes (PO6). Twe Let further assumes that a significant portion of this income will be remitted back to the household, and therefore offers additional support in terms of remittance and financial management for both the migrant (to ensure they can provide a continuous stream to the HH as well as build their own savings) (PO3) and the recipient HH (PO1). Yet if the aspiring migrant does not decide to migrate, select skills development beneficiaries also receive additional support to hopefully improve their employment prospects at home (PO8), or improve their small business to be more sustainable, generate new income streams and/or higher

others in the area (PO7). Given Myanmar's rich ethnic diversity, Twe Let seeks to strengthen the capacity of local ethnic CSOs to implement these migration support services after the project has finished (PO9). Finally, the Twe Let ToC identified how it would build government official capacity to coordinate migration governance (PO10), which will hopefully further enable migrants to have safe and positive migration experiences that increase their income. By recognizing that both the migrant and the households typically remain enmeshed in an interdependent relationship with local actors and government, Twe Let ToC sat at the nexus of migration and development.

Yet the comprehensive nature of Twe Let's ToC raised the risk that the project could push too far into the development space and lose its migration emphasis. For example, the definition of an "internal migrant" is broad and can apply to citizens who seek employment as close as the adjacent ward. The broadness of this definition enabled Twe Let to connect traditional job matching services of connecting local trainees to local employers as part of its migration mandate. In these cases, Twe Let became less distinguishable from a traditional development project. The significance of this observation will increase in the Effectiveness section below, as the ET met with several beneficiaries who held no clear connection to migration.

Is Twe Let about Migration?

The main finding of this final evaluation is that Twe Let can be interpreted in two different manners. First, as the extended title of the project implies (i.e. the Increasing Developmental Impact of Labour Migration through Strengthened Governance and Partnership), Twe Let is fundamentally a migration project and is not a traditional skills development, savings and/or small business training project. To be sure, a nexus of connections exists between migration and these traditional service projects, but that nexus is broken when *no connection can be made to migration by beneficiaries who receive skills, savings and/or small business training*. To the extent this occurs, an evaluation has no choice but to conclude that beneficiary selection was inappropriate and out of the scope of the project's intended goals. Second, an alternative interpretation is that Twe Let is *both* a migration and a traditional skills development project in which no connection between the two is needed and therefore local beneficiaries who have no intention of migration, no previous history with migration, no family members abroad and no remittance income can still receive training services irrespective of their migration status. The reasons for this distinction will become clear in the Effectiveness section, as the ET found substantial evidence to confirm that many Twe Let beneficiaries had no connection to migration. While human development benefits may still have been reached, the ET cannot in good faith claim that these benefits are relevant to LIFT donors who contributed to Twe Let to achieve safe migration. As such, the ET also discusses the merits of Twe Let for those who interpret the project from a broader perspective outside of safe migration.

Twe Let also proposed a very ambitious approach to strengthening migration governance via a scoping study that would inform its government capacity building outcome (PO10). While the Twe Let problem statement articulated in the IOM's proposal emphasizes that the government "has no overarching policy or framework that guides the way the country should understand and deal with internal and international migration" (p. 14), Twe Let did not offer sufficient details on how their support might contribute to this framework. To be sure, the project committed to conducting a review of migration governance in Myanmar in cooperation with MOLIP through a scoping study. But the proposal lacked plans regarding what, if anything, Twe Let staff would do with this

information, as well as failed to specify why capacity building was the logical next step of any potential migration framework building process. As is common amongst these types of reviews, Tve Let's proposed review was likely to reveal that substantial organizational, institutional and policy barriers posed deeper obstacles to the emergence of an overarching migration policy framework than the project's proposed two 3-day training courses could be reasonably expected to overcome. This lack of specificity regarding how the IOM will work with MOLIP to move from a governance review exercised into a full-fledged migration governance framework suggested that Tve Let's governance component was likely to misapply project resources to capacity-building means that lacked clear results and ends.

Is the project design relevant to LIFT priorities?

LIFT began funding its Migration Programme in 2016, and Tve Let was the largest project funded under the Programme. During that time, Tve Let's connection to LIFT's Policies and Objectives were further elaborated in the Safe and Rewarding Labour Migration Programming 2016-2019 documents. Tve Let's relevance cut across a variety of objectives. For example, Tve Let's Governance component was relevant to Objective 1 - Supporting the Government of Myanmar to improve policies and governance on safe labour migration; Tve Let's job matching activities supported Objective 2 - Collaborating with industries for a responsible and profitable rural to urban labour migration approach; Tve Let's NGO capacity building strategy supported Objective 3 - Empowering civil society and media to support safe and rewarding migration for their constituencies and audiences; and many of the safe migrations elements in Tve Let's pre-migration training were relevant to Objective 4 - Highlighting gender aspects of migration including addressing abuse and trafficking.

Tve Let clearly falls under LIFT's recent 2019-2023 strategy under the Decent Work and Labour Mobility Programme. The project's activities cut across all the new objectives. The community outreach component most directly supports the third objective: Increased access to information, training and support services for women and men migrants and other vulnerable workers, and the overall objective: Expanded opportunities for decent work, particularly for workers who are at a heightened risk of exploitation and abuse. Tve Let therefore continues to be relevant to LIFT priorities.

Conclusion about the Project's Relevance

Tve Let's objectives of migration governance, community outreach and ethnic NGO capacity building are clearly relevant to the project's beneficiaries, LIFT's strategy and priorities, and the Myanmar development context. As will be seen below, the most implementation emphasis was, appropriately so, placed upon community outreach. Yet from the above discussion, the connection of safe migration to some of Tve Let's activities is not entirely clear. Similarly, while a more expansive whole of government approach to migration is relevant and clearly a priority, exactly how Tve Let proposed to do this was less clear. Finally, Tve Let's capacity building goals are extremely appropriate and context sensitive. However, as was clear from the onset at the proposal stage, this objective was already constrained by a lack of potential NGO implementation partners in the Dry Zone. This reality suggests that capacity building may take more resources and effort than what is normally envisioned in projects of this duration.

The critical observations of Twe Let's ToC aside, the project was well targeted to social context. First, Twe Let approached community outreach from a more comprehensive perspective that included aspiring and returning migrations, family members and local communities to address the drivers of migration more holistically. Second, Twe Let stood on the shoulders of the IOM's deep awareness of the Myanmar's complex geo-socio variation to offer a more nuanced and tailored approach across the four target areas. This was further translated, by and large, into three local partner implementation leads. In summary, a review of Twe Let's relevance makes it immediately clear why the project was the most funded in LIFT's decent Work and Labour Mobility Programme.

Effectiveness

Assessing an intervention's effectiveness is the key evaluative mechanism to understanding the link between project outputs and their desired objectives. It requires a keen understanding of how project management articulates its understanding of why they implement their activities, how key stakeholders understand this, and what further efforts can be taken to ensure the results of the activity transform to contribute in achieving an objective. The main review question to be addressed is:

To what extent did the project achieve its expected results and targets, based on the project's Theory of Change(ToC) and updated measurement framework.

To what extent has Twe Let project been effective in achieving its intended purpose and programme level outcomes?

The answer to this question must be divided according to the community outreach and migration governance. At the community outreach level, the ET drew upon project documents, in-depth interviews with IOM-DZ, CHRO, PDN and MWO; the outcome survey, feedback received from FGD participants and employers, and project database files for each region. While the ET found the information found in the project databases extremely useful, it must be strongly noted that Twe Let staff do not find these datasets reliable due to the substantial workload placed upon M&E staff. As such, the ET must further qualify that findings based upon this data are better viewed as suggestions because Twe Let data quality issues prevent more substantive discussion.

The main focus of the ET was to discover how effective community outreach was in terms of the goals of each component and to what extent the selected beneficiaries reflected the goals of the project. At the migration governance level, the ET drew upon project documents, discussions with IOM in Yangon, and an FGD with national officials from MOLIP and other ministries held in Naypyidaw. Unfortunately, MOLIP's Director of Migration was not available for consultation.

Community Outreach Component 1: Pre-Migration Outreach

PMO training was intended to raise awareness of safe migration and increase the knowledge of aspirant migrants. Through various mediums, such as trainings in Dry Zone, Shan and South East and theatre shows in Chin, aspirant migrants are provided information of key practices to adopt at various stages of the migration process that will help them to secure a safer and more rewarding migration experience. Twe Let divided this into four stages: the decision to migrate, preparation for the journey, the actual journey and the return. Across each stage, Twe Let's outcome survey presented intermediary steps PMO attempts to improve:



The key assumption behind the PMO is that if individual awareness is improved, then s/he will adopt better practices and have better experiences.

As was found in the MTR and the Outcome Survey, the ET found that feedback from PMO beneficiaries during FGDs was extremely positive. On a particular note, our respondents found the notion that other family members may not be trustworthy, both provocative and useful. For the trainee to improve confidence in other family members, the PMO promoted asking relatives, esp. those abroad, specific questions about the opportunity and what may lie in store for them. Vague answers were served as a strong indication that the migration path in question should be avoided. Twe Let's guidance was not intended to increase distrust in the family, but did encourage migrants to only follow advice that was well-thought out and provided specifics. Indeed, the Outcome Mapping survey found that over 90% of respondents reported that their knowledge of migration increased as a result of the PMO training.

Similarly, FGD respondents indicated that PMO's guidance on how to obtain specific-country knowledge, better understand the passport process and navigate NRC card registration were all extremely useful topics. First, PMO effectiveness was oftentimes dependent upon local government capacity to issue new passports, and staff at MWC in Mon State reported significant delays that prohibited legal migration enabled by an official passport. Second, aspiring migrant geographic destination also contributed to different views in how the passport and safe migration messages were received. For those planning to go to Korea and, to some extent, Japan, the procedural instructions PMO offered around registration, and the rights and benefits of a government to government agreement were valued as a trusted source of information. These messages were less received by aspiring migrants who faced difficulties obtaining passports to Thailand (such as in Mon State) or planned to go to China (such as in Chin State). Here, respondents requested more information regarding which particular authorities could be trusted or where to go for assistance, because they had little choice but to engage irregular migration. Unfortunately, there are very few options for those who undertake this risk and Twe Let implementing partners to memorize the numbers of police and to remain in touch via Viber social media.

Despite these setbacks, PMO training was clearly a successful component of Twe Let's community outreach and should be taken forward. As such, *Twe Let may wish to consider providing the same PMO training moving forward.*

CHRO's SMP Model

In Chin State, Twe Let's Component 1 followed a different model. There, CHRO worked with Village Administrators to identify and train what would become "Safe Migration Promoters" (SMPs), as well as provide additional Component 1 services through community theater shows and satellite Migration Advice Centres (SATMACs). SMPs were volunteers, provided with migration training and given a small stipend for transportation. The CHRO project database suggests that 288 SMPs were trained.

The ET met with SMPs from Thantlang, Hakha and Tedim areas; most of whom were either Village Administrators, pastors or community health workers associated with UNDP. Each SMP covered a single village, served as a volunteer and their main role was to send safe migration messages to members of the village. Most SMPs were directly organized by CHRO, but two of the nine SMPs interviewed said that they also took a more proactive role to provide substantial outreach to generate more enthusiasm (both were pastors). SMPs indicated they often provided bars of soap as an incentive to encourage participants to come. Three SMPs also reported that they were unsure if all of their trainees were actually aspiring migrants or responding to the small incentives provided. Conversely, Village Administrator SMPs reported that they were unsure how to respond to irregular migration, and one confessed he responded with threats that the village will abandon the person if attempted. Indeed, the ET recognizes that promoting “safe” ways to undertake what is illegal can create awkward situations for these authorities. Rather, Village Administrators expressed more approval promoting messages around obtaining passports, especially because larger MRCs apparently partially subsidized the associated fees.

SMPs were to act in coordination with SATMACs but in fact the ET found little evidence this was happening. Rather, the SATMAC visited in Tedim appeared more to service urban inhabitant while SMPs appeared to have more of a local focus. In addition to geographic barriers, interviewed SMPs either weren’t aware of the SATMAC or indicated transport costs and lack of communication prevented regular interaction.

Although SMPs were to be supervised and received additional guidance once a month, transportation and communication challenges prevented regular interaction with CHRO with all SMPs visited. Finally, about half of the SMP respondents indicated they would continue to provide training if given additional stipends, even most felt that refresher trainings were necessary for them to continue.

Given the challenges associated with implementing the SMP approach, the ET suggests that *CHRO consider providing stronger incentives to SMPs to deliver PMO messages and ensure more oversight. Tve Let may also wish to consider reviewing the way theatre groups deliver their messages to encourage more participation throughout the event (and in ways that are less frightening for children). Finally, Tve Let may wish to consider providing more support to SATMAC services.*

SATMACs

SATMACs are design to support communication outreach and provide relevant migration information. Inside, they contain various communication materials, such as pamphlets, posters, etc. and also serve as focal points to assist potential migrants in obtaining passports. SATMACs frequently held English language and computer skills development trainings.

The ET visited the SATMACs of Falam and Tedim. Staff there indicated that they receive anywhere from one visitor a day to one a week. While many visitors are misinformed and often looking for information on how to receive scholarships abroad, most “legitimate” inquiries revolve around the procedures to apply for a passport, and about how to migrate to China (approximately a third of the visitors each month). When visitors are informed that migration to China is still illegal and that they will receive no support while abroad should difficulties arise, SATMAC representatives indicated that they still work with the visitor to memorize the phone number of police and authorities they may be able to reach out to. Neither

SATMAC reported any incidences of employment agencies suspected of wrongdoing to the local labor offices, but in Tedim, the representative allegedly heard of a suspected employment agency being reported to CHRO.

SATMAC staff also mentioned that contact with SMPs was limited, as many SMPs changed their phone numbers or were not responsive. Few visitors also came through SMP channels, and SATMAC staff speculated that this may be due to lower levels of literacy amongst SMPs. However, the Falam representative also pointed out that what appeared to be passport subsidies were actually due to misinformation generated by local labor offices regarding the official fees, e.g. local authorities claimed to charge 50,000 kyat on a passport when in fact the price was 25,000. Finally, both SATMACs felt they were most effective and could be even more effective in reaching rural inhabitants through larger budgets to post advertisements in local news, churches and other media venues.

The Let may wish to consider exploring the feasibility of diverting funds away from SMP objectives and towards more media outreach to raise awareness of the SATMAC services.

Theater

CHRO trained and deployed a series of theatre groups to travel throughout villages and deliver PMO, savings and safe migration messages. The goal of the theater shows was to present real-life situations the audience could relate to and then demonstrate both the pitfalls of irregular migration and how best to respond. Theater shows were followed up with discussions in which all audience members were encouraged to participate.

The ET visited the Saizang village in Tedim to discuss the theater with 9 attendees, three of whom were migration returnees and 4 of whom were pastors affiliated with the church. One of the respondents had considered a trip to Singapore but none of the others had plans to undertake migration in the future. Overall, attendees were pleased with the theater presentation and noted its liveliness. However, some noted that at times the messages were difficult to follow, dialects were difficult to understand and at times the yelling and screaming of the actors scared children. Two respondents somewhat recalled the main plot of the theater, most forgot the general messages, all agreed that safe migration was preferable and that SATMACs could provide more information. The main complaint was that the show lasted only 30 minutes. One respondent owned a DVD version of the play but hadn't watched it.

The main benefit of the theater groups appears to be the ability to reach remote villages and present a simple but consolidated message about safe migration. Comments made in the CHRO project database note varying levels of participation, frequent difficulties with logistics, and interest in skills development training. Given the community format, it would be difficult to imagine how the theater groups could invite a more targeted audience of aspiring migrants. Thus, the theater groups should be viewed as a select method of raising awareness of safe migration and SATMAC services in difficult-to-reach locations, but these are unlikely to produce a lasting impact or facilitate any behavior change. As such, theater groups may be considered a communication tool of last resort when CSOs and media outreach are not feasible.

Twe Let may wish to consider limiting the use of Theater Groups to very remote locations that are not able to access other forms of pre-migration outreach, and may wish to consider reviewing the way theatre groups deliver their messages to encourage more participation throughout the event (and in ways that are less frightening for children).

Targeting Aspiring Migrants

Notably, there was no concrete definition of an aspiring migrant, and a beneficiary can qualify as such if the phrase “someone who is thinking to migrate” can be applied. Aspiring migrants identify themselves on a form, in a conversation or through the recommendation of a village administration (which may or may not be confirmed with the suggested aspiring migrant candidate). No further evidence is required to be able to attend the PMO training. Nevertheless, it is reasonable to surmise that, if Twe Let cannot offer evidence that any of these criteria are met, the potential trainee should not be there, as Twe Let funds would be better allocated to those who meet the criteria. Furthermore, if a PMO attendee indicates that they have *no intention* of migrating, their enrollment suggests a serious lack of oversight in the recruitment and undermines Twe Let’s effectiveness. Irrelevant trainings, by definition, cannot be effective. In fact, Twe Let made efforts to identify aspiring migrants but struggled throughout implementation to enforce any sort of PMO enrollment criteria to ensure that the right beneficiaries attend the training. For example, the MTR noted that not all participants were aspiring migrants (p.14 of the MTR). The MTR defended this situation with the argument that, *hypothetically*, an attendee may aspire to migrate in the future. However, given the high levels of outmigration already occurring in the target areas, Twe Let would be more effective if the PMO training was offered to those confident they may migrate. Unfortunately, however, Twe Let did little to attempt to confirm if attendees were aspiring migrants, and did not include an equivalent question in any of the partner M&E databases (they did ask, however, if there were any migrants in the house and if they had attended other Twe Let trainings). Even more troubling, Twe Let’s Outcome Survey found that 57% of PMO survey respondents reported that they had *no plan* to migrate (p. 16 of the Outcome Survey report). While the Outcome Survey suggests that changing the wording of the survey will reduce this percentage, what is clear is that a. many PMO attendees did not fit the criteria and b. previous evaluative and analytical efforts have struggled to justify this. Finally, the current ET found some in the PMO focus group discuss attendees who explicitly stated they had no intention to migrate, e.g. two out of the eight FGD respondents in Southern Shan indicated they had no intention of migrating, save a potential move to the neighboring village. Overall, around 10% of all PMO FGD respondents said they had no plans to migrate either before or after the training. As a result of this mounting evidence, the ET can confidently conclude that a significant portion of trainees should not have been enrolled. As such, the ET must recommend that *Twe Let should strongly consider not enrolling attendees into the PMO who indicate that they have no plans to migrate.*

Overall PMO Effectiveness

The Outcome Survey did not systematically track migration behaviors and instead focused on knowledge retention and perceptions of satisfaction regarding various steps in the migration process. Overall, the results were positive, but it is difficult to determine to what extent these respondents gained their knowledge from PMO training or from other sources. A more reliable and objective source of PMO training effectiveness may be found in the PMO datasets captured by each partner database, given to the ET at the beginning of the evaluation. Each database contains data on individuals who attend PMO training, including their “pre-test” and “post-test” migration

knowledge scores administered at the beginning and end of the training. Test questions were straight-forward knowledge questions that left little room for interpretation, i.e. there was only one right answer per question. Notably, the outcome survey was the only means to confirm the usefulness of the training, as there was no follow-up on the attendees after the post-test exam.

In general, trainees across each partner improved their migration knowledge as a result of the training. Yet this data also reveals that there were many graduates who experienced no change in knowledge, or, even worse, experienced declines in their migration knowledge as a result of the training:

Organization	# of PMO Trainees Tested (%)	Improved Knowledge (#/%)	No Change in Knowledge (#/%)	Declined in Knowledge (#/%)
CHRO	341 out of 2548 tested (13.4%)	279 (81.8%)	33 (9.7%)	29 (8.5%)
PDN	2477 out of 4077 tested (60.8%)	1469 (59.3%)	426 (17.2%)	582 (23.5%)
MWC	865 out of 7249 tested (11.9%)	837 (96.7%)	20 (2.3%)	8 (1.0%)
IOM-DZ	3261 out of 9309 tested (35.0%)	2346 (71.9%)	584 (17.9%)	331 (10.2%)

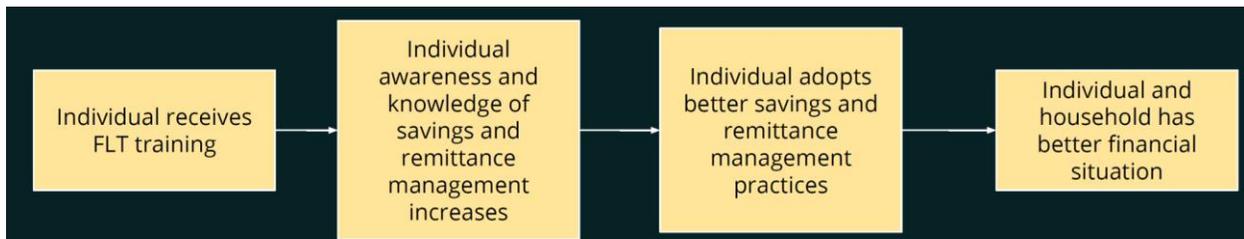
Based upon these results, most trainees improved their migration knowledge, especially under MWC who reported that close to 97% of those tested improved. However, it should be noted that MWC also only reported the testing results of 11.9% of their PMO training graduates, despite their assurance to the ET that all PMO graduates were tested. Similarly, the IOM Dry Zone office only tested around one third of their graduates, and witness a lower improvement average of close to 72%. PDN tested the highest percentage of their graduates and witnessed a more modest knowledge improvement of close to 60%. As mentioned earlier, CHRO followed a different SMP model, but their records indicate they still offered knowledge tests to the SMPs and SD beneficiaries, in which the majority of PMO graduates (81.8%) walked out of their PMO training with knowledge improvements. Finally, because the scoring scale changed across trainings, it is not possible to determine if the “no change” scores in knowledge occurred because a. the trainee already scored a perfect score at pre-test and again at post-test, or b. because the trainee actually learned nothing even though they lacked migration knowledge.

. The above listed data suggests that the PMO and safe migration trainings reasonably add value. Bearing in mind that CHRO’s approach is less comparable to the others, MWC appears to offer the most effective approach in terms of knowledge gain, while PDN faces the most room for improvement. Yet the consortium does face a notable lack of systematic knowledge testing, and future trainings should endeavor to ensure PMO trainees are adequately assessed. Finally, PDN and IOM Dry Zone should also review their PMO delivery modalities to ensure that attendees finishing the training knowing more, not less, than when they walked in.

These positive findings aside, it was difficult to identify which, if any, particular implementing partner administered the more effective PMO approach to convince aspiring migrants to *adopt better migration practices*. The above-mentioned knowledge test and perception measures provide little evidence that could confirm PMO training was more likely to foster safer migration practices, i.e. are migrants actually putting their knowledge into practice? As such, monitoring such behavior changes will require approaches and capacities that Twe Let should consider providing in the future.

Community Outreach Component 2: Financial Literacy Training

The FLT component complements Twe Let’s PMO component very well in the migration and development nexus. Internal and external migration are undeniably driven by concerns, and the remittances sent back by migrants form the crucial link to keep families and communities connected across geographies. As such, Twe Let’s FLT attempt to encourage better savings and remittance practices through exposure and training should help improve the overall household situation. FLT also attempted to increase participants’ motivation and interest in savings and to develop family savings plans:⁶



As the above graphic suggests, the culmination of FLT follows the similar PMO assumption that if individual awareness is improved, then s/he will adopt better practices that will lead to a better financial situation.

The FLT was structured according to a “tier 1” training on general savings practices and continued with advanced “tier 2” training for those who operated local business or sought future entrepreneurial activities. The ET was informed that tier 2 training beneficiaries were identified during the tier 1 training, and the ET assumed that those beneficiaries had received both trainings. Regardless, the IOM committed FLT to bring “remittance-specific elements to the financial literacy training,” (IOM Description of Action, p. 19), and the ET therefore expected that the FLT attendees are those that either currently or expect to receive remittances from other migrant family members.

Tier 1

As was noted in the MTR, the ET found that FGD respondents viewed the tier 1 financial literacy training as useful and practical. Younger respondents tended to relate to the use of popular media figure Kyaw Ye Aung as a key protagonist during the FLT lectures, while older respondents appreciated that “Ant & the Grasshopper” story to illustrate the use of different saving boxes. Surprisingly, the training’s distinction between “needs” and “wants” introduced spending decision making criteria many said they had not considered before. Across FGDs, respondents saw the clear

⁶ The graphic above comes from the Twe Let Outcome Survey and is presented as the FLT theory of change.

connection between savings and migration, as many wanted to make their remittance money grow rather than remain in a position of dependency.

Respondents also commented on three challenges in the tier 1 training:

- First, tier 1 practical application relied upon a complex savings table that was introduced at the end of the training. All respondents interviewed found this table too difficult to use, and the ET found no respondents who indicated they used it after the training. CSO trainers acknowledged it was difficult, but also doubted that the FLT messages could be successfully delivered without attempting to use the table. They suggested introducing the table exercise in the mornings of the training and not at the end, which would also allow for more time to revisit its contents. Nevertheless, elderly respondents, such as those in Chin State, indicated they didn't even attempt the table and preferred to stick with the more straightforward approach of dividing savings into various jars.
- Second, knowledge retention of the training was limited for many respondents. Although high profile examples like those mentioned above were a recurring theme, most FGD respondents stated that they never applied the family savings plans created during the training (although they found it to be useful). Many respondents also indicated they would appreciate a re-training to refresh the concepts they learned, including six respondents who had received tier 1 training two or more times. Finally, CSOs and some respondents indicated that lower to nonexistent levels of numeracy posed significant challenges to learning the messages of FLT.
- Third, several respondents in PMO FGDs commented that they would have also liked to receive tier 1 training, as they also saw the benefit of more systematic savings while abroad. Indeed, a few PMO graduates Shan State who had also received tier 1 training indicated that they did introduce the family savings plan to their household and wanted members to follow the plans, especially for education expenses, to make their migrant efforts more successful.

These observations lead to the following recommendations about FLT tier 1 content:

- *Twe Let should consider revising FLT tier 1 content to introduce more complex numerical exercises sooner into the training rather than at the end*
- *Additional effort should be made to teach tier 1 lessons to those who face challenges in numeracy*
- *Twe Let should strongly consider exploring the development of a combined PMO/FLT tier 1 training curriculum as part of a more streamlined training that may involve aspiring migrants and their family members simultaneously.*

The outcome survey found strong regional variation for sources of savings whereby just over 6% of respondents from dry zone used remittances for savings, while more than 60% of respondents in Chin State did the same.

Targeting Remittance-Receiving Households

Twe Let's initial description of action made it clear that FLT's specific focus was to be on better financial management of remittances by those family members left behind. The outcome survey

found strong regional variation in terms of FLT beneficiaries who came from HH's that received remittances whereby around 40% of beneficiaries from Dry Zone received remittances while 87.5% received in Chin State, yielding an overall average of 61.3% of beneficiaries who could be said to be part of Twe Let's target group. However, it is important not to assume that these HHs receive regularly receive remittances, and these totals most likely include respondents who only receive remittances for special occasions once or twice a year.

Overall Tier 1 Effectiveness

Perhaps the lack of a goodness of fit between subject matter and beneficiary selection explains the relatively low pre-test/post-test results tracked in each partner's implementation database. The results are shown below:

Organization	# of FLT Tier 1 Trainees Tested (%)	Improved Knowledge (#/%)	No Change in Knowledge (#/%)	Declined in Knowledge (#/%)
CHRO	2188 out of 3443 tested (61.5%)	1566 (73.9%)	251 (11.9%)	301 (14.2%)
PDN	2299 out of 4379 (52.5%) tested	1293 (56.2%)	614 (26.7%)	392 (17.1%)
MWC	319 out of 5468 (5.8%) tested	285 (89.3%)	34 (10.7%)	0%
IOM-DZ	8089 out of 11478 (70.5%) tested	6249 (77.3%)	1421 (17.5%)	417 (5.2%)
Overall	9393 out of 12895 (52.1%) tested	9393 (72.8%)	2320 (18.0%)	1182 (9.2%)

As the FLT Tier 1 data suggests, less than 3 quarters of beneficiaries could demonstrate knowledge improvement once the training was completed, which close to 10% scored lower on FLT Tier 1 knowledge after attending the training. Notably, the MWC project data again suggests a reluctance to explore the knowledge gains of its beneficiaries, with less than 6% of graduates subject to the standardized exam. These results logically raise the question: does attendance in the FLT tier 1 training actually reduce beneficiary knowledge of the importance of savings? As suggested above, the explanation is more likely found in the fact that a. tests were given at the end of the day after a strenuous table exercise so testing fatigue may account for the lower scores, and b. a significant portion of selected beneficiaries who had no connection to migration and remittances received training in subjects less relevant to their daily experiences.

As such, the ET recommends that *as in the case of PMO enrollment, Twe Let should strongly consider incorporating beneficiary selection criteria that is clearly connected in some way to LIFT's migration portfolio.*

Tier 2

Tier 2 training involved a combination of “income generating activity” (IGA) and “working capital management” (WCM) training modules over the course of one to three days. In Shan State, PDN

also launched the “start your own business” (SIYB) training as an alternative tier 2 training and as an extension of skills development training. Across these modules, instructors emphasized more advanced bookkeeping, profit forecasting and market analysis techniques.

Many respondents were able to recall many of the easy to remember acronyms and phrases taught in the ICA/WCM but struggled to find practical application after. For example, FGD respondents from the ICA/WCM training were able to recite three alleged analytical questions they were required to ask about their business: Is it profitable, is it legal and is it good for the environment? Although questions helped stimulate discussions about their potential business, respondents said they didn’t find that asking these questions led to practical answers, e.g. what is a pig farmer to do if his business is environmentally damaging, or how can rice farmers make their business more profitable if it currently isn’t? They requested that each business required additional technical expertise to be useful, e.g. more focus on animal husbandry for livestock producers, etc. The bookkeeping tables were also reportedly very complex and top trainees could only apply part of the table. Indeed, the previous MTR noted both concerns about the level of education required for this training due to the technicality of the subject matter and the fact that the training requires calculation skills many may be lacking.

Nevertheless, IGA/WCM respondents did indicate that the training helped some visualize how to expand their business, better plan for expenses, and, for some, helped stimulate new business ideas. Most also agreed that they would benefit from longer trainings, but few indicated they could realistically dedicate the time to do this. Rather, post-ICA/WCM mentoring with specific businesses seems more feasible, although it is unlikely any of the four partners had the capacity to provide such SME development services.

SIYB appeared to be more successful as most members not only remembered conducting the SWOT analysis, but also recalled how this exercise was useful for helping them develop their own business, e.g. a farmer confessed it helped him see the need to diversify his production more. They also highlighted how they learned to better calculate projected rates of profit based upon the current levels of capital they had to put into operation. Overall, SIYB graduates felt the training materials were not difficult and expressed higher levels of satisfaction than ICA/WCM graduates, and would be willing to continue their learning with additional days of training if it didn’t occur during agricultural harvests.

While the above findings suggest that the SIYB training may have been more accessible and potentially useful than the ICA/WCM training, the findings do not indicate if the appropriate beneficiaries were targeted for training in order to advance the goals of Tve Let. Indeed, the ET heard no evidence from FGD respondents that notable attention was dedicated to managing remittances, as it was in the tier 1 training.

Targeting Tier 2 Beneficiaries

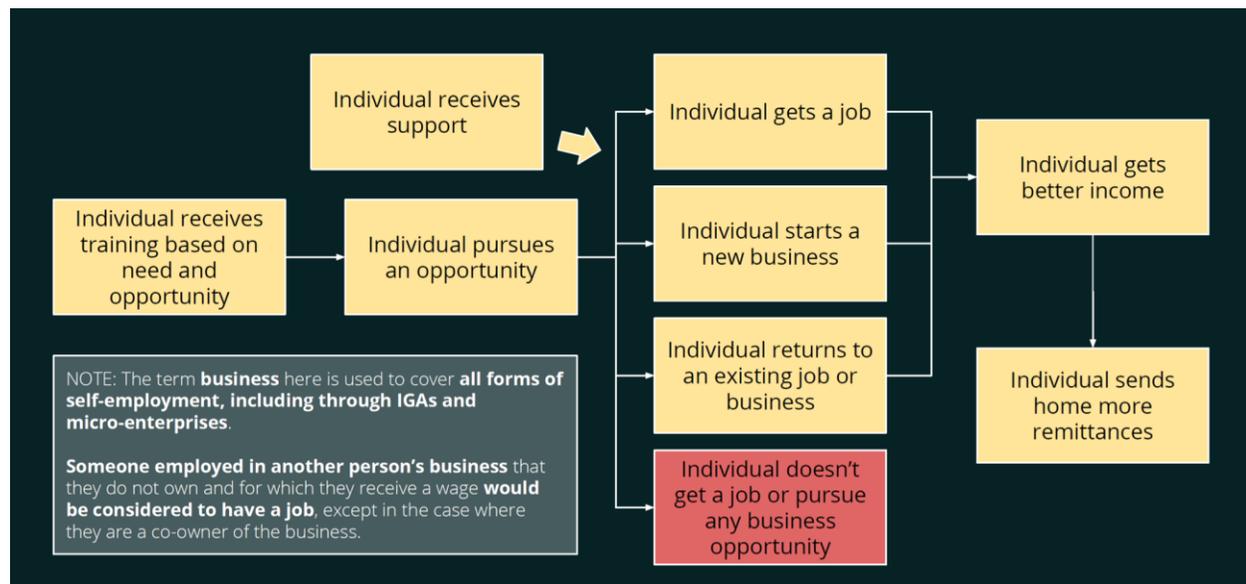
In terms of the outcome survey, the Tve Let M&E partner, Aline, unfortunately did not ask specific questions about tier 2 training, and similar questions about tier 2 beneficiaries receiving remittances were also not systematically collected. However, the ET did find that many of the recruitment challenges identified under the PMO component and tier 1 resurfaced under FLT tier 2. Many FGD respondents had no connection to migration, e.g. they had no plans to migrate, did not have a member of the HH who had migrated, and were not returning migrants. For example, the SIYB FGD in Shan

State contained only two beneficiaries who either had members abroad, while the remaining four didn't see the connection. Two respondents in Tedim indicated the village administrator selected them because "no one else was available," and four of the ten tier 2 respondents in the FGD in Mon State had returned from migration 10 to 15 years ago but had no plans, no plans to do so in the future, had no family members who had migrated and no family members with plans to migrate in the future. Finally, discussions with PGMF also revealed that they felt finding enough beneficiaries to meet Twe Let targets was difficult, and CHRO explicitly stated during their presentation to the ET that finding the right beneficiary was a constant struggle. Based upon these anecdotal findings, Twe Let's FLT graduates appeared to be more suited to be beneficiaries of a quick impact, light touch livelihood program with no distinguishing skills development strategy than as LIFT's flagship migration project.

As such, the ET recommends that *Twe Let may wish to consider reexamining the goodness of fit of the ICA/WCM aspect of FLT with the project theory of change. Should the project decide that no explicit connection to migration is necessary, then Twe Let may wish to advance the SIYB training component over the ICA/WCM as the former's SWOT approach may have more practical application and require lower levels of numeracy than the latter.*

Community Outreach Component 3: Skills Development

Skill Development (SD) trainings are a key component of Twe Let Project. To deliver these trainings, implementing partners must liaise with public and private training institutes or individual trainers. They then establish the training modalities in negotiation with the provider, and select individuals to participate in the trainings. Once complete, job matching support is provided to trainees through direct employment by the trainers, job fairs and other modalities:⁷



The main assumption underpinning this component is that Twe Let skills development trainers will effectively raise attendee skills enough to help them to obtain favorable employment with firms or through their own initiatives in sectors in need of labor.

⁷ The graphic above comes from the Twe Let Outcome Survey and is presented as the SD theory of change.

Connecting Skills Development Beneficiaries to Migration

As the Twe Let description of action, the MTR and relevant staff articulated, the connection with migration is twofold. The first connection to migration comes in the form of providing SD to aspiring migrations so that they can access better employment opportunities while on their internal or international migration journey, which was also expected to increase the size of remittances sent back to the household. It should be noted, however, that Twe Let did not address the question of whether or not SD could be used to improve employment opportunities at home in what could be called “migration averted.” This partly stems from the lack of a clear definition of internal migration in which questions of relocations to places as close as the next township would qualify as “internal migration.” The second connection to migration comes in the form of providing SD to remittance-receiving households allowing them to use the remittances as start-up capital for small business development and self-employment. In either scenario, the ET logically expected SD beneficiaries to be either (aspiring) migrants, or members of HHs that have sent migrants elsewhere.

Skills Development for Employment Abroad

Twe Let delivered 30 different types of skills courses and related trainings. In fact, the ET found only limited evidence that Twe Let focused on using SD to improve employment prospects while on the migration journey (the first connection). Relevant trainings mostly focused on foreign language skills, such Korean for Dry Zone, Mon and Chin State, or English for internal migration for hotel and restaurant jobs across the country. In total, 4.6% (162) of the 3520 beneficiaries stated they wanted SD for employment abroad (with CHRO as the strongest at 6.7% and MWC as the least with 1%). Language skills and manufacturing aside, the bulk of Twe Let’s SD training modules were not oriented towards external labor markets and had little to offer aspiring migrants on their journey to receive better wages. Instead, Twe Let trainings mostly focused on improving the employability of migrants to find jobs in local labor markets.

Skills Development for Internal Migration

Determining to what extent Twe Let supported internal migration is difficult due to the lack of a clear definition of how far a beneficiary must travel to be defined as a migrant. However, Twe Let did ask if attendees intended use SD to remain in their village. The ET therefore assumes that attendees who do not indicate they will stay in their village nor will seek work abroad can then be classified as internal migrants. Further, for SD beneficiaries who indicated they wanted skills to *stay in their village*, it could still be argued that prior attendance in Twe Let training may signal that they have migrants abroad, or that they had aspired to migrate at one point but changed their mind to stay home (less likely), i.e. they would have taken either the PMO or FLT.

With this assumption in place, evidence that Twe Let provided SD for potential “internal migration” beneficiaries, is slightly stronger. MWC’s SD still held the weakest connection to migration, as 453 of their 491 beneficiaries indicated that they wanted to focus their employment efforts in the village, and yet none of them had completed PMO or any FLT training, i.e. there is no evidence that they had an intention to migrate or was a member of a HH that received remittances. In CHRO, the connection to migration was slightly stronger, as 329 of the 1203 beneficiaries indicated skills for what could be interpreted as internal migration, while 81 for employment outside of Myanmar. The remaining 783 (65%) wanted skills to be applied to their village, but only four of which had any

other type of Twe Let training (i.e. PMO or FLT). The ET could find no further evidence of an intent to use the training for migration related purposes for SD in Chin State.

More positively, PDN and IOM-DZ SD beneficiaries had stronger connections to migration. For PDN, more than a third of SD beneficiaries indicated they wanted skills not easily connected to migration or stay at home work (e.g. most indicated they wanted general skills), yet close to another third stated they wanted skills for what could be interpreted as internal migration (i.e. not in their village), while 8 indicated they wanted skills to go abroad. The final approximate third clearly indicated they wanted skills for employment in their village, almost all of which had some other Twe Let training (PMO or FLT), and therefore could somewhat be assumed to hold a connection to migration at some point (optimistically assuming that a. most received FLT trainings as remittance receivers, b. as aspiring migrants who changed their mind, or, less optimistically, c. they were incorrectly selected). IOM-DZ beneficiaries by far had the strongest connection to migration as 603 of the 1146 (59%) SD beneficiaries clearly indicated they wanted skills in what could be interpreted as to support internal migration and for employment outside Myanmar. Of the 451 who wanted skills to be applied in their village, 60 apparently had completed other Twe Let trainings (although this information is incomplete).

In summary, the ET found that a little over a third of Twe Let SD beneficiaries could in some way be connected to migration (with IOM-DZ and PDN in the lead), while the overwhelming majority could be seen as more traditional skills development beneficiaries with no connection to migration. Harkening back to the two different approaches to interpreting the goals of Twe Let, a migration-focused interpretation would suggest that Twe Let has seriously deviated from its stated beneficiary selection process to incorporate many who do contribute to the migration goals of the project and may have been enrolled at the expense of more appropriate beneficiaries. However, a broader skills development interpretation of Twe Let that includes village beneficiaries with no connection to migration, the question of Twe Let's SD effectiveness remains unaddressed. It is to this topic the ET now turns.

Twe Let Skills Development Effectiveness

Twe Let logically paired SD training with efforts to find trainees jobs or launch/improve small business. All four offices found trainers who could serve as employers, hosted job fairs, and, in some cases, provided small start-up equipment such as sewing machines. Anecdotally, the ET found geography played the strongest role on the determining the effectiveness of these efforts. For example the difficult terrain of Chin State limited employment options and was more conducive to small scale business efforts, such as sewing or phone repair. By contrast, Shan State's Taunggyi benefits from tourism and PDN found that offering SD courses in hospitality with national hospitality organizations was successful.

Yet unfortunately the ET found it difficult to more accurately quantify the effectiveness of these efforts. The Outcome Survey avoided pointed questions that could have explored the effectiveness of SD implementation. What remains for the ET were job matching data collected by the implementing partners, the figures reported to LIFT and qualitative FGDs conducted by the ET with SD beneficiaries.

Leaving any connection to migration aside, Twe Let's SD effectiveness was determined by the number of trainees who went on to obtain employment or start their own business.⁸ According to each organization's project database, the following results were achieved:

- CHRO only recorded job matching data for 2 of the 1,237 attendees, both of whom were running the same existing business as prior to the training.
- PDN only recorded job matching data for 2 of the 627 attendees, both of whom received jobs.
- MWC only recorded job matching data for 165 (33%) of the 493 attendees, in which 155 (31%) either started business or secured employment.
- IOM-DZ recording job matching data for 922 (79%) of the 1173 attendees, of which 609 (52%) received a job or started a small business.

In fact, the figures found in partner databases are not representative of their success. Instead, Twe Let relied upon additional data streams to compile job matching statistics and populate the Twe Let Measurement Plan. Here, Twe Let assisted 1,738 beneficiaries to obtain jobs or set up a new business/improve an existing one, which was fairly close to achieving the targeted goal of 2008. While the ET did not receive a further breakdown of the distribution of this number across the four areas, CHRO and PDN undoubtedly experienced greater success than what is found in their project databases.

IOM-DZ was by far the strongest performer in terms of tracking SD attendee outcomes, although a lack of a complete dataset leaves room for improvement. IOM-DZ's success can be attributed to their attempt to identify more marketable skills. Partially informed by the original baseline study and by a labour market assessment conducted in Mandalay, IOM-DZ appeared to offer courses for which there was more market demand. While CHRO, PDN and MWC also offered similar training courses, actual labor demand for the same skills strongly varies by context. As such, more targeted labor market assessments would have also likely improved SD attendee outcomes.

Should Twe Let decide to continue with further skills development training, implementing partners should strongly consider dedicating more effort to conducting more detailed labour market assessments tailored to each operational context.

Although a lack of data can to some extent be attributed to difficulty finding training graduates after the courses are finished (and some of whom may have migrated), greater attention to the project outcome databases is required.

Should Twe Let decide to continue with further skills development training, implementing partners should strongly consider dedicating more effort to ensuring the quality of job matching data so that skills development training effectiveness can be more easily demonstrated.

Turning to the ET FGDs of SD beneficiaries, the ET found that many beneficiaries selected to attend the FGD did find the trainings very useful for improving their current income situation as well as increased their confidence they could migrate elsewhere to find better employment. Members of the SD FGD in IOM-DZ all unanimously agreed that SD training improved their

⁸ It was difficult to understand to what extent trainees gained new skills as the diversity of topics didn't allow for standardized pre-test/post-test comparisons across trainings.

current positions, which varied from hair styling to small business activities, such as selling betelnut. Across all regions, sewing skills appeared to be the easiest to obtain but, except for people who were previously unemployed, did not lead to higher income levels without further training. The demand for more advanced sewing training was strongest in Chin State. Conversely, those trained in cell phone and other electronic repair immediately found employment and a ready market of consumers. In Shan State, PDN's connection to the hotel and restaurant industry meant that those graduates also found improved employment but more time was needed to pass any exams relevant to the skills acquired. Finally, none of the FGD respondents in Mon State indicated they had received job matching services, and all suggested that additional training in their selected topics was needed to make improvements.

These anecdotal findings suggest that T'we Let's SD training can be effective but this effectiveness is limited. Further training, especially to the extent it leads to some type of certification from the National Skills Standards Authority (NSSA), would generate more tangible evidence of improvement. Absent this, T'we Let's job matching success appears to be the strongest source of evidence, which, as mentioned above, requires improvement.

Conclusion about the Community Outreach's Effectiveness

Overall, beneficiaries found all three component experiences to be positive. Starting with the first component, PMO messages that encouraged beneficiaries to steer clear of ambiguous employment and potentially dangerous migration experiences on the one hand, and on the other, to dive deeper to learn more about the formal rules and requirements associated with obtaining passports, NRC cards, and migration to places like Korea and Japan, effectively combined to contribute to a more positive migration experience. SATMACs also appeared to be an effective complement to this component to ensure that others not selected for PMO exposure still received reliable and relevant information.

Challenges remained for providing PMO information to those who were still forced to engage in irregular migration, or were in townships with local government offices that lacked the capacity (or willingness) to issue passports. Moreover, the SMP-variant of PMO training delivered in Chin State by such actors as local village administrators, as well as the presentation and logistical quality of PMO messages by theater groups, both faced significant challenges. These and other factors, such as regional variation, contributed to remarkably differentiated pre-test/post-test knowledge score results, with IOM-DZ beneficiaries showing the highest improvement and with PDN testing more but still showing improvement for the majority, to MWC who avoided more systematic testing and to CHRO who also tested few and still witnessed disturbing levels of knowledge loss. These results most likely raise questions regarding T'we Let's adaptative management and implementation modalities than suggest a fundamental issue with the PMO curriculum.

Component two FLT beneficiaries also found Tier 1 training very useful and demonstrated much higher levels of knowledge gain on topics that sit in the nexus between migration and development (although here MWC also a strikingly low number of beneficiaries). Challenges identified mostly involved the complexity of modern accounting and saving techniques, which were delivered at the end of the training day and most likely struggled to overcome beneficiary fatigue. That said, the ET

found strong support across beneficiaries and regions for an integrated PMO and FLT Tier 1 training, so that synergies between the two topics may emerge.

Conversely, FLT Tier 2 and component three SD beneficiaries occupied the most ambiguous position in the Twe Let migration portfolio. On the one hand, the advanced IGA/WCM training did reportedly provide fledging business with useful tools to help their business expand, and the parallel SIYB also offered training that appears to have left more lasting impressions. On the other hand, many SD beneficiaries, especially in Chin, Shan and Mon States, struggled to apply the skills they gained through employment, although this could be more attributed to a lack of post-training follow up than ineffective skills training because the ET found that many beneficiaries selected to attend the FGD did find the trainings very useful for improving their current income situation as well as increased their confidence so they could migrate elsewhere to find better employment. Nevertheless, the lack of more informed labor market assessments undoubtedly prevented the SD component from being more effective. While variations in effectiveness across these components and regions is to be expected, FLT Tier 2 and SD training beneficiaries held the weakest link to the migration mandate as many had no plans to migrate, were not receiving remittances and, indeed, planned to remain in their village.

Migration Governance

As the name implies, the “Increasing Developmental Impact of Labour Migration through Strengthened Governance and Partnership” project offered to improve the governance and outreach capacities of national actors to increase the developmental impact of migration in Myanmar. To do this, the IOM planned to work with MOLIP to initiate a whole-of-government engagement process to institutionalize migration governance framework towards the sustainable and inclusive development of Myanmar. Migration governance activities were expected to yield a white paper review of the status of migration governance, an inter-agency governance framework, and an overarching migration policy supported with public resources to implement plans of action for migration mainstreaming.

In practice, Twe Let’s ambitious migration governance goals faced substantial difficulties. The MTR noted the IOM’s unrealistic timeline to contribute to such widespread change, especially considered Twe Let’s lackluster ToC which did not specify how low level “# of inter-ministerial consultations” outputs can be expected to lead to institutionalized migration governance across the whole of government. The migration study had been completed and consultations begun in which the IOM felt that MOLIP Executive Management (i.e. the Minister, Permanent Secretary and Director General) was very likely to endorse the IOM’s ambitions (p. 21). The study itself found that a plethora of migration data and migration policy references spanned across various ministries, but, not surprisingly, these policy references varied in their approaches to migration.

Since that time, the ET found that no substantive progress on migration governance had been made. Not only did MOLIP not endorse the inter-ministerial framework as had been earlier anticipated, but they also informed the IOM that they considered MOLIP taking the lead in whole-of-government approach for mainstreaming migration was beyond its mandate. The potential exception was a one-day workshop hosted by the IOM on 4 May 2018 in Naypyidaw with 13 union ministries in which discussion on migration mainstreaming and the case of Moldova was examined. The ET was able to hold a follow-on FGD with 10 participants of this workshop in Naypyidaw, but unfortunately a. most could recall nothing of substance from the workshop, b. were not sure they had attended the workshop, c. were not aware of the goals and progress of Twe Let, and d. felt the IOM could add value by informing regional and township offices of migration policy best practices. One participant did remember the workshop discussed the case of Maldives (probably referring to Moldova), but the ET can confidently conclude that the workshop made no significant contribution to Twe Let’s goal of migration governance.

Unfortunately, the ET was unable to meet with any of MOLIP’s executive management and has no further reference for any recommendations regarding the development of a potential migration governance framework. What is clear is that collaboration with other LIFT-funding implementing partners such as the ILO may hold greater potential. During a discussion with the ILO on potential ILO-IOM collaboration on migration governance, the project manager of the “Development of Internal and International Labour Migration Governance” project suggested that joint planning and implementation of migration mainstreaming workshops across various regions may lead some synergies, but any joint advocacy with the MOLIP DG and PS was unlikely. As a result, LIFT may wish to consider encouraging stronger ILO-IOM collaboration to work together to promote greater migration mainstreaming into specific sector policies where opportunities emerge.

Efficiency

Addressing questions of Efficiency typically involve some measure of how much the project has achieved its planned outputs and how well it converted its resources/inputs (funds, expertise, time, etc.) into results. These topics will be visited in this section, and fall under the main question:

To what extent did Twe Let deliver value for money in terms of costs and major benefits?

Twe Let’s overall efficiency was deeply intertwined with its ethnic CSO capacity building objective and will be discussed here.

Ethnic CSO Capacity Building

Starting with the three primary ethnic CSOs in Chin, Mon and Shan States, the IOM provided overall project management, organizational support and technical backstopping. In practice, this involved a series of trainings and capacity building exercises across the three implementation years on wide range of topics such as baseline and other data collection, project cycle management, communication for development, facilitation skills, gender mainstreaming, “do no harm” and conflict sensitivity policies, financial management, compliance, regular reporting and M&E. Staff across MWC, PDN and CHRO all appreciated these trainings, especially on M&E, and requested more training on financial management, proposal writing, business development and planning.

As pointed out by the MTR, no formal capacity building tool was introduced, but this could offer great value and yet it is important to acknowledge that each region faces their own challenges, which implies that advancement should be on its own terms. This is particularly relevant in the Dry Zone, where the IOM was unable to find an equivalent CSO partner, and instead worked directly with smaller CSOs to build their technical implementation capacity with the hopes that one of these organizations may evolve to play a primary implementer role. At the time of this evaluation, no such organization has emerged but LIFT remains optimistic that the IOM will be able to transition to an ethnic CSO in the Dry Zone prior to Twe Let’s final completion.

The ET found that overall Twe Let met its performance implementation goals in terms of planned and actual outputs. This was adequately captured in Twe Let’s performance monitoring system, understood in terms of its MEAL plan and underlying M&E system, and can be understood as evidence of successful CSO capacity building. As noted by the MTR, Twe Let witnessed a delayed start across components of about six months to reach full-fledged implementation by 2018, while the MEAL Plan was further delayed, and also underwent several revisions. Once the MEAL plan was finally in place, IOM advanced and trained its CSO partners in the project database templates. Staff across MWC, PDN, CHRO and IOM-DZ created rich datasets ripe for analysis, and many made impressive efforts to fully populate beneficiary information. Since the MTR, Twe Let’s project

databases demonstrated how the project achieved and even exceeded most of the MEAL plan target output goals in a timely manner, especially under the Community Outreach objective.

Yet the MEAL plan was thin on meaningful measures of progress on CSO capacity building and Migration Governance. Many of these measures, especially those “one-off” indicators with a target of one (e.g. “IOM conducts comprehensive review of migration governance”), lead to unanticipated outcomes not easily predicted and are therefore much better suited to qualitative approaches that trace the results of outputs through rigorous description and logical tests to better establish Twe Let’s contribution claims, such as Outcome Harvesting or Process Tracing. Moving forward, *the Twe Let is urged to consider incorporating qualitative approaches into its MEAL plan for output indicators that contribute to outcomes that cannot be easily predicted.*

Twe Let’s MEAL plan and M&E system incorporated a “Evaluation and Learning Question” system to guide the use of the data for adaptive management, which helped inform which aspects of each training were working well, e.g. the preparation of required documents under PMO training. The ET also notes that Twe Let staff adjusted the FLT 2 training once it was found that many participants had difficulty understanding some technical/economic terms used in the training.

However, the ET found less evidence that ELQs also explored explanations for when the data presented questions around Twe Let’s implementation quality and beneficiary targeting. For example, as already mentioned in the Effectiveness section, staff left noticeable gaps in critical fields such as “pre-test/post-test” scores, and, for those beneficiaries who were recorded, the ET observed several finished their training with less knowledge than when they started. Moreover, the MTR also noted Twe Let’s tendency to enroll trainees that would not contribute to the increase of the developmental impact of labor migration. As a result, the ET suggests that *the IOM should continue to encourage Twe Let implementing partners to use both positive and negative results to inform their adaptive management practices.*

Conclusion about the Project’s Efficiency

In conclusion, Twe Let’s value for money is strongest in terms of the clear, “templatable” approaches such as the trainings offered under the Community Outreach objective, yet there is significant room for Twe Let improvement on adaptive management, beneficiary targeting and the might higher Migration Governance goals.

Gender Equality and Sustainability

This section deals with the following questions:

Are the benefits of the project likely to continue after donor funding has been withdrawn?

To what extent did the project design and implementation consider gender related differences in roles, responsibilities and needs of the target beneficiaries and enabled greater women’s empowerment?

Each question will be addressed below.

Gender Equality

Gender equality may be viewed from three perspectives: gender equality within implementing partners; gender equality in beneficiary selection and gender equality in terms of technical content.

In terms of gender equality within implementing partners, the ET observed relative gender equality across IOM and CSO senior and executive management, while all save CHRO appeared to employ more females than males. However, staff in Chin and Shan states suggested that additional gender mainstreaming training would be helpful as many topics were abstract and harder to operationalize in the workplace. No gender inequality issues were encountered within the consortium.

In regard to beneficiary selection, project database data reveals that females were more represented across practically all community outreach beneficiaries:

% of Female Beneficiaries Across Components				
	CHRO	PDN	IOM-DZ	MWC
PMO	46.1%	51.6%	62.3%	65.8%
FLT Tier 1	55.5%	55.9%	72.7%	70.6%
FLT Tier 2	50.0%	49.3%	74.2%	69.9%
SD	57.0%	55.3%	56.0%	66.4%

Notably, FLT Tier 1 training favored female attendees, while only PMO training in Chin state witnessed a higher percentage of men. Women confirmed that PMO training covered migration-related risks for women and the higher risk of human trafficking. However, SD training did reproduce traditional gender roles with the overwhelming number of females enrolled in sewing course, men in mechanics courses and only IT and mobile phone skills training reflected a better gender balance. Given that Twe Let did not seek to address underlying gendered job categories, these types of dynamics are not surprising. That said, Twe Let did appear to offer higher paid SD training to job categories that favored males over females, such as mechanics. Moving forward, *Twe Let should dedicate additional effort to offering SD trainings that also offer higher wages to female beneficiaries.*

Sustainability

Twe Let’s sustainability may be viewed from two perspectives: the sustainability of Twe Let-type services once LIFT funding stops and the sustainability of Twe Let’s results once beneficiaries have completed their experience.

In regard to the sustainability of Twe Let services, most, if not all, activities will come to an end once Twe Let completes. Without continued funding from elsewhere, CHRO, MWC and PDN will most likely stop offering community outreach services. One potential exception may be found in Shan State, as PDN’s tourist industry trainers expressed an interest in continuing to provide training to potential migrants who may work in their labor force. Migration governance activities, as discussed above, have not really produced much effect and therefore will not continue without further support. By contrast, ethnic CSO capacity building efforts have already produced a lasting effect in terms of supporting the creation of new systems that continue to be used, especially in the case of M&E, reporting, facilitation and, to some extent, project management. MWC expressed the highest

degree of learning provided by IOM capacity building and indicated that they are likely to achieve larger grants in the future as a result.

In terms of sustainability of results once beneficiaries have completed their experience it is both impossible to accurately estimate and extremely likely to have a lasting effect. Twe Let was not organized to systematically track beneficiaries as they begin and continue their journey, nor was it designed to track and quantify the benefits of FLT Tier 1 savings promotion over time, although partners did use a tracking survey for SD graduates trained through to April 2019. The ET is therefore unable to estimate to what extent Twe Let benefits will continue. That said, anecdotal feedback from FGDs did suggest that better savings practices, improved understanding of legal migration, less vulnerability to human trafficking and new vocational skills not only helped beneficiaries avoid potentially life-changing negative experiences (such as trafficking) but also helped maximize their migration experience to ensure it better served household needs.

Annex 1: Task Note

Task Note for Final evaluation of IOM_consortium project:

Project name: Increasing the developmental impact of Labour Migration through strengthened governance and partnership (Twe Let Project)

GRANT: R1.9/004/2016

Project Budget: USD 6,475,839

Project Cycle to be reviewed: From 1st January 2017 to 30th June 2019

Retainer Contract Evaluation Specialist: Dr. Carroll Patterson

1. Background

1.1 Evaluations of projects supported by LIFT

LIFT supports projects that are carried out by implementing partners (IPs) according to the grant agreement. Since October 2014, according to LIFT operational guidelines, all LIFT supported projects (except some few cases) are subject to a midterm evaluation and a final evaluation managed by the LIFT Fund Management Office. Final evaluations are managed in collaboration with implementing partners and should assess the relevance, effectiveness, efficiency, and sustainability of the project, as well as particular technical issues specific to the project, and include recommendations for future project design (if any).

1.2 Background of the project

The Twe Let migration project has started its project activities in January 2017 as a consortium. This project is being implemented by different organizations, namely the International Organization of Migration (IOM), Mon Women Organization (MWO), Parami Development Network (PDN), Chin Human Rights Organization (CHRO) in Dry Zone, South East, Shan State and Chin State. The technical support to trainings related to financial literacy component has been provided by PGMF.

In response to the Livelihoods and Food Security Trust (LIFT) 'Leveraging Labour Migration for Development' call for proposals, the consortium proposes to implement Increasing Developmental Impact of Labour Migration through Strengthened Governance and Partnership (G&P) project, which aims to improve the governance and outreach capacities of national actors to increase the developmental impact of migration in Myanmar.

This project focuses on governance with the aim to establish a whole-of-government migration governance framework, which is a critical foundation to institutionalize migration mainstreaming into national and local development agendas. It also focuses on community outreach in Chin, South-East, Shan States and the Dry Zone (Mandalay and Magway Regions), putting national civil society organizations at the centre of action for relevance, effectiveness, local ownership and sustainability, with two international organizations renowned for their respective areas of expertise providing technical and operational

support. The community outreach components are (1) pre-migration outreach, (2) financial literacy training, (3) skills development training and (4) job-matching services in the respective regions.

Main Outcomes

LIFT Level Outcomes

1. Increased resilience of rural households
2. Increased incomes of rural households
3. Improved policies and effective public expenditure for pro-poor rural development

Project Outcomes

1. Ethnic CSOs partners have strengthened capacity to address migration issues in their regions after the project.
2. *Government implements whole-of-government migration governance framework.*
3. *Migrant-sending households, especially female members, have improved financial and household management.*
4. Trained migrant men and women have better (positive) migration experiences.
5. Trained migrants who received skills training/job matching have increased income.
6. Trained beneficiaries gained decent employment or generated new income streams.
7. Trained migrant women and men send more remittances and use safer channels.
8. Aspirant migrant women and men (and their families) have increased understanding of how to prepare and plan for migration.
9. Men and women from migrant-sending HHs have skills and knowledge to effectively manage remittances and household finances.
10. Beneficiaries (including aspirants and left behind members) acquire marketable vocational and rural skills.
11. Government officials have better capacity to implement migration governance coordination mechanism.
12. Union government endorses a whole of government approach and plans for migration mainstreaming.

2. Objectives of Final Evaluation

Overall objective of the evaluation is to promote learning, feedback and knowledge sharing through results and lessons learned with other colleague NGOs and Donor organizations. The evaluation should identify good practices, lessons of operational and technical relevance for future project design and implementation for decent work and labour migration. The final evaluation will evaluate the progress of the project toward outcomes, particularly in terms of the project's relevance, effectiveness, efficiency, and sustainability, gender equality as well as review its overall approach and specific methodologies. It will summarize findings, lessons and recommendations.

The specific objectives of the review include:

2.1 Address the LIFT level evaluation questions concerning the following criteria, in relation to the project's overall approach and its individual components where appropriate:

- Relevance: The extent to which the project and its components are suited to: (1) the priorities and needs of the target beneficiaries; (2) LIFT's policies and objectives.
- Effectiveness: A measure of the extent to which the project is attaining its expected results and targets, based on the project's Theory of Change (ToC) and updated measurement framework.
- Efficiency: A measure of the extent to which the project has delivered or is posed to deliver value for money, in terms of costs and major benefits.
- Sustainability: An assessment of the economic, social and environmental sustainability, of a project. Particular focus on whether the benefits of the project are likely to continue after donor funding has been withdrawn.
- Gender equality: The extent to which project design and implementation has considered gender related differences in the roles, responsibilities and needs of the target beneficiaries and enabled greater women's empowerment.

2.2 Address specific questions mainly related to the process: how and in what ways is the project working; what systems are in place; what is the quality of implemented activities; how are the different stakeholders engaged in the project; and how appropriate are the adopted methodologies by IP?

2.3 Distil lessons and good practices, as well as identify barriers to effective implementation, in order to provide meaningful and feasible recommendations for future programming.

These lessons and good practices should aim to be of value for Tve Let project, but also to other similar projects and stakeholders. Generic lessons should be avoided in favor of rich and context specific learning.

3. Final Evaluation questions

This section provides more details on additional topics and issues that are particularly important to LIFT and its partners. In the days of preparation and inception, the consultant and LIFT will further refine and prioritize these points below, so as to develop a questionnaire/checklist to guide field consultations and research.

3.1. Address the LIFT level evaluation questions concerning the project's overall approach and its components where appropriate

Relevance

- How relevant are the Tve Let project's objectives to the target beneficiaries (in LIFT Strategy)? How accurately have they and their needs been identified and how well addressed in the objectives?*
- Have the interventions of the project been designed in an appropriate manner given the regional socio economic context?*
- To what extent has the project actually addressed the needs of different groups of target beneficiaries?**
- Is the project design in line with Government priorities?*
- Is the project design relevant to LIFT priorities?*

- Are there any differences in relevance among different components?

Effectiveness

- To what extent has Tve Let project been effective in achieving its intended purpose and programme level outcomes?*
- To what extent has Tve Let project contributed to increasing incomes of rural households?
- To what extent has Tve Let project contributed to increasing the resilience of rural households and communities?
- To what extent has Tve Let project contributed to improving policies and effective public expenditure for pro-poor rural development?
- What have been the positive and negative unintended and unexpected consequences of project's interventions? What are the contributing factors to them?
- Are there any differences in effectiveness among different components? If yes, why?
- Given the various approaches in implementing the project by each consortium partner, how does each approach lead to effectiveness in different ways?
- For more effective programming, which component should be replicable for future similar projects?
- In terms of project's ELQ related to effectiveness, to what extent has the project been applied those questions in project implementation?
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Efficiency

- To what extent has the project been implemented on budget and on time?*
- To what extent has value for money been used to inform management decisions?*
- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?*
- To what extent is the project delivering or posed to deliver value for money, as defined by costs versus major benefits?*
- What are the factors that contribute to and hinder the efficiency of project?
- What issues need to be taken into account to achieve more efficiency for future similar project, perhaps location wise?

Sustainability

- What are the preliminary indications of the degree to which the project results are likely to be sustainable beyond the project timeframe?
- To what extent has the project strengthened the capacities of the ethnic CSOs to provide sustainable services on migration beyond the project?
- Are there issues or concerns regarding the social and environmental sustainability including from possible unintended or unexpected consequences of the project?
- What could be improved to achieve sustainability if the project is considered for extension

Gender equality

- What are the ways or strategies the project promotes gender equality of targeted beneficiaries?
- To what extent has the project considered gender differences in the needs, constraints and opportunities of beneficiaries?
- To what extent have men and women benefitted equally from the projects' activities?

4. Approach and methodology

Although to be determined and refined by the consultant, suggested approach and data sources and collection methods are:

Approach: an observational and mixed-method (i.e., using both quantitative and qualitative information) design is suggested, with review of documents that contain both numeric and narrative information, interviews with key individuals, and discussion with key groups of stakeholders.

The consultant is free to suggest additional data collection methods deemed necessary to answer the evaluation questions. To enhance objectivity and credibility of the review, the consultant should clearly demarcate between sources of information, comments, opinions and interpretations.

Data Sources and methodology

- ✓ Review of existing project documentation (project proposal, project MEAL plan, the formative research report, monthly, annual and semiannual reports, training curricula, training reports, reflection workshop reports, MTR report and other relevant project documents)
- ✓ Consultations should be conducted with relevant staff of Twe Let project, LIFT focal staff, Firetail / ALINe M&E support team, key informants from government staff (MOLIP, local authorities, Migration supporters (CSOs), relevant migration stakeholders and project beneficiaries.
- ✓ The international consultant will be supported by a National consultant in conducting consultations with project staff and relevant migration stakeholders, and project beneficiaries.

5. Scope and timing of the evaluation

The consultant will work for 33 working days in September (please refer to the detailed work plan), including 13 days in the project township Naypyidaw, Chin State, Dry Zone, Shan, Mon State, and 5 days in Yangon. This final evaluation is planned to start on 2 September 2019. Field work will be followed by consultations, debriefing and writing in preparation for a presentation in Yangon. A single draft final report must be submitted within 14 calendar days after the debriefing presentation in Yangon.

Task / location	Estimated number of days
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<p>Home based</p> <p>Desk review</p> <p>A review project proposal, ToC, measurement plan, budget, data records, reports (LIFT various reports, M&E data reports and other technical reports relevant to the evaluation objectives), and meeting and workshop records</p>	5
<p>Yangon</p> <p>Conduct meetings with key stakeholders (Twe Let project, LIFT) to confirm the ToR, evaluation design and methodology and logistics</p>	1
<p>Yangon</p> <p>Draft evaluation plan including data collection tools and interviewee list:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodology and evaluation questions, collection tools, guidelines for FGDs and KII, workplan <input type="checkbox"/> identify key issues within the limited scope of field work (as agreed with LIFT and Twe Let project) <input type="checkbox"/> Confirmation of the arrangements and methods for interviews and consultations for Key Informant Interviews (KII) 	1
<p>Field visit</p> <p>Conduct consultation with other relevant stakeholders from private sector, local government and beneficiaries</p>	12 days
<p>Yangon</p> <p>Data analysis and preparation for debriefing workshop</p>	3 days
<p>Yangon</p> <p>Consultations, presentation; debriefing in Yangon</p>	1 day
<p>Home based</p> <p>Draft report writing (home based)</p>	7 days
<p>Home Based</p> <p>Finalise report (home based)</p>	3 day (submitted 7 days after feedback from LIFT)

Total	33 days
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Annex 2: Personnel Contacted

Work plan for the Final Evaluation of IOM consortium (Twe Let) project			
Date	Time	Programme	Place
2 September (Monday)	9:00am- 5:00pm	Arrival in Yangon	Yangon
3 September (Tuesday)	9:00am- 10:00am	Meeting with LIFT	Hotel
	11:00 am- 5:00 pm	Meeting with IOM and PGMF	

<p>4 September (Wednesday)</p>	<p>(9:00am-6:00pm)</p> <p>9:00 am – 9:45 am</p> <p>10:00 am– 11:30 am</p> <p>11:30 am – 1:00 pm</p> <p>1:00 – 2:00 pm</p> <p>2:00 – 3:00 pm</p> <p>3:00 – 4:00 pm</p> <p>4:15 – 5:15 pm</p>	<p>Fly to Dry Zone <u>by Early morning flight</u></p> <p>Travel from Nyaung U to Pakokku</p> <p>Meeting with project staff of IOM in Dry Zone</p> <p>Meeting with service providers (GTHS, GTC, Chaw Su Beauty Saloon, etc.) roundtable discussion in the morning for 1.5 hour at IOM office</p> <p>Lunch</p> <p>Meeting with beneficiaries who joined the skills development trainings at IOM office</p> <p>Meeting with private sectors who recruit trainees</p> <p>Meeting with LEO in Pakokku township</p>	<p>Dry Zone (Hotel in Pakkoku)</p>
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<p>5 September (Thursday)</p>	<p>9:00am-11:00am</p> <p>11:00am-12:00</p> <p>12:00 – 1:00 pm</p> <p>1:30 pm-1:45 pm</p> <p>1:45pm-2:45pm</p> <p>2:45 – 3:45 pm</p> <p>3:45-5:15 pm</p>	<p>Travel from Pakokku to Taungtha</p> <p>Meeting with CSOs from Taungtha and Mahlaing who deliver the trainings</p> <p>Lunch in Taungtha</p> <p>Travel to Hpa Yar Hla (ဘုရာလွဲ) village, Taungtha township</p> <p>Meeting with beneficiaries of pre-migration in Hpa Yar Hla village, Taungtha Township</p> <p>Meeting with beneficiaries of financial literacy training in Hpa Yar Hla village, Taungtha Township</p> <p>Travel to Pakokku</p>	<p>Dry Zone (Hotel in Pakkoku)</p>
<p>6 September (Friday)</p>	<p>8:30 am-9:30 am</p> <p>9:30 - 10:30 am</p> <p>10:30 am – 11:30</p> <p>11:30 – 2:00 pm</p> <p>2:00 – 3:30 pm</p>	<p>Travel from Pakokku to Than Bo (သံဘို) village, Pakokku Township</p> <p>Meeting with Pre-migration outreach beneficiaries in Than Bo village, Pakokku township</p> <p>Meeting with beneficiaries of FLT in Than Bo village, Pakokku</p> <p>Travel to Pakokku and lunch break</p> <p>Meeting with CSOs in Pakkoku</p>	<p>Dry Zone (Hotel in Pakkoku)</p>

7 September (Saturday)	9:00 am- 5:00pm	Travelling to Hakha	Hakha, Chin State
8 September (Sunday)	9:00 am- 5:00pm	Hakha	Hakha, Chin State
9 September (Monday)	8:30am- 9:30am 9:30am- 11:00am 11:30am – 12:30 12:30 – 1:30 pm 2:00 pm- 3:30 pm 3:30pm- 5:00pm	Meeting with CHRO Meeting with service/training providers at CHRO office Meeting with LEO in Hakha Lunch Meeting with Safe Migration Promoters from (Thantlang and Hakha) at CHRO office Meeting with beneficiaries of skills development training at CHRO office	Hakha, Chin State

<p>10 September (Tuesday)</p>	<p>7:00am-9:00am</p> <p>9:00am – 9:30am</p> <p>9:30am-10:30am</p> <p>10:30 - 11:00am</p> <p>11:00 – 11:30am</p> <p>11:30-12:00</p> <p>12:00 – 12:30</p> <p>12:30 – 1:30 pm</p> <p>1:30 – 2:00pm</p> <p>2:00pm – 3:00pm</p> <p>3:00 – 6:00pm</p>	<p>Travel to Falam</p> <p>Visit to SATMAC in Falam</p> <p>Meeting with private sectors who recruit trainees in Falam town</p> <p>Travel to Sunthla village (about 15 miles)</p> <p>Meeting with FLT saving beneficiaries</p> <p>Travel to Relsing village (about 2 miles)</p> <p>Meeting with SMPs in Relsing, Falam township</p> <p>Meeting with theatre audience</p> <p>Travel back to Falam town (about 15 miles)</p> <p>Lunch in Falam</p> <p>Travel to Tedim</p>	<p>Tedim, Chin State</p> <p>Tedim Guest House</p>
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<p>11 September (Wednesday)</p>	<p>8:30am-9:30am</p> <p>9:30-10:30am</p> <p>10:30 – 11:30</p> <p>11:30 – 12:30</p> <p>12:30-1:30pm</p> <p>1:30-2:30pm</p> <p>2:30- 3:30 pm</p> <p>3:30 – 6:00 pm</p>	<p>Visit to SATMAC Tedim and meeting with CSOs</p> <p>Meeting with SMPs in Tedim</p> <p>Lunch</p> <p>Visit to Mualbeam village, Tedim township (18 miles)</p> <p>Meeting with FLT beneficiaries in Mualbeam, Tedim</p> <p>Travel from Mualbeam village to Saizang (9 miles)</p> <p>Meeting with Theatre audience in Saizang, Tedim</p> <p>Travel to Kalay</p>	<p>Kalay, Sagaing Region</p>
<p>12 September (Thursday)</p>	<p>7:30am-5:00pm</p>	<p>Fly to Mandalay from Kalay</p>	<p>Sakura Princess Hotel</p>
<p>13 September (Friday)</p>	<p>7:30am-5:00pm</p>	<p>Fly to Heho with morning Flight</p> <p>Brief meeting with PDN management team</p> <p>Meeting with Labour Exchange Office in Taunggyi</p> <p>Meeting with different stakeholders in Taunggyi</p>	<p>Taunggyi, Shan State</p>

<p>14 September (Saturday)</p>	<p>8:00am- 5:00pm</p>	<p>Travel to Pan Tha Kwar village, Phar Moon village tract, Taunggyi township</p> <p>Meeting with beneficiaries (Pre-migration) at PDN Training Centre, Pan Tha Kwar village, Phar Moon village tract, Taunggyi township</p> <p>Meeting with beneficiaries of financial literacy training at PDN Training Centre, Pan Tha Kwar village, Phar Moon village tract, Taunggyi township</p> <p>Meeting with beneficiaries of Working Capital Management and Income Generation training, SIYB trainees at PDN Training Centre, Pan Tha Kwar village, Phar Moon village tract, Taunggyi township</p> <p>Meeting with beneficiaries of skills development training at PDN Training Centre, Pan Tha Kwar village, Phar Moon village tract, Taunggyi township</p>	<p>Taunggyi, Shan State</p>
<p>15 September (Sunday)</p>		<p>Fly back to Yangon</p>	<p>Yangon</p>

16 September (Monday)	7:30 am- 10:40am 1:00am- 2:30am 2:30pm- 4:00pm	Driving to Mon State Meeting with Mon Women Organization Meeting with skills development trainees at MWO's office in Mawlamyine	Mawlamyine, Mon State At MWO's office
17 September (Tuesday)	8:00am- 6:00pm	Meetings with different stakeholders at MWO office in Mawlamyine Meeting with Labour Exchange Office in MLM Meeting with beneficiaries of PMO in Mudon township Meeting with beneficiaries of financial literacy training Mudon township Travel back to MLM	Mawlamyine, Mon State
18 September (Wednesday)	8:00am- 12:00pm 12:00noon- 18:00pm	Meeting with beneficiaries of Income generation training in Paung township Meeting with beneficiaries of Pre- migration Outreach training in Paung township Drive Back to Yangon	Mawlamyine, Mon State
19 September (Thursday)	8:30am- 17:00 pm	Preparation for Debriefing	Hotel
20 September (Friday)	9:00am- 17:00 pm	Debriefing	Yangon

21 September (Saturday)		Holiday	Yangon
22 September (Sunday)		Fly to Naypyidaw	Yangon
23 September (Monday)	9:30am- 5:00pm	Meeting with Ministry of Labour, Immigration and Population Meeting with different ministries who joined the workshop to discuss about plans on mainstreaming migration into their agendas	Naypyidaw