



# EVALUATION BRIEF

[25 May 2019]

## EXPOST EVALUATION OF THE PROJECT “ STRENGTHENING LABOUR MIGRATION MANAGEMENT IN LESOTHO”

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

<b>Evaluation type:</b>	Internal independent ex post evaluation
<b>Evaluator(s):</b>	Rogers MUTIE, Regional M&E Officer, IOM Regional Office in Pretoria
<b>Field visit dates:</b>	18-21 May 2019
<b>Final report date:</b>	25 May 2019
<b>Commissioned by:</b>	[IDF and RO Pretoria]
<b>Managed by:</b>	[Eriko NISHIMURA, Head of Office]

### PROJECT SUMMARY

This was an 18-month initiative running from October 2016 to March 2018. To help oversee project activities and to validate processes and products, the project, with support from the Ministry of Labour and Employment, established a national Technical Working Group (TWG) made up of different ministries and other social partners. IOM co-facilitated this TWG alongside the MoLE. The role of the TWG was to provide strategic advice and leadership but it also served as the main stakeholder coordination mechanism to ensure that varied voices, interests, and perspectives were reflected in project processes and products and that capacity building reached all key stakeholders. Throughout the project, the TWG met for review and validation of various project outputs and activities including: labour migration documents produced by the project; capacity building activities; and to address any other specific agenda on migration, for example, the TWG is reported to have also been instrumental in providing labour migration related inputs for in-country consultative processes and provided inputs to the Lesotho National Strategic Development Plan II. The project’s final nar-

**Evaluation purpose:** [to determine whether the project achieved its intended objective and generate lessons/recommendations for future similar projects .”]

**Evaluation criteria:** [Relevance, effectiveness, efficiency, impact, and sustainability”.]

**Evaluation methodology:** [ Document review, Semi Structured Key Informant interviews, and direct observations.”]

#### Project information:

Geographical coverage:	[ Lesotho ]
Project type:	[Labour Migration]
Project code:	[LM.0304]
Gender marker:	[Not Rated at the time]
Project period:	[01 October 2016 to 31 March 2018]
Donor:	[IOM Development Fund]
Budget:	[USD 150,000]

ative report notes that eleven TWG meetings were held in the life of the project. As part of the accountability purpose discussed earlier, this evaluation assessed the extent to which each of the above deliverables were achieved as a way of assessing the effectiveness of the project. An analysis looking at what the project delivered vis-à-vis available resources was also done to determine the efficiency of the project. Given that one year had elapsed since the project ended, the project sought to identify results that have remained or activities that the stakeholders have continued to implement as part of a process to judge on the sustainability prospects of the project. The evaluation also looked at how relevant the IOM project was to national and regional frameworks and priority needs of stakeholders including the mainstreaming of gender and human rights perspective in the project design and actual implementation. Lastly, the evaluation sought to identify any long-term changes (impacts) that have been observed, where possible.

### KEY FINDINGS & CONCLUSIONS

#### The project was found to have performed well in:

- ◆ **Knowledge and empowerment:** The mere participation in the project either as part of the TWG or in validation meetings equipped participants with knowledge and greater awareness on labour migration principles, standards and practices.
- ◆ **Stakeholder participation:** There was an intentional move to involve a broad spectrum of stakeholders project activities ranging from government ministries to trade unions, CSOs, employers, academia and media
- ◆ **Timely delivery of project:** Good project management practices enabled timely completion of the once delayed project.
- ◆ **Integrating labour migration in key national policy and planning frameworks:** Apart from completing the labour migration policy, the project developed an Implementation Plan which was also integrated in the National Strategic Development Plan (II)
- ◆ **Based on the OECD-DAC Criteria**
  - ⇒ **Relevance:** Aligned to SADC frameworks, IOM regional labour migration project, and national priorities. There was moderate integration of gender perspectives and the project in itself directly promoted a human rights perspective for migrant workers protection.
  - ⇒ **Effectiveness:** All planned project activities and outputs were delivered and on time. All key stakeholders were involved in project processes. General consensus that IOM delivered the promise.
  - ⇒ **Efficiency:** Mission had only 3 staff but delivered 100% of activities and budget on time. In light of other ongoing projects in the mission. Consistent M&E was done.
  - ⇒ **Sustainability:** there concerns with sustainability due to weak post project follow up. Lack of adequate funds to continue programming in labour migration.
  - ⇒ **Impact:** Too early to judge, but aspects of empowerment and improved coordination between agencies was noted.

#### However the project could have done better in:

- ◆ **Ensuring adequate stakeholder understanding/consensus on the policy document:** Some stakeholders did not appear to have similar understanding of the policy and processes as IOM or government.
- ◆ **Follow up to ensure greater progress/results:** Since the project ended, several processes were still pending e.g. signing MOU, progressing the policy to cabinet. Greater lobbying and keeping the TWG could have assisted. This is a key contributor to sustainability.
- ◆ **Engagement at higher political levels:** Projects engagement was mostly at technical level. Prime Ministers Office who have some oversight function was not involved in project affairs. Higher political levels could have provided much needed political push.

### GOOD PRACTICES

Signing of a Declaration of Intent has helped keep momentum in the labour exchange MOU between Lesotho and Mauritius.

Regular mission-based project monitoring can turn around the pace of project delivery. Consistent mission based M&E turn around the fortunes of the project as it had initial delays.

### LESSONS LEARNED

- ◆ A targeted engagement with CSOs may be necessary to ensure common understanding. IOM should be aware of the tripartite model of labour management and ensure all these partners reach a similar level of understanding of project processes and products.
- ◆ The project learnt that for implementation to happen more swiftly and achieve greater sustainability and buy in, engaging ministerial and Principal Secretary level as well as Prime Minister's Office and parliamentarians, can have tremendous effect on results. These level can be enablers or barriers to achievement and the more we engage with them the better.

### KEY RECOMMENDATIONS

**For IOM Lesotho/MoLE: Post project review and follow up mechanism needs to be established:** The MoLE through the Labour Commissioner and with technical support from IOM should call for a meeting of the old TWG to appraise stakeholders on progress as well share challenges experienced if any. A discussion on whether the TWG should continue or its function integrated into the NCC or NACOLA should also be undertaken but also considering that the draft policy recommends the establishment of a Labour Migration Advisory Committee.

**For IOM Lesotho: Increase engagement at higher political levels and PMO:** Lesotho has frequently undergone significant political leadership changes bringing on board new officials to lead the different ministries. To ensure that each new minister, deputy minister, or principal secretary is on board and supports previously started initiatives, it behoves IOM Lesotho leadership to ensure that there is intentional and consistent briefing and engagement. The Prime Minister's Office also has some oversight functions over ministries and would also be a strategic partner to assist with monitoring and evaluation follow up internally.

**For IOM RO Pretoria: Greater support for IOM Lesotho Mission:** The mission is making clear efforts to grow the mission and already some fair level of success can be observed. The work that the mission has started in labour migration will need to be continued through follow up projects, greater strategic thinking and results-based M&E to demonstrate results of IOM's investment. As the mission staffing is very thin, the RO will need to provide greater HR support in the areas highlighted above including providing the necessary approvals and/or endorsements on time.

**For IDF: Follow-up funding on labour migration:** With the very comprehensive action plan developed and with the challenge of resource constraints identified in this evaluation, IDF would favourably consider providing follow up funding to implement components of the Action Plan. This funding should however be pegged on the adoption of the Labour Migration Policy. So, IDF can ideally also serve as a catalyst for momentum on this front. A follow-on project would greatly contribute to sustainability.