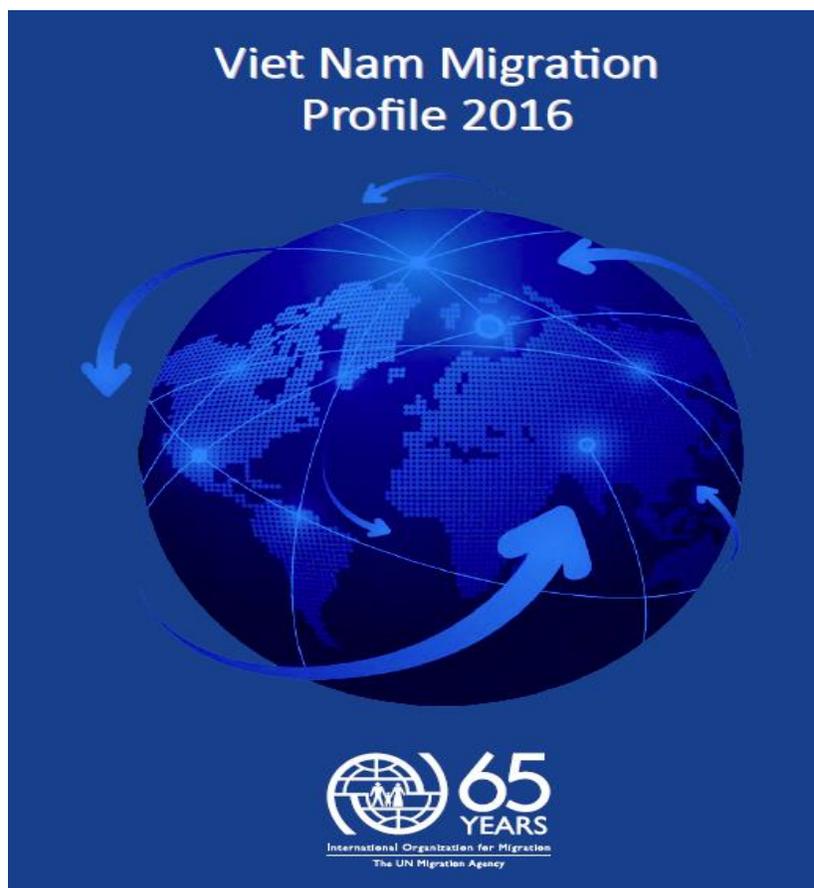




International Organization for Migration (IOM)
The UN Migration Agency

International Organization for Migration (IOM)
Organisation internationale pour les migrations (OIM)
Organización Internacional para las Migraciones (OIM)

Evaluation of the IOM Project
“Promoting Development-Friendly Migration Policies in Viet Nam through Enhancing the Evidence Base for Policy”
- Migration Profile -



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1. EXECUTIVE SUMMARY

The Viet Nam Migration Profile (MPR) Project was implemented over a period of 48 months from October 2013 through September 2017 with funding support from IOM Development Fund aiming at producing a more rigorous and reliable evidence on migration situation which can be used for related policy review and development in Viet Nam. The project was managed by IOM – Viet Nam in close collaboration with the Government of Viet Nam through an advisory panel composing of representatives of government’s ministries and agencies.

This ex-post evaluation was commissioned by the IOM - Viet Nam and carried out by the Regional Monitoring and Evaluation Officer who bases in IOM’s Regional Office in Bangkok with field data collection completed in January 2019. Non-experimentation designed was used given the fact that it was not possible to establish and/or identify attribution. The evaluator collected and reviewed related documents, including project’s proposal, reports and other publications, as well as interviewed with 17 stakeholders in Hanoi, the Capital City of Viet Nam.

The following paragraphs summarize key findings and forward-looking recommendations:

Out of the three selected evaluation criteria, relevance and effectiveness of the project had been assessed as highly relevant and fully achieved respectively, except the sustainability which was rated only at satisfactory level. The project was very well aligning to the needs of various stakeholders in migration even though there was no specific government’s priority on the needs, but such needs were expressed verbally by all key informant interviewed. However, the MPR itself could be more relevant given the current migration issues in the country, as well as in the globe if it integrates other important aspects such as the nexus of climate change and migration, migration and indebtedness and children left behind. The quality of results matrix, including weak result articulation and indicators is also another area for improvement.

Not differently, the project fully achieved its intended results with some improvements needed. The quality of the MPR was appreciated and being used as reference for policy development; stakeholders increased their knowledge and technical capacity in reviewing dynamics of migration and policy development and strengthen interagency coordination around migration issues. The issue here was the membership of the Advisory Panel (AP) was not inclusive of key players, such as representatives of the civil society, private sector and NGOs; and adequate monitoring of the project’s results, particularly the changes in knowledge and technical capacity of participants in any training and workshops delivered by the project.

The sustainability of the project’s results is good (3 out of 5). The Viet Nam MPR has become as a referencing point for policy development and programming among government agencies and development partners related to migration, and the increased knowledge and technical capacity of the project stakeholders, especially of the government officials will be retained and used for future policy and migration management after the project ended. However, the dissolution of the AP, even it was designed that way, it is hard to predict that this mechanism will remain active longer.



In order to increase the project's relevance, effectiveness and sustainability for future projects, four key recommendations were proposed:

(1) IOM Development Fund should develop and put in place a generic Migration Profile Report Template giving consideration to all dimensions related to migration, a Standard Operation Procedures (SOP) and specific requirements to carry out migration profile projects, including working modality, results matrix, basic monitoring tools and systems., etc.

(2) IOM – Viet Nam: should consider having an intervention that aims to support the Government of Viet Nam to establish and strengthen an interagency coordination body (inclusive of civil society organizations, private sector and NGOs) to coordinate policy development and respond to migration issues in Viet Nam;

(3) IOM – Viet Nam: For future project, it is strongly recommended for project management office to develop a project database system to record every details of project's stakeholders which can be used effectively for monitoring and reporting purposes; and

(4) IOM – Viet Nam: For future project, for all kind of capacity building interventions, project management office is strongly recommended to develop and use adequate monitoring tools to assess changes in knowledge and impacts of the capacity building interventions.



2. LIST OF ACRONYMS

AP	Advisory Panel
CD	Consular Department
IOM	International Organization for Migration
MiGOF	Migration Governance Framework
MoD	Ministry of Defense
MoET	Ministry of Education and Training
MoFA	Ministry of Foreign Affairs
MoJ	Ministry of Justice
MoLISA	Ministry of Labour, War Invalids and Social Affairs
MPI	Viet Nam Women's Union, Ministry of Planning and Investment
MPR	Migration Profile Report
MPSI	Ministry of Public Security
NGOs	Non-Governmental Organizations
SDG	Sustainable Development Goals
ToC	Theory of Change
UNDP	The United Nations Development Programme
UNESCO	The United Nations Educational, Scientific and Cultural Organization
VSB	Vietnam State Bank



3. INTRODUCTION

This ex-post evaluation was commissioned by the IOM Mission in Viet Nam for the project “Promoting development-friendly migration policies in Viet Nam through enhancing the evidence base for policy”, called Viet Nam Migration Profile project which was funded by the IOM Development Fund. This was carried out by the Regional Monitoring and Evaluation Officer who bases in IOM’s Regional Office in Bangkok.

The evaluation was conducted from 14 to 18 January 2019; 15 months after the completion date of the project implementation, which is about five months later than the window period set out by the [IOM Development Fund’s Evaluation Policy](#). According to the policy, all IOM Development Fund funded projects are required to carry out ex-post evaluation preferably 6 to 12 months after the project is completed. This delay was due to the fact that the evaluation plan was not anticipated in the project design at the front set, but then it was advised to do so in order to capture any lessons learned and best practices from the project.



4. CONTEXT AND PURPOSE OF THE EVALUATION

4.1. Context

This 48-month project (implementation period from 01 October 2013 – 30 September 2017)¹ intended to provide the Government of Viet Nam and other actors evidences to develop policies, regulations and interventions for a better management of and response to migration issues, which ultimately contributes to safe, orderly and regular migration, as well as socio-economic development of the country.

Despite the potential contribution of international migration to Viet Nam’s development, there are indications that the gains are not fully harnessed for individual migrants or national socio-economic development. For instance, there is a persistently high rate of underemployment upon return, migration-related debt, and increasing irregular migration from and to Vietnam, among other signs. Non-national migrants in Viet Nam are also poorly equipped to enhance individual and country-wide development. Immigrants can face poor working and living conditions, restrictive policies, stigma and uncertainty while restrictive immigration rules can deter foreign direct investments. These barriers to individual migrants reflect the under-utilization of immigration as a development tool.

Even though the Government of Viet Nam has tried to promote safe and regular migration domestically and internationally through putting in place various legal instruments to deal with these challenges, it is also understood that policy makers require more in-depth knowledge of the migration process and pattern, especially more accessible and comprehensive data and evidences to develop more practical laws, policies and guidelines that will contribute to safe, orderly and regular migration, which are seen as absent so far.

To respond to this concern, and with the request of the Government of Viet Nam, IOM Viet Nam had implemented the “promoting development-friendly migration policies through enhancing the evidence base for policy” project which aiming at producing the Viet Nam migration profile, along with increasing the government officials’ capacity in collecting, analysing and using the migration data and evidences for policy making. The two mutually re-enforcing outcomes of the project are as follows:

- Intra-governmental coordination mechanism is strengthened to coordinate migration related data collection, sharing and analysis; and
- Policy makers in Viet Nam improved legal instruments including laws, policies, strategies and guidelines to better manage migration referencing to credible data and evidences.

As part of the evaluation, a Theory of Change (ToC) diagram was re-constructed to further illustrate the intended results of the project, based on the project document and on conversations with IOM staff and stakeholders.

¹ It is inclusive of four times of no-cost extension, and each extension lasted for 6 months.



4.2. Evaluation purpose

This is a utility-focus evaluation from which its findings, conclusions and recommendations will be invaluable inputs for the IOM Development Fund and IOM Viet Nam (project management and senior management), to improve future programming and strengthen ability to deliver high results. This evaluation is also going to benefit the Government of Viet Nam on their priorities in developing migration-friendly policies that will promote safe, orderly and regular migration. This ex-post evaluation was also conducted in compliance with the IOM Development Fund's evaluation guidelines² to document lessons learned and best practices and assess its value for money.

To achieve this purpose, the specific objectives of the evaluations are to:

- Assess to what extent the project aligned with the needs of the Government of Viet Nam on management of migration, and with the mandate of IOM and the IOM Development Fund and other strategic priorities of regional and international commitment, including of the MiGOF and SDG.
- Assess the extent to which the planned results were achieved in terms of both quantity and quality;
- Assess the functioning and effectiveness of the AP in leading the development of this Viet Nam Migration Profile;
- Identify institutional changes or prospective institutional changes towards improving evidence-based policy formulation pertaining to migration management; and
- Identify recommendations, lessons learned and best practices in building credible data and evidences for migration-related policy development in Viet Nam, as well as how to strengthen the sustainability of the project's results.

This evaluation was conducted by the regional monitoring and evaluation officer based in Bangkok who is experienced in project evaluation, but is independent from the project formulation, planning and implementation, to as much as possible, ensure independent analysis and findings.

4.3. Evaluation scope

The evaluation covers the entire project period from 1 October 2013 until the time of the evaluation visit. Since this is the policy-related project, the evaluation looked at the results or any changes observed throughout the country, and none of the project's result was excluded from the assessment.

² IDF-funded project's ex-post evaluation should be conducted between six and twelve months after the project completion. However, due to workload at the mission, this evaluation was delayed until January 2019 with approval from IDF in Geneva.



4.4. Evaluation criteria

This is a light evaluation that investigated only a few evaluation criteria and primarily focused on the changes which were created or contributed at the outcome level. Here are the three evaluation criteria chosen for this evaluation:

- **Relevance:** assessing the linkages between the project's focus/results, implementation modality, and relevant needs, priorities and policies of the Government of Viet Nam, mandates of IOM, and other global priorities.
- **Effectiveness:** assessing the achievement of results (quantity and quality), the changes observed at individual and institutional level of the project stakeholders (positive/negative and intended/unintended), as well as internal and external factors.
- **Sustainability:** identifying arrangements by the Government of Viet Nam in using or benefiting the project's results (coordination in policy formulation and use of the Migration Profile) for policy development after the completion of the project.

The aspects of human rights and gender equality were also assessed and integrated into each evaluation criteria above where relevant.

The selection of the evaluation criteria was made in consultation between the evaluator, IOM Viet Nam colleagues and IOM Development Fund colleagues, and they were amended from the ones provided in the original Terms of Reference (see [annex 8.2](#)) which focused on the five OECD/DAC criteria, due to limited budget and the nature of light focus of the evaluation. Please refer to the list of evaluation questions in [annex 8.3](#)



5. EVALUATION FRAMEWORK AND METHODOLOGY

5.1. Data sources and collection

The evaluator employed a non-experimental design with quantitative and qualitative data collection methods. Data was collected and compiled from the available documents and publications as the secondary source (see [annex 8.5](#)), and the primary sources through conducting key informant interviews (KIIs) with IOM staffs managing the project and stakeholders from government, academia, and diplomats of foreign embassies in Hanoi (see [annex 8.4](#) for list of key informants).

5.2. Data analysis

The data analysis was guided by the Evaluation Matrix (see [annex 8.3](#)) with heavy dependence on collected quantitative and qualitative data. The focus of analysis is to determine the achievements made against the planned targets, and to identify, as much as possible, the contribution to any performance or behavioral changes which the project made. The evaluator strived to ensure objective and balanced assessments, accurate and verifiable affirmations, and realistic recommendations, and follow the [IOM Data Protection Principles](#), [UNEG norms and standards](#), and relevant [ethical guidelines](#) in conducting evaluation.

Under each evaluation criteria, a rating was given supported by evidence collected from the KII respondents in the country and document review supported by analysis of each evaluation question. The two cross-cutting evaluation criteria, including Human Rights and Gender Equality were reflected in all three selected evaluation criteria.

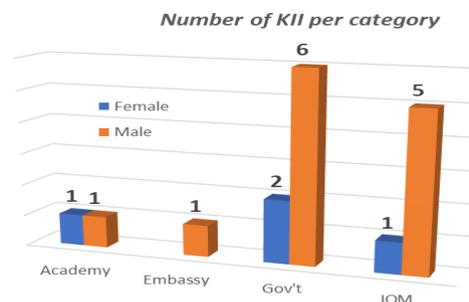
The following assessment criteria is assigned to specific evaluation criteria supported by evidences on a 1-5 scale:

Evaluation Criteria Scaling	Explanation
5 Excellent (Always)	There is evidence of fully or over achieved results , and/or higher contributions exceeding the level expected by the intervention, without any areas for improvement.
4 Very good (Almost always)	There is evidence of fully achieved results , and/or higher contribution but with some areas for improvement remaining.
3 Good (Mostly, with some exceptions)	There is evidence of satisfactory achieved results , and/or contribution but requirement for continued improvement.
2 Adequate (Sometimes, with many exceptions)	There is evidence of less than satisfactory achieved results , and/or small contribution , but significant improvement required.
1 Poor (Never or occasionally with clear weaknesses)	Too far behind the targeted results with low or no observable contribution, and significant improvement required.



5.3. Sampling

Sampling was not used for this evaluation as the findings did not intend to claim for any representativeness, and the context of the project was not conducive for it, such as the total stakeholders was not large enough, limited budget and time to carry a larger number of interviews, and challenges to access to the stakeholders for interviews. Consequently, 17 stakeholders (four female) representing different institutions were identified purposively for the interviews (see [annex 8.4](#)).



5.4. Limitations and proposed strategies

The only limitation for this evaluation was the inability to speak with more stakeholders, such as diplomats of foreign embassies in Hanoi, especially those from neighboring countries by land to Viet Nam, including Cambodia, Laos PDR and China to find out their perception of the relevance of this project to the current and future context of Viet Nam pertaining to border crossing management. Furthermore, it was not possible to schedule interviews with representatives of relevant UN agencies as well as NGOs involved in migration due to time conflict. To substitute this shortfall, the evaluator explored information available in various publications pertaining to the issues through search engines (see [annex 8.5](#)). However, the evaluator managed to have an-hour interview with a diplomat of the Australian embassy in Hanoi who was involved in various consultations carried out by the project.



6. FINDINGS

Assessment Scaling per Evaluation Criteria	
RELEVANCE	4 out 5
EFFECTIVENESS	4 out 5
SUSTAINABILITY	3 out 5

6.1. Relevance

The project’s interventions well reflected the current migration issues in Viet Nam with connection to several policies and strategies of the government, and it particularly responded to the needs of policymakers in getting more reliable and credible data and evidences for policy development that will ultimately benefit migrants. The project also dealt directly with the immediate needs of different stakeholders, particularly it helped strengthen the capacity of policymakers to review dynamics of migration through provision of training and workshop throughout the project period and to strengthen the interagency coordination.



However, the Migration Profile Report could had been much improved by including additional considerations, such as the nexus between climate change and migration, migration and indebtedness, and children left behind. In addition, even though the vertical logic was well formulated in term of means-end relationship, the whole results matrix requires more improvements in terms of result articulation and SMART indicators.

To what extent the Migration Profile still responds to the needs and priorities of the Government of Viet Nam in managing safe migration and development of migration related policies?

The Government of Viet Nam does not have specific policy or strategy that prioritises the needs for evidence to formulate migration related policies; however, it was very clear that, through the discussions as part of this evaluation, no consolidated and reliable data on migration have been collected and used in a systematic manner by the Government of Viet Nam. In addition to existing data collected by various agencies of the government, there is no common platform and system where relevant policy makers can access the data for policy making purposes. Furthermore, there is still an issue on credibility of the existing data due to its inconsistent content, structure and collection processes. Most data are not disaggregated, and do not give a clear indication of why Vietnamese nationals migrate abroad; this was supported by the Review of Vietnamese Migration Abroad publication ([link](#)).

The achievements of the project including, the publication of the Viet Nam MPR, the strengthened coordination among various government agencies involved in migration management, the improved accessible online migration database, as well as improved capacity of the institutional framework on



migration contributed to the five outputs (1.1.2; 1.2.4; 2.1.4; 3.2.1; and 3.2.4) of the One Plan (2012-2016) of the Government of Viet Nam and the United Nations ([link](#)). In addition, the achievements of the project also aligned to the priorities of the Government of Viet Nam's Law on Vietnamese Guest Workers (2006), ([link](#)), the Socio-economic Development Plan 2011-2015 ([link](#)), the National target programme on employment, vocational training and labour export 2011-2015. The project also aligned directly to the core strategic goals of the Government of Australia's development agency.

However, a number of contents, which are yet so important given the current migration context in Viet Nam, was not considered. Firstly, the nexus between the climate change/environmental degradation and the decision to migrate among VN population. According to many studies, climate change has affected the livelihoods through severe natural and weather disasters, such as floods, droughts, raising sea level, land erosion., etc., which resulted in forced migration and population displacement (Dasgupta et al. 2007; Warner et al. 2009; Dun 2009; Chinvano 2003). The absence of this review may affect the comprehensiveness and inclusiveness of policy aiming to have effective migration management in Viet Nam.

Secondly, migration and indebtedness. Burden of debts has been acknowledged as one of the critical challenges embraced by returned migrants, and this had been well documented in this project's proposal, however, it was not reviewed and included in the MPR. The MPR should had digested in details root causes of such indebtedness and identified relevant existing policies or policy gaps in this regard. Thirdly, children left behind. No single data related to overall dynamics of children whom were left behind by their parents or guardian migrants included in the MPR.

Other aspects that make this Viet Nam MPR less comprehensive was that additional two dimensions of migration were not included in the project, even though they were clearly articulated in the project's proposal: the immigration, and domestic migration in Viet Nam, due to challenges in the project implementation. However, owing to the flexibility of the project management and the availability of data from existing researches and studies, a separate policy brief on the subjects were developed separately.

In short, even though there is no evidence of the government's priorities to document evidences for policy formulation, this project has directly responded to the obvious needs for Viet Nam to have a systematic approach in collecting, sharing, managing and using more reliable data and evidences as well as the online migration database, for evidence-based policy development.

To what extent this Migration profile project aligned with the needs and priorities of men, women and other key groups of the project beneficiaries in the design, implementation and monitoring?

Various groups of stakeholders and beneficiaries are benefiting or will be benefiting from this project in different ways. The officials of the Government of Viet Nam, particularly, of the Consular Department's Office of the Ministry of Foreign Affairs (MoFA), Ministry of Labour, War Invalids and Social Affairs (MoLISA), the Immigration Department of the Ministry of Public Security (MPSI), Ministry of Education and Training (MoET), Ministry of Justice (MoJ), Viet Nam Women's Union, Ministry of Planning and Investment (MPI), Border Guard High Command, Ministry of Defense (MoD), and the Vietnam State Bank (VSB) are directly benefiting from this project with their enhanced knowledge on Viet Nam migration profile, and improved interagency coordination in migration-related data collection and sharing³.

³ No knowledge assessment was administered – but it was confirmed verbally by people interviewed.



The foreign embassies in Viet Nam also benefit from this project through improved regulations and policies related to outbound migration from Viet Nam. According to the KII, the Australian Department of Home Affairs has referred to the data provided in this MPR in updating its annual international engagement policy, and this profile serves as referencing point for its future programming with the Government of Viet Nam pertaining to migration. However, a further focus on human trafficking data should had been strengthened in the report, as this issue has been acknowledged as a global problem. Furthermore, the strengthening of the coordination among relevant stakeholders, especially the government agencies around migration has been considered as a strategic relevance given the relatively weak mechanisms in place in Viet Nam.

Due to the limitation that the field data collection was not able to include migrants and their families, it cannot be so obvious to claim about these benefits, but at least through the policies and strategies that were developed with reference to this Migration Profile, the current and prospective migrants, their families and communities will indirectly benefit from the project. For instance, Decree 29 was finalized in 2017, focused on the roles of the Viet Nam Government on migration which gives a framework to check actions on migration. This decree provides the Vietnamese migrants abroad with protection of their rights. Also, the Consular Department (CD) has introduced two types of communication which migrants can use: (1). Hotline (24/7) which was a result of collaboration with the Viet-Tel, and (2) directory of Embassy' contact details in case of problems. By the time of the field data collection, CD has recorded its assistance to about 6,000 migrants, about 10% of those called-in through the hotline. The communication issue was mentioned as one of the issues in the MPR in both phases.

Gender dimension has been precisely captured in the Viet Nam MPR, which is very useful for making inclusive policies that will benefit everyone, including boys, girls, men and women, and other vulnerable groups, even though there was not explicit analysis of gender issue in the project design. Even though women represent only 20% of the AP and only about 33% of those participated in the dissemination workshops (total, 170 participants⁴), women were seen as more proactive in exchanging their perspective on the MPR.

Was the vertical intervention logical?

Objective: To promote more coherent and development-friendly migration policies in Viet Nam.	
Outcome 1: Migration policy development and management is improved by ensuring policymaker access to an established evidence base of migration data.	Outcome 2: Migration policy development and management is based on strengthened intra-governmental coordination and strategic planning.
<p>Output 1.1: An expanded Migration Profile for Vietnam is completed, and high-quality migration information is readily accessible to Vietnamese policy makers, including on the gendered dimensions of migration.</p> <ol style="list-style-type: none"> 1.1. Development of a standardized template for the Migration Profile, including a module on immigration, in consultation with relevant government agencies (Month 4) 1.2. Recruitment of consultant to compile the data and relevant information and draft the Migration Profile report (Months 4- 16) 1.3. Consultations with Embassies of key destination countries for Vietnamese migrants to collect data on the experience of Vietnamese emigrants (Months 8-9) 1.4. Consultation workshop on migration profile report (Month 18) 1.5. Translation (English-Vietnamese), editing, layout and design of Migration Profile (Months 18-20) 1.6. Printing of the Migration Profile (English and Vietnamese) (Month 20) 1.7. Conduct dissemination meetings in Hanoi, HCMC and Danang on the completed Migration Profile and related data collection processes, supported by subsequent closing interviews with stakeholders (Months 21-22) 1.8. Migration database development and incorporation into existing website: - Modification of CD's existing website on migration and incorporation into its portal - Development of migration database on IOM Vietnam website 	<p>Output 2.1: National authorities have strengthened capacity for collaborative and strategic policy planning on key migration issues.</p> <ol style="list-style-type: none"> 2.1. Inception meeting for the establishment of the interagency Advisory Panel (Month 3) 2.2. Hold six Advisory Panel meetings (Month 4, then every four months) 2.3. Two-day inter-agency policy workshop to support policy development on consideration of ASEAN Committee on Migration Workers recommendations (Months 17) 2.4. Policy discussion paper on ACMW recommendations to accompany policy workshop (Months 15-17) 2.5. National workshop on foreign workers management policy (Month 12) 2.6. Policy brief on migrant workers management (Months 9-12) 2.7. Training workshop on Migration Crisis Management and Nationals' Protection in Viet Nam (Month 21) 2.8. Local consultations on migration data collection and sharing (Month 6) 2.9. Assessment on data collection and sharing to accompany a consultation meeting on coordination mechanism in inter-agency data collection and sharing (Months 4-6) 2.10. National consultation meeting on strengthening coordination mechanism in inter-agency data collection and sharing

The intervention logic was formulated in a way that facilitates understanding of how one level influences another level of result, particularly for those between output 1.1 and its activities.

However, the outcome 2 also focused on the migration policy development and management, but the only difference was that it based on improved coordination and strategic planning among the government agencies. Based on the implementation and intended results of the project, to be more logic, the outcome 2 should had focused on strengthened cross-agency coordination and strategic planning for policy formulation, leaving all activities related to policy formulation to outcome 1. In this

⁴ Final report



sense, the outcome 2 will also reinforce the outcome 1 horizontally. Under outcome 1, there should be at least two outputs; where the 1st output focuses on the production of and access to the MPR and improved online migration; and the 2nd output on increased knowledge of policymakers and stakeholders on migration dimensions in Viet Nam.

With this argument, the project's theory of change (ToC) was re-constructed and used for the analysis of the project's achievements and contribution. Due to time constraint, the project team was not consulted on the re-constructed ToC.

Both international migration and immigration make a notable contribution to Viet Nam's development, however, migration benefits are not fully harnessed, and migrants are ended up with debt, unemployment or underemployment, social alienation, family conflicts, and physical or mental health problems after they returned; yet the evidence-based and inclusive policies to address to these issues were absent.

*Therefore, **IF** the policymakers and other stakeholders in Viet Nam formulate migration management policies by using the data and evidence produced, and the knowledge built by the project; and **IF** the policymakers and other stakeholders work together through an established coordinating body in the review and formulation of migration management policies; where the key stakeholders remain committed to take part in promoting evidence-based policy formulation, and migration related policies are effectively enforced; **THEN** the rights of Vietnamese migrants abroad and of the immigrants would be protected; **BECAUSE** when policies touch base on different dimensions of migration and they are effectively implemented, the social, economic and health conditions of migrants and immigrants will be upheld.*

Please refer to the diagram of the theory of change in [annex 8.1](#).

Indicators are not as SMART as they should be. They are a bit unclear of what specifically the project wanted to measure. As a result, the progress report was not focusing on the right intends of the result statements for both outcome and output level. For instance: Outcome 1: indicator b) Through opening & closing interviews, key policymaking stakeholders (including senior MoFA, MPSI), NBV and MoLISA interlocutors) positively assess the usefulness of the product. This indicator should be measuring the output level result due to the high project's controllability. It is also noted that assumptions were provided in the Results Matrix in an aggregated manner for all results, while they should be specific to each level of the vertical logic.

6.2. Effectiveness

Assessing the project's effectiveness, the evaluation will look at the achievements made under the two primary levels; outcome and output. Objective or impact level, based on the newly reconstructed ToC, "the rights of migrants are protected" will not be reviewed due to the issue of attribution and the nature of this so called "light" evaluation.



With the contribution of the project, 13 migration-related policies were developed and/or updated to manage and support Vietnamese migrants domestically and abroad to have their rights upheld at every



step of their migration process. These achievements cannot be isolated from evidence-based MPR, the strengthened online migration database, increased capacity of policymakers on dynamics of migration at national and regional level, as well as the improved interagency coordination in policy review and development that were made available by the project. As such, the project’s effectiveness was fully achieved compared to its targets and deserved a 4 point out of a 5-point scale. The effectiveness should had been “excellent, 5” if the following areas were properly managed during the project implementation:

- Inclusiveness of the AP by involving representatives of civil society, private companies and other local NGOs;
- The objective assessment of stakeholders’ knowledge and capacity as a result of training and workshops delivered by the project.

To what extent the project’s targeted results achieved, and lessons learned?

Result chain	Indicator	Achieved
Outcome 1: The policymakers and other stakeholders in Viet Nam formulate migration management policies with refereeing to the data, evidence and knowledge enabled by the project (improved).	Migration Profile Report is being used as policy reference materials (improved)	Very good
	Number of policies, guidelines and decisions on migration management in Viet Nam developed (new)	
Output 1.1. Policymakers and other stakeholders in Viet Nam have accessibility to the Viet Nam Migration Profile and the improved online migration database (improved).	Availability of the Migration Profile Report and improved online migration database (improved)	Very good
	Policymakers and other stakeholders positively assess the usefulness of the Migration Profile Report (improved)	
Output 1.2. Policymakers and other stakeholders in Viet Nam increased their knowledge in migration situation in Viet Nam and able to formulate inclusive migration policies (new output)	Number of workshops conducted (new)	Very good
	Number of participants in workshops on different subjects related to migration (new)	
	Percentage of workshop participants reported an increased knowledge on migration dynamics and related migration management policy gaps (new).	
Outcome 2: The policymakers and other stakeholders in Viet Nam work together through an established coordinating body to review and formulate migration management policies (improved).	Coordination mechanism instituted and retains high level support for continued operation.	Very good
	The policymakers and other stakeholders positively assess the influence of the AP on policymaking (improved).	
Output 2.1. Coordination body for migration management in Viet Nam is established and function to support policy review and formulation (improved).	Establishment of the AP (improved)	Very good
	Number of the AP meetings (improved)	
	Number of agencies participated in the AP (new)	



Outcome 1: The policymakers and other stakeholders in Viet Nam formulate migration management policies with refereeing to the data, evidence and knowledge enabled by the project.

The policymakers in Viet Nam had referred to the Viet Nam MPR in reviewing, improving and formulating new policies, guidelines and decisions related to migration management. Even though there was no specific target on how many references, 13 policies, guidelines and decisions have been made referencing to the Report (see [annex 8.6](#)). For instance, the draft Decree 29 on the roles of the Government of Viet Nam to provide Vietnamese migrants abroad with protection of their rights was finalized in 2017 and its related directive 1737 was made in 2018; The revision of the Law on the Entry & Exit of Vietnamese citizen and foreigners in Viet Nam, which will be ready for the review and approval by the National Assembly in 2019; the revision of the Law on Labour Migration (2009); and the revision of Decree 19 to clarify differences between adoption and humanitarian support, as well as the development of software/web-based application on adoption, and it is being put on trial, and will be officially launched in the 2nd half of 2019 by MoJ.

In addition to this, based on more understanding on the dynamic of migration in Viet Nam and in the region, the Government of Viet Nam also adopted the Global Compact on Migration (GCM) and committed to host the Bali Process Workshop in Viet Nam in 2019. The government also improved the Migration Administration Procedure on Issuance Process (online registration); the launch of online legal advisory system for workers by the Vietnamese trade union ([link](#)) in 2019; the introduction of communication channels for migrants by the Council Department; MoJ conducted a research on child adoption to understand more about the adoptions, which aims at eliminating human trafficking; and the joint implementation of one project (Migration Crisis Project), funded by the IOM Development Fund, aiming at improving responses to migration crisis at both national and sub-national level.

Even though there is no clear evidence to claim that the project made these to happen, but to large extent, according to the key information interviews, the project made a contribution through improving interagency coordination (under the outcome 2), affordable access to more credible and reliable migration data, and increased knowledge on dynamics of migration issues of the country among the Vietnamese policymakers.

Outcome 2: The policymakers and other stakeholders in Viet Nam work together through an established coordinating body to review and formulate migration management policies.

The AP was very proactive in performing their agreed functions not only in guiding the project management, which was the project's original intent, but also it also expanded support in coordinating the review of migration management issues and policies. For instance, AP discussed about the appropriate definitions of international migration used in Viet Nam, migration management responsibilities within the government, protection of migrant workers abroad, etc. Through these discussions, AP members enhanced their shared understanding of the division of responsibilities among government ministries for international migration.

The project's support for such coordination mechanisms has not just been achieved but overachieved as it expanded its verifiable support functions to other areas, as discussed above, very satisfactorily. Also, although the AP was dissolved by the project's end (the project's design), the way it worked and coordination between government agencies somehow remain active, but to what extent is still a question.



Even though AP for this Migration Profile project was dissolved, by our members are still committed to the issues of migration management, as you can see, we still can call for this meeting, and we plan to work together on other policy issues later, said, members of the AP during the KII in Hanoi.

Output 1.1. Policymakers and other stakeholders in Viet Nam have accessibility to the Viet Nam Migration Profile and the improved online migration database.

This output was fully achieved by the fact that the Viet Nam MPR was successfully produced and disseminated in hard copies and electronic format in Vietnamese and English, and all stakeholders interviewed appreciated the usefulness of the report, which they can cite or refer to when reviewing and/or formulating any policies, guidelines, decisions or programming. This was clearly evidenced by the 13 initiatives ([annex 8.6](#)) made by relevant government ministries and agencies described in the outcome 1. In addition, the development partners, particularly the Embassy of Australia, confirmed the reference to the Viet Nam MPR in updating its annual international engagement policy, and this profile serves as referencing point for its future migration related programming with the Government of Viet Nam.

Printing of the Viet Nam Migration Profile 2016 was done in August and September 2017 in both Vietnamese and English languages with 550 copies for each version. The distribution was done at the two dissemination workshops in Hanoi and Ho Chi Minh city and through post by the CD to different provinces and research institutions in Viet Nam, said IOM colleagues.

However, the quality and completeness of the MPR could be much improved if other important aspects of migration, such as the climate change-migration nexus, migration and indebtedness, and children left behind were included.

Output 1.2. Policymakers and other stakeholders in Viet Nam increased their knowledge in migration situation in Viet Nam and able to formulate inclusive migration policies.

Five capacity building and workshops covering 418 participants (128 female or about 30%) were delivered during the project implementation to equip policymakers and stakeholders with dynamics and trends of migration in Viet Nam, as well as on migration data collecting, sharing and storing. Those capacity building focused on the following: migration crisis management; migration protection; and foreign worker management., etc.

It was not possible to determine to what specific extent the knowledge of Vietnamese policymakers and stakeholders was increased as such a knowledge was not assessed, since the project originally did not include such a result into its results chain. However, based on the KIIs, these interventions indeed increased the capacity of all participants, and was clearly evidenced in their proactive discussion on policy review and policy formulation documented under the outcome 1 above.

Output 2.1. Coordination body for migration management in Viet Nam is established and function to support policy review and formulation.

The production of the Viet Nam MPR is important; however, the participatory and government-wide approach employed to produce this MPR was even more important. The project supported the establishment and functioning of the project AP successfully to guide the project implementation and lead



policy review and formulation throughout the project period. This coordination mechanism is membered by 15 members (three women) from 12 government agencies who are highly experienced in the migration-related area. The objective of the AP was to strengthen coordination and contribute technical inputs to the development of Viet Nam migration profile and database. Even though it was crystal clear that AP was very proactive in their given tasks, other key actors who usually play complimentary roles of the government in preventing and protecting migrants in Viet Nam and abroad, such as local and international NGOs, academia, think tanks, and UN agencies should also be invited.

The evaluation also acknowledged the fact that the inclusion of civil society representatives in this mechanism was not welcome by the government counterpart in Viet Nam due to some sensitivities, but it might be worthy lobbying for their inclusion since they could bring in broader and more independent perspectives on the migration situation in Viet Nam and experiences that Vietnamese migrants have abroad, which will be very beneficial for development of relevant policies. Their participation in consultation and dissemination workshops was not enough.

It was also noticed that the six planned meetings of AP were reduced to only three throughout the project implementation period, which is seen as reasonable due to the fact of their workplace's workload and they are required to attend in related discussions, workshops and training.

 *The achievements of these results were also contributed by the good working relationship that IOM mission in Viet Nam has cultivated with officials of the Government of Viet Nam through various projects, particularly the initial phase of the Migration Profile Project.*

What system and tools exist for monitoring implementation of the project? What challenges have been experienced in ongoing monitoring of the project implementation and what improvements could be made?

The project put in place a number of tools and systems to monitor the project covering four types of monitoring: activity, results, budget and expenditure, and risks; and these systems and tools were maintained and used by the project staff, including the resource management colleagues throughout the project. The monitoring findings were brought up to AP for discussion and remedial actions; for instance, due to challenges in collecting migration data and institutional responsibilities within the government of Viet Nam, a separate production of policy brief on foreign workers in Viet Nam was made in isolation of the Viet Nam MPR.

A few areas that require for a more effective monitoring function for this type of project is to have proper database to document the details of participants in all events, as well as assessing knowledge and capacity of stakeholders whom were trained by the project.

6.3. Sustainability

The sustainability of the project's results is relatively good (3 out of 5) given the fact that the Vietnamese MPR has been endorsed by the government of Viet Nam, and a number of policies (described above) have been referring to the report. People interviewed had confirmed of their improved knowledge and capacity on migration dynamics and policy formulation





process even though knowledge assessment was made, and it is expected that these knowledge and skills still exist after the project ended.

Another remarkable point, the spirit of coordination and collaboration among key government agencies in managing and responding to migration issues through policymaking continues to exist even if the AP was already dissolved. As most of the key informants interviewed gave a big satisfaction on the performance of this AP, and for a stronger sustainability perspective, the project should had work out with the government to institutionalize this interagency coordination mechanism with designated functions, authorities, and budget.

To what extent the Government of Viet Nam introduced or modified structures, resources and processes to ensure that benefits generated by the project continue once external support ceases?

There is no institutionalization or modification of government structures, resources and process to sustain the use of the project's result per say, but the government deliberately refer to the migration profile in making their migration related policies afterwards. In addition, as evidenced by the evaluation, even though the AP has been dissolved by the project's end, the spirit of interagency coordination and collaboration in migration data collection and sharing, and policy review and development still exist. All members interviewed expressed their strong intention to remain this form of relationship though to what extent it would last was not ascertained.

The project should had been designed in a way that could ensure the sustaining of this mechanism by incorporating this intention from the beginning, and work towards lobbying the government to formalize and institutionalize this interagency coordination that will benefit collecting and sharing of migration data. In addition, since there is no such coordination mechanism in place on migration, it would be very relevant to have this form as a body to coordinate general management and responses to migration issues in the future.

Are the project partners adequately capacitated (technically, financially and managerially) for continuing to deliver the project's benefits/services?

There was no objective assessment of knowledge and technical capacity of stakeholders whom had been capacitated by the project, however, based on the key informant interviewed, people confirmed of positive gain on the various subjects they were oriented during the course of the project, including the migration profile itself, migration crisis management, the sharing of regional experiences and practices in Viet Nam., etc.

These knowledge and technical capacity will certainly benefit the management of migration issues in Viet Nam in term of policy review and development, as well as enforcement of various migration related policies that expectedly will benefit migrants in the long run. This has been evidenced by the implementation of a project: Migration Crisis, by the MoFA in close collaboration with IOM (funded by the IOM Development Fund), which aims at improving responses to migration crisis that may happen at both national and sub-national level.



7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Conclusions

In term of relevance, the project did very well in aligning to the needs of various stakeholders in migration; however, the MPR itself miss the opportunity to integrate climate change and migration nexus, migration and indebtedness and children left behind, which then make the report less comprehensive, and the results matrix required more articulation in term of vertical logic formulation and SMART indicators.

In term of effectiveness, the project fully achieved its intended results where the quality of the MPR was appreciated and being used as reference for policy development; stakeholders increased their knowledge and technical capacity in reviewing dynamics of migration and policy development and strengthen interagency coordination around migration issues. However, the project would had been rated higher if members of the AP had been inclusive of representatives of civil society, private sector and NGOs who are related to migration; and if the project had measured results related stakeholders' knowledge and technical capacity as a result of training and workshops delivered by the project.

The sustainability of the project's results is relatively good given the fact that the Vietnamese MPR has been endorsed and used by the government of Viet Nam, as well as other stakeholders including the development partners, and sustaining improved knowledge and capacity on migration dynamics and policy formulation process among the project stakeholders, and it is expected that these knowledge and skills still exist after the project ended. In addition, even though the project AP was dissolved after the project completion, it was evidenced that the model of AP has now been commonly accepted and used in different contexts/projects in Viet Nam. For example, the current Consular Crisis Project with funding from the IOM Development Fund also has a kind of AP with the name of "Inter-Agency Taskforce" with members coming from almost the same agencies represented in this MPR's AP. However, this coordination mechanism would had been more sustainable if it had been institutionalized and given specific functions, authorities and budget to continue such coordination, given the fact that there is no such mechanism in place to deal with migration management issues in the country yet.

7.2. Recommendations

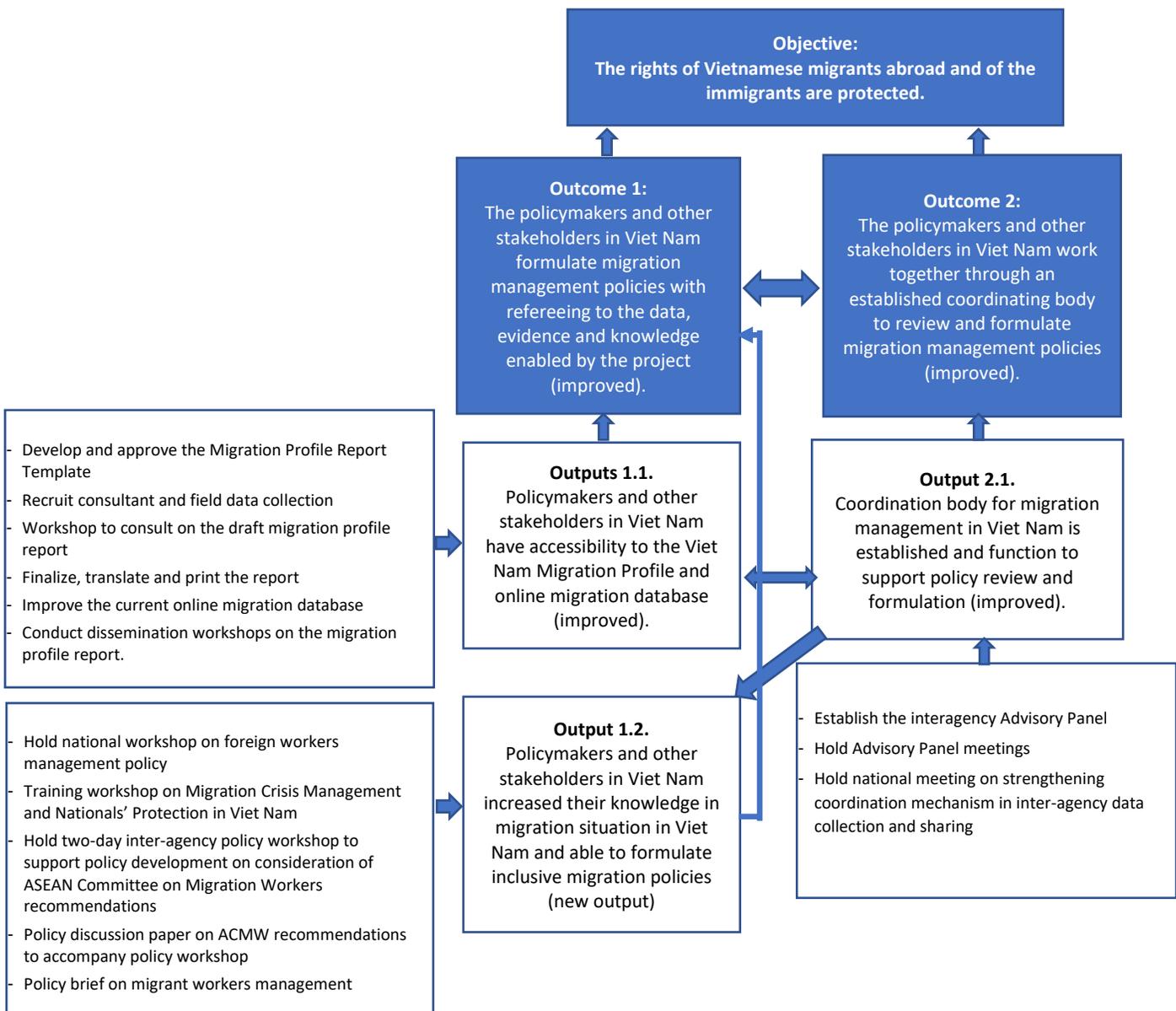
1. For the IOM Development Fund: since migration profile development projects are basic to start with for many missions, and it also requires regular updates, the Fund should develop and put in place a generic Template for Migration Profile project, a Standard Operation Procedures (SOP) and specific requirements to carry out migration profile projects, including working modality, results matrix, basic monitoring tools and systems., etc.
2. For IOM mission in Viet Nam: for future projects, it is strongly recommended for project management office to develop a project database system to record details of project's stakeholders which can be effectively used for monitoring and reporting purposes.
3. For IOM mission in Viet Nam: for future projects, for all kind of capacity building interventions, project management office is strongly recommended to develop and use adequate monitoring tools, such as knowledge tests (pre and post-tests), and impact assessment of the capacity building activities that will document changes in term of their practices and behaviors.



- For IOM mission in Viet Nam and the Government of Viet Nam: establishing and strengthening interagency coordination body (inclusive of private sector and NGOs) to coordinate policy development and respond to migration issues in Viet Nam should be another opportunity for new project.

8. ANNEXES

8.1. Reconstructed theory of change





8.2. Evaluation terms of reference

POST EVALUATION OF “Promoting Development-friendly Migration Policies in Viet Nam through Enhancing the Evidence Base for Policy”

Commissioned by: IOM Viet Nam Mission Office

Project Identification:	Project Code: PR.0125
Project type:	Migration Research and Publication (PR)
Sub-Project type:	Migration Research (PR)
Executing agency:	IOM Viet Nam Mission Office
Management site:	IOM Viet Nam Mission Office
Duration:	1 October 2013 – 30 September 2015, then extended until 30 September 2017
Geographical coverage:	Viet Nam
Beneficiaries:	Government officials of the Ministry of Foreign Affairs, Ministry of Labour, Invalids, and Social Affairs, Ministry of Justice, Ministry of Public Security, Ministry of National Defense, Ministry of Education and Training, Ministry of Planning and Investment, Government Office, State Bank, Viet Nam Women’s Union, Provincial Department of Labour, Invalids, and Social Affairs (DoLISA), Research Institutions, and migrants themselves.
Partner(s):	Ministry of Foreign Affairs (MFA) and Ministry of Labour, Invalids, and Social Affairs (MoLISA)
Estimated budget:	USD 200,000

I. Evaluation context

Vietnamese migrants are leaving the country in high numbers, notably for work and study, and the potential gains for development have attracted the attention of policy makers and international organizations. The Government of Viet Nam promotes migration abroad and supports initiatives to link migration to development, including through Viet Nam’s first national Migrant Resource Centre (MRC) in Hanoi and its overseas employment policy targeting poor districts. However, despite the potential contribution of international migration to Viet Nam’s development, there are indicators that the gains are not fully harnessed for individual migrants or national socio-economic development. For instance, there is a persistently high rate of underemployment upon return, migration-related debt, and increasing irregular migration from and to Vietnam, among other signs.

The fragmented system of migration management is under growing pressure due to a more complex migration picture. Viet Nam is now a lower middle-income country and is seeking more advanced markets



for its overseas workers, while receiving more immigrants at home. Greater regional integration has also accelerated Viet Nam's links to the regional and global economy. These forces are changing migration to, from and within Viet Nam. The country is facing a greater diversity of migration processes commensurate to its maturing economic status. Improved awareness of mixed migration by policy makers is necessary to respond to the challenges and opportunities presented by new migration trends, including growing regular and irregular immigration, more frequent cross-border migration, and new drivers for migration like climate change and unbalanced sex ratios at birth.

As a result, this project aimed to promote development-friendly migration policies through enhancing the evidence base for policy development, strengthening coordination and information-sharing within the government and encouraging evidence-based dialogue on emerging migration challenges and migration's development benefits. This project was part of a broader programme on enhancing the linkage between migration management and development in Viet Nam implemented under the national strategic development framework between the One UN and Government of Viet Nam, the One Plan 2012-2016.

Major outcomes from the project were (but not limited to) the establishment of a Project AP, development of the Viet Nam Migration Profile 2016, a training workshop on Migration Crisis Management and Nationals' Protection in Viet Nam, a two-day inter-agency policy workshop to support policy development on consideration of ASEAN Committee on Migration Workers recommendations, and a strengthened inter-agency coordination in migration data collection and sharing among relevant agencies.

II. Evaluation purpose

This evaluation will generate findings, conclusions and recommendations that will be invaluable inputs for IDF, IOM Viet Nam (project management and senior management), the Government of Viet Nam (MoFA and MoLISA) to improve their future programming and strengthen ability to deliver high results. This evaluation is carried out in line with IDF's guidelines whose recommended timeline is between 6 months to 12 months after the project completion.

This evaluation is intended for an internal independent evaluation, which will be conducted by an IOM colleague who is qualified and experienced in conducting project evaluation, and who is independent from the project formulation, planning and implementation, to as much as possible, to ensure independent analysis and findings.

III. Evaluation Scope

The scope of this evaluation will be focusing on the **outcome and objective level** of the results and covering the whole project implementation until the time of the evaluation. Output will not be looked at explicitly, but implicitly when reviewing the achievement of the project's outcome and objective as the project manager may have a better picture of the attained results at this level already. All stakeholders will be consulted on the project implementation, results, and their perception, including IOM staff managing the project, relevant representatives of ministries, and members of the Project AP.

IV. Evaluation Criteria



In response to the evaluation purpose, the evaluation will look into the five OECD/DAC main evaluation criteria, such as relevance, effectiveness, efficiency, impacts and sustainability, plus two cross-cutting ones such as human rights and gender equality, which are incorporated into relevant OECD/DAC criteria.

V. Evaluation questions

In order to explain the extent to which the five evaluation criteria were attained, a set of evaluation questions have been proposed which might be supplemented by another set of detailed and specific sub-questions as appropriate and needed in consultation with the evaluator before commissioning the evaluation.

Evaluation Criteria	Evaluation Question
<p>1. Relevance: assessing to what extent the project’s objective and intended results remain valid and pertinent either as originally planned or as subsequently modified.</p>	<ol style="list-style-type: none"> 1. To what extent the project still responds to the needs and priorities of the Government of Viet Nam in managing safe migration and development of migration related policies? 2. Are the project activities and outputs consistent with the intended outcomes and objective? 3. To what extent the project corresponds to the needs of the project beneficiaries? 4. How relevant this project to IOM’s development fund’s objectives and IOM’s mandates and strategies? 5. How gender and human rights aspect was considered during the project design, implementation and monitoring?
<p>3. Effectiveness: assessing the extent to which the project achieves its intended results.</p>	<ol style="list-style-type: none"> 6. To what extent the project’s targeted results achieved? Are there any differences between the male and female beneficiaries, and other types of vulnerable groups? 7. What are internal factors that contributed to progress or delay in the achievement of the output, outcome and objective results? 8. What external factors that contributed to progress or delay in the achievement of the output, outcome and objective results? 9. To what extent has the project adapted or is able to adapt to changing external conditions in order to ensure project outcomes? 10. What system and tools exist for monitoring implementation of the project? What challenges have been experienced in ongoing monitoring of the project implementation and what improvements could be made?
<p>4. Efficiency: assessing how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.</p>	<ol style="list-style-type: none"> 11. To what degree are resources (human, goods and services, etc.) provided/available at planned cost (or lower than planned) to implement the project activities with the same of (or better) level quality expectation?



	<p>12. Were the financial resources used (USD 200,000) appropriate/proportionate to the results achieved? Can it be compared to other similar projects implemented elsewhere?</p> <p>13. Is a workplan and resource schedule available and used by the project management and other relevant parties?</p> <p>14. Were there synergies of existing coordination and initiatives of other institutions to support project's ability to achieve its results in an efficient manner?</p>
5. Impacts	<p>15. To what extent the project contributes to the enhanced management and policy development of outbound migration flows?</p> <p>16. To what extent the project contributes to improving protection of migrants in general?</p>
6. Sustainability: assessing to what extent the project's results will be maintained for a certain period of time after the current project phased out.	<p>17. To what extent the Government of Viet Nam introduced or modified structures, resources and processes to ensure that benefits generated by the project continue once external support ceases?</p> <p>18. Are the project partners adequately capacitated (technically, financially and managerially) for continuing to deliver the project's benefits/services?</p>

VI. Evaluation methodology

The below methodology is proposed for the evaluator, but this will be reviewed and revised as relevant in accordance with further discussion with the evaluator during the inception phase.

6.1. Data collection and analysis methods:

For the purpose of this evaluation, it is expected that the evaluator will employ the following methods for data collection and analysis:

Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications and other materials identified;
- Conduct KIIs and focus group discussion with the project stakeholders to document both qualitative and quantitative information; and
- Conduct the survey of stakeholders for a more descriptive and qualitative information.

Data analysis:

- The evaluator is expected to analysis the data with both qualitative and quantitative in both description and infographics.

6.2. Sampling



The sampling use for this evaluation will be both purposive and random. Representatives of the government stakeholders, research institutions and researchers will be identified by the project. This list below is for the Key Informant Interview and Focus Group Discussion.

Institution type	Stakeholders	Number	Methods	Location
Government	MFA, MoLISA, MoJ, MPS, MND, MoET, MPI, Government Office, VWU	12	5 persons in FGD & 7 in KII	Ha Noi
Research Institution/NGO	VASS, Institute for Population, Family and Children	2	KII	Ha Noi
DP/UN Agency	UNFPA	1	KII	Ha Noi
IOM	IOM staff managed the project, including the project manager, project team, PDO, and RMO.	5	KII	Ha Noi
		20		

VII. Evaluation deliverables

Deliverables	Schedule of delivery	Notes
1. Evaluation Matrix is finalized	24 September 2018	Follow the IOM-template
2. Completed field data collection	5 October 2017	
3. De-briefing session delivered	5 October 2018	
4. Draft Evaluation Report and brief power point presentation	12 October 2018	Follow the IOM-template
5. Evaluation Learning Brief	19 October 2018	Follow the IOM-template
6. Final Evaluation Report	19 October 2018	Follow the IOM-template

VIII. Evaluation workplan



Activity	Days	Responsible	Location	Sep 2018				Oct 2018					
				1	2	3	4	5	6	7	8		
Review project documents and relevant literature.	2	Evaluator	Evaluator's office										
Drafting the Inception Report/Evaluation Matrix	1	Evaluator	Evaluator's office										
Inception Report/Evaluation Matrix is being reviewed and finalized	2	Evaluator	IOM Ha Noi										
Interviews/Data collection	5	Evaluator	Ha Noi										
Debriefing session	0.5	Evaluator & Project team	IOM Ha Noi										
Data analysis and drafting the report	5	Evaluator	Evaluator's office										
Draft Report is being reviewed	2	Evaluator	Evaluator's office										
Finalize the report	2	Evaluator	Evaluator's office										



IX. Evaluation budget

Expenses for this evaluation will be covered through the budgeted expenses in WBS number: MK.0047.VN10.57.02.001. Logistical and travel assistance will be provided through existing staff in the Mission office. A detailed work plan will be prepared and agreed on between the evaluator and the project management team in the country. However, here is the rough estimation for the evaluation budgeting purpose:

Expenses	Location	Unit	# of Unit	Cost per unit (USD)	Total (USD)
DSA for evaluator	Ha Noi, Viet Nam	Trip	1 person * 10 days	168	1,680
Air ticket for evaluator	BKK-HAN-BKK	Trip	1 person	350	350
Refreshment for focused group discussion	Ha Noi, Viet Nam	Meeting	1	100	100
Miscellaneous expenses	Ha Noi, Viet Nam				100
TOTAL					USD 2,230



8.3. Evaluation Matrix

EVALUATION MATRIX for PR.0125 _ PROMOTING DEVELOPMENT-FRIENDLY MIGRATION POLICIES IN VIET NAM THROUGH ENHANCING THE EVIDENCE BASED FOR POLICY

	Evaluation Questions (Key & Sub Questions)	Indicators	Data Source	Method
1. Relevance				
1.1	To what extent the Migration Profile still responds to the needs and priorities of the Government of Viet Nam in managing safe migration and development of migration related policies?			
1.11	What are the key challenges in managing migration in Viet Nam?	List of key challenges	Project Proposal; ILAMI 2009; VN socio-economic development plan;	Document review
1.12	What policies of the Government of Viet Nam that mentioned about the needs to have evidence-based policy on migration?	List of key policies	Government policies	KII with IOM project staff and Gov't Document review
1.2	To what extent this Migration profile project aligned with the needs and priorities of men, women and other key groups of the project beneficiaries in the design, implementation and monitoring?			
1.2.1	Who are or who will benefit from this migration profile report directly and indirectly? Are there any differences in regard to their identities?	List of groups of people who benefited directly and indirectly	Reports, IOM project staff and stakeholders	Document review and interview with IOM project staff and stakeholders
1.2.2	What are the gender consideration in the design (existence of gender analysis and relevant results disaggregation), implementation and monitoring the project?	Gender representation in the Advisory Panel; Gender representation of participants in all project's events; Level of their participation between gender identities.	Proposal document; reports; and IOM project staff and stakeholders	Document review Document review Interviews with IOM project staff and stakeholders
1.3	How relevant this project to IOM's development fund's objectives and IOM's mandates and strategies?			
1.3.1	Which objectives and principles of MiGOF this project relates? Had this project specifically mentioned about the alignment?	Identified objectives and principles that related to this project	Proposal document; MiGOF	Document review
1.4	Was the vertical intervention logical?			
1.4.1	By the design, shall the proposed activities adequately be able to achieve the planned outputs? If not why, and what else should be proposed and implemented?	List of outputs that could not be achieved because they lack of adequate activities; List of additional activities should be proposed and implemented	Proposal document; reports; and IOM project staff	Document review Interviews with IOM project staff
1.4.2	By the design, shall the planned outputs logically lead to the planned outcome? If not why, and what additional outputs should be proposed?	List of additional outputs that help the project achieve its intended outcome	Proposal document; reports; and IOM project staff	Document review Interviews with IOM project staff
1.4.3	Were indicators SMART enough? If not why?	List of indicators that are SMART and not SMART	Results Matrix and IOM project staff	Document review Interviews with IOM project staff
1.4.4	Were the indicators' baseline and targets reasonable? If not why?	List of baselines and targets that are reasonable and unreasonable	Results Matrix and IOM project staff	Document review Interviews with IOM project staff
1.4.5	Were assumptions be able to help the project achieve its intended results? If not why?	List of assumptions that are reasonable and unreasonable.	Results Matrix and IOM project staff	Document review Interviews with IOM project staff



2. Effectiveness				
2.1 To what extent the project's targeted results achieved, and lessons learned?				
Output Results				
2.1.1	How many government agencies and representatives (both male and female), including those who are not part of the advisory panel received a copy (hard VS soft) of the Migration Profile Report?	List of people/stakeholders received the copy of the Migration Profile Reports, disaggregated by sex, AP and non-AP and by Gov't and non-Gov't	Reports, IOM project staff	Document review Interviews with IOM project staff
2.1.2	How many government agencies and representatives (both male and female), including those who are not part of the advisory panel received the access to the online migration database, migration agency mapping report, and other project's deliverables?	List of people/stakeholders had seen the the online migration database, migration agency mapping report, and other project's deliverables, disaggregated by sex, AP and non-AP and by Gov't and non-Gov't	Reports, IOM project staff	Document review Interviews with IOM project staff
2.1.3	Who were and how many of the stakeholders (male and female) involved in the formulation process of the Migration Profile, including those who are not part of the project advisory panel?	List of people/stakeholders participated in the dissemination workshops, disaggregated by sex, AP and non-AP and by Gov't and non-Gov't	Reports, IOM project staff	Document review Interviews with IOM project staff
2.1.4	What project's output results had been produced by the project?	List of deliverables compared the planned outputs	Reports, IOM project staff	Document review Interviews with IOM project staff
2.1.5	How did the project beneficiaries perceive the quality, relevance and usefulness of the Migration Profile report, online migration database, migration agency mapping report, online migration database, migration agency mapping report, policy brief/discussion papers, and the agency coordination mechanism in migration related policy formulation?	Perception of the beneficiaries on the quality, relevance and usefulness of the project's outputs.	Stakeholder	Interviews with stakeholders; online survey; MP dissemination WS reports;
2.1.6	What did the project stakeholders perceive the usefulness of the advisory panel, and the coordination made by IOM?	Perception on the project advisory panel	IOM project staff and stakeholders	Interviews with IOM project staff and the members of the AP.
Outcome Results				
2.1.7	Which policy papers of the Government had referred to the Migration Profile, or cited the Migration Profile, or other project's deliverables?	List of the policy papers which cited or referred to the project's deliverables.	Relevant government policy paper; IOM project staff and stakeholders	Document review Interviews with IOM project staff and stakeholders
2.1.8	Had there been any policy debates that refer to the Migration Profile Report?	List of policy debates that led by the government and referred to the Migration Profile Report	IOM project staff and stakeholders	Interviews with IOM project staff and stakeholders
2.1.9	Who is administering and using the online migration database? And how their capacity was developed?	Government institution that is administering the database, and the level of their capacity	IOM project staff and stakeholders	Interviews with IOM project staff and stakeholders
2.1.10	To what extent the government coordinates with other agencies, including non-government stakeholders in policy formulation or policy debate related to migration? How much this had been attributed to the project's established advisory panel as well as capacity building?	Number of coordinations by the gov't related to policy formation or policy debates, and their relevance to the project	IOM project staff and stakeholders	Interviews with IOM project staff and stakeholders
2.2 Lessons Learned and good practices?				
2.2.1	Internal positive and negative factors, how the project dealt with the negative factors, and lessons learned for achieving the intended results?	List of internal factors disgregated by positive and negative, project's resolutions and lessons learned	Project reports, IOM project staff	Document review and interview with IOM project staff
2.2.2	Internal positive and negative factors, how the project dealt with the negative factors, and lessons learned for achieving the intended results?	List of external factors disgregated by positive and negative, project's resolutions and lessons learned	Project reports, IOM project staff	Document review and interview with IOM project staff



2.3	What system and tools exist for monitoring implementation of the project? What challenges have been experienced in ongoing monitoring of the project implementation and what improvements could be made?			
2.3.1	What monitoring tools (for activities, results, budget/expenditure and risks) have been developed by the project?	List of monitoring tools	IOM project staff	Interviews with IOM project staff
2.3.2	How these tools are used by the project?			
2.3.3	Were these tools adequate to monitor the project activities, results, expenditure and identify risks?	Perception on the use of the monitoring tools	IOM project staff	Interviews with IOM project staff
2.3.4	Had the identified risks and assumptions been regularly reviewed and updated?	Perception on the risk and assumption monitoring	IOM project staff	Interviews with IOM project staff
2.3.5	How is the internal data management system in place? Is it aggregating data by gender and group of stakeholders?	Perception on the project data management	Data management system; IOM project staff	Document review and interviews with IOM project staff
3. Sustainability				
3.1	To what extent the Government of Viet Nam introduced or modified structures, resources and processes to ensure that benefits generated by the project continue once external support ceases?			
3.1.1	What is the level of functioning of the migration advisory panel?	The current use of the advisory panel after the project ended	IOM project staff and stakeholders	Interviews with IOM project staff and the PA stakeholders
3.1.2	What are the government of Viet Nam initiatives/arrangements in making use of the Migration Profile and the online Migration Database?	List of Government's commitments on the use of the Migration Profile Report and the online database, and other deliverables	IOM project staff and stakeholders	Interviews with IOM project staff and the PA stakeholders
3.1.3	What should had been developed or introduced to make sure that the Government of Viet Nam would continue using the Migration Profile, and the online Migration Database?	Existence of the exit strategy	IOM project staff and stakeholders	Interviews with IOM project staff and the PA stakeholders
3.2	Are the project partners adequately capacitated (technically, financially and managerially) for continuing to deliver the project's benefits/services?			
3.2.1	To what extents the officials of Viet Nam Governmen been exposed to capacity building activities on migration related subject by the project?	Change in knowledge on migration issues among the government officials	Training reports, project reports, and the stakeholders	Document review and interviews with IOM project staff and stakeholders
3.2.2	Were there any challenges in retaining these capacity for the benefits of migration policy development in Viet Nam? What should be the resolutions?	List of challenges in retaining the trained officials, and ideal resolutions	IOM project staff and stakeholders	Interviews with IOM project staff and stakeholders



International Organization for Migration (IOM)

The UN Migration Agency

8.4. List of people interviewed

No.	Name	Agency	Email	Gender
1	Đỗ Hoàng Tùng	Head of the Division for Citizen Protection Assistant to Head of CD/MoFA	Mttt12_au@yahoo.com	Male
2	Nguyễn Thành Thủy	Head of International Migration Division, CD/MoFA	nguyenthanhthuy.ny@gmail.com	Female
3	Bùi Đăng Quân	Deputy Head of Citizen Protection Division, CD/MoFA	quanbuidang80@yahoo.com	Male
4	Mai Ngọc Quỳnh	Official, CD/MoFA	maingoc_quynh1982@yahoo.com	Male
5	Đặng Trần Anh Tuấn	Deputy Head of the Department of Child Adoption (DoCA), MoJ	tuandta@moj.gov.vn	Male
6	Nguyễn Tuấn Anh	Deputy Head of the Department for Population and Labour Statistics, General Statistics Office (GSO), Ministry of Planning and Investment.	ntanh@gso.gov.vn tuananh9alengochan@yahoo.com	Male
7	Lương Đình Kháng	Deputy Head of the Division of Immigration Management for Vietnamese citizen, Immigration Department, MPSI		Male
8	Đỗ Vân Hương	Head of the Legislation Division, Department of Overseas Labour (DoLAB), MOLISA	huong_molisa@yahoo.com.vn	Female
9	Nghiêm Thị Thủy	Former consultant for the Viet Nam Migration Profile project I, Vietnam Academy of Social Sciences		Female
10	Vu Ngọc Bình	Senior Advisor, Institute for Population, Family and Children Studies (IPFCS) under the Viet Nam Union of Science and Technology Association		Male
11	Vu Mạnh Lợi	Consultant for the Viet Nam Migration Profile II		Male
12	Anthony Kneipp	Australian Embassy, in Hanoi		Male
13	HOANG Nhật Đăng	Project Assistant, IOM-Viet Nam	ndanghoang@iom.int	Male
14	NGUYEN Quốc Nam	National Project Officer, IOM-Viet Nam	QNAM@iom.int	Male
15	KNIGHT David	Chief of Mission, IOM-Viet Nam	DKNIGHT@iom.int	Male
16	PRIEST Paul	Project Manager, IOM-Viet Nam	PPRIEST@iom.int	Male
17	Oanh Lê TRẦN	Head of Admin and Finance, IOM-Viet Nam	OANHTRAN@iom.int	Female



International Organization for Migration (IOM)
The UN Migration Agency

8.5. List of documents consulted

N ^o	Title/Description	Author/Publisher	Date of publication	Website
1.	Viet Nam Migration Profile Proposal	IOM – Viet Nam		
2.	Interim and final reports	IOM – Viet Nam		
3.	Review of Vietnamese Migration Abroad publication	CD/MoFA	May 2012	Link
4.	The One Plan between the Government of Viet Nam and the United Nations (2012-2016)	The government of Viet Nam and UNDP	March 2012	link
5.	Overview of internal migration in Viet Nam	UNESCO, UNDP, IOM, UN-HABITAT		Link
6.	Migration, Resettlement and Climate Change in Viet Nam	United Nations, Viet Nam	March 2014	Link
7.	Viet Nam's Law on Vietnamese Guest Workers (2006)	The Government of Viet Nam	November 2006	link
8.	Socio-economic development plan 2011-2015	The Government of Viet Nam	2016	link

8.6. List of initiatives with reference to the Viet Nam Migration Profile Report

No	Description
1.	Decree 29 was finalized in 2017, focused on the roles of the VN government on migration which give a framework to check actions on migration. This decree provides the VN migrants abroad with protection of their rights
2.	Directive 1737 on the protection of the rights of VN migrants abroad (2018), which requires MoFA to report every year to the prime minister on the protection of migrant workers abroad. This directive is subject for review every year
3.	The revision of the Law on the Entry & Exit of VN citizen and foreigners in VN. The Law is being reviewed and will be available for NA's review and approval by end of 2019.
4.	MoLISA is reviewing and revising the Law on Labour Migration (2009), and is expected to submit the draft law to the National Assembly by End of 2020
5.	MoJ revised the decree 19 by clarifying the differences between adoption and humanitarian support, to avoid possible human trafficking. MoJ also collaborate with MoFA to monitor on the adoption in line with the decree to strengthen child protection
6.	MoJ just completed the software/web-based application on adoption, and it is being put on trial, and will be officially launched in the 2nd half of 2019.
7.	The Government of Viet Nam adopted the GCM
8.	The Government of Viet Nam agreed to host and organize the Bali Process in Viet Nam in 2019
9.	The improvement of the Administration Procedure on Issuance Process, including the online registration for migration to ensure transparency and minimize falsification
10.	The Vietnamese trade unions on March 13, 2019 launched an online legal advisory system for workers. (http://www.mekongmigration.org/?p=6987).
11.	CD/MoFA has introduced two type of communication channels through which migrants can use: (1). Hotline (24/7) which was a result of collaboration with the Viet-Tel, and the contact details of Embassy in case of problems.
12.	MoJ conducted a research on child adoption to understand more about the adoptions, which aims at eliminating human trafficking
13.	As a result of this Migration Profile Project, MoFA is implementing another project in close collaboration with IOM (funded by IDF): Migration Crisis project, which aims at improving responses to migration crisis that may happen at both national and sub-national level.