



EVALUATION BRIEF

[May 2020]

[EXPOST EVALUATION OF THE STRENGTHENING LABOUR MIGRATION MANAGEMENT PROJECT IN BOTSWANA. LM.0325]

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.

Evaluation type:	Internal independent post project
Evaluator:	Rogers Mutie, Regional M&E Officer, IOM Regional Office in Pretoria
Field visit dates:	10-14 February 2020
Final report date:	22 April 2020
Commissioned by:	[IOM Development Fund; RO Pretoria]
Managed by:	[Kagiso PELOPEDI, Project Manager]

PROJECT SUMMARY

The overall objective of this project was to support the Government of Botswana, specifically the Selebi-Phikwe Economic Revitalization Programme under the Ministry of Investment, Trade and Industry, in collecting and utilizing skills data to inform and guide efforts to revitalize the economy of the Selebi-Phikwe region. The Ministry of Investment, Trade and Industry (MITI) had requested United Nations agencies and other development partners to assist in the efforts to revitalize the economy of Selebi-Phikwe region, a mining district in the Central part of Botswana, which experienced challenges due to the closure of the Bamangwato Concessions Limited (BCL) copper and nickel mine, which was the main economic backbone of the region.

There were concerns that the region would turn into a "ghost district and town" due to the anticipated mass out-migration of former employees, their families and businesses in search of economic opportunities in other parts of the country and beyond. IOM was one of the agencies that responded positively to the government request for assistance with an approved funding from the IOM Development Fund (IDF).

Through this project IOM sought to strengthen the government's institutional capacity to utilize quality data to guide and inform economic development planning and decision-making geared at revitalizing the economy of

Evaluation purpose: [The evaluation served both **accountability** and **learning** purposes. In terms of accountability the evaluation intended to ascertain whether the project delivered what it set out to deliver as stipulated in the approved results matrix. In terms of learning, the evaluation sought to also generate key lessons learnt on what worked well, what did not work well and how IOM performance could be improved in future similar projects. IOM Botswana, IOM Development Fund and regional office for Southern Africa were the main intended users"]

Evaluation criteria: [Relevance, effectiveness, efficiency, impact, and sustainability and, crosscutting themes.]

Evaluation methodology: [Document Review, semi-structured Key Informant Interviews & Direct Observations.]"

Project information:

Geographical coverage: [Selebi-Phikwe region, Botswana]

Project type: [Labour migration]

Project code: [LM.0325]

Gender marker: [Not Marked at the time]

Project period: [01-01-2018 to 30 June 2019]

Donor: [IOM Development Fund]

Budget: [USD 120,000]

the town and surroundings. The 18-month project was implemented from 1 January 2018 to 30 June 2019 and comprised of the following key interventions:

Skills Assessment. The assessment aimed to provide a profile of skills currently available, skills that were lost/skills gaps, as well as skills and expertise needed to support new envisioned economic revitalization activities. It also involved conducting of a rapid scoping of the national labour market to assess the national context regarding opportunities and gaps in industries.

Capacity Building: IOM conducted a three-day training from 26-28 March 2019 on labour migration management to key stakeholders in Selebi-Phikwe.

Labour Migration Trade Mission/Study Tour: To supplement the three-day training and further facilitate learning, IOM supported a select team of relevant officials from Government and other entities on a trade mission/study tour to Mauritius from 5-9 May 2019.

KEY FINDINGS & CONCLUSIONS

The evaluation found that the project though not directly resulting to economic revitalization of the region, was still **relevant and an essential first step** to inform planning and to inform potential investors.

In terms of effectiveness the project scored well in that it **delivered all of its commitments at activity and output levels** with some minor targets missed. The good score in effectiveness is also underpinned by the fact that it was delivered in fairly difficult context related to long distance from IOM office, limited staffing and low level of participation by some critical stakeholders.

The project also scores well on **efficiency in budget burn rate and timely delivery** of the project. Management efficiency is demonstrated by **innovative allocation of staff and sharing of duties among the few staff available** and **involving stakeholders to monitor the project** on a monthly basis thus enhancing participatory implementation and monitoring.

While it is early to make an objective judgement on impact, the evaluation concludes that **the knowledge imparted, the links created with Mauritius and the data generated have potential to contribute to a future economic revitalization**. This will however depend on the level of utilization and follow up on some of the key actions identified. At the time of the evaluation, there appeared to be limited action thus compromising potential future impact.

On sustainability, the evaluation concludes that sustainability of benefits just as impact, **will largely depend on how much is done by IOM but mostly by stakeholders** (especially SPEDU) to take forward the recommendations of the skills assessment and action plan emanating from the Mauritius visit.

CROSS-CUTTING ISSUES

Gender was well integrated in project design, implementation and monitoring. Skills assessment made deliberate efforts to integrate a gender and a human rights perspective & in some instances collected data also with women. A limitation is that most secondary data was not already disaggregated.

LESSONS LEARNT/GOOD PRACTICES

On enhancing key partner commitment: IOM in Madagascar and IOM Lesotho has found it a working practice to sign a cooperation agreement with the highest official possible (Minister or Permanent Secretary) at the onset of the project. The agreement commits the ministry (or

partner) at all levels to play their role in time for steady implementation of the project. The agreement or MOU can also define future roles after the project ends.

It is a symbolic way of committing political support to the project and the two missions highlighted have found it to be a useful reference point. IOM Botswana can learn and adapt this practice. If such an agreement or MOU would have been signed with MITI and/or SPEDU at the very beginning, perhaps their level of commitment would have been different. Officers in the ministry and/or at lower levels would also feel covered to participate freely in project activities as clearance would have been provided already.

KEY RECOMMENDATIONS

1. **To IOM Botswana: Establish a continuity monitoring mechanism.** As the project had put in place a monthly stakeholder update meeting hosted at Selebi-Phikwe IOM needs to work with SPEDU and the District Commissioners office to revive this group. The frequency of meetings can be reduced, the TOR modified, and IOM can provide remote support initially but SPEDU and DC's office needs to be officially handed this role.
2. **To IOM Botswana with support from RO Pretoria: Develop a country strategy.** IOM is currently in the process of developing/aligning strategies in line with the new Director General's (DG) Vision. The Regional office is also revising its regional strategy (2019-2023) to align itself to the DG's vision. The CO will need to take this opportunity and start looking into developing an aligned country strategy that blends the expectations, standards and direction that IOM is taking with the needs (strategic and practical) in Botswana.
3. **To IOM Botswana: Resource mobilization.** The work done calls for follow up actions and greater resource mobilization efforts are needed in the country office. Resource mobilization would also need to be guided by the strategic plan recommended above to avoid once off initiatives that the country office cannot sustain.
4. **To Regional Director, RO Pretoria: Staff secondment.** The evaluation also recommends to the Regional Director to consider the possibility of seconding one of the RO staff members for a limited period of time (like 3-6 months) to provide dedicated resource mobilization and country strategy development support in line with ongoing organization wide processes. This will provide extra hands to the mission which at the time of finalizing this evaluation report had only two staff members and an intern.