



# EVALUATION BRIEF

[August 2021]

## [EXPOST EVALUATION OF THE PROJECT [ STRENGTHENING LABOUR MIGRATION MANAGEMENT IN ESWATINI]

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

|                           |   |
|---------------------------|---|
| <b>Evaluation type:</b>   | Internal independent Ex-Post-evaluation                                   |
| <b>Evaluator:</b>         | Rogers MUTIE,<br>Regional M&E Officer,<br>IOM Regional Office in Pretoria |
| <b>Field visit dates:</b> | 17-21 May 2021  |
| <b>Final report date:</b> | 23 August 2021  |
| <b>Commissioned by:</b>   | [IOM Mission in Eswatini]   |
| <b>Managed by:</b>        | [Jeremias MENDES]   |

**Evaluation purpose:** [The evaluation served a dual purpose: accountability and, learning. The main objective was therefore “to assess the extent of project’s performance and delivery and generate learning that can be applied to future similar projects.”]

**Evaluation criteria:** [Relevance, coherence, effectiveness, efficiency, impact, sustainability & appropriateness of design and integration of gender and rights based approach]

**Evaluation methodology:** [Document review, semi-structured Key Informant interviews, and direct observations]

### Project information:

|                        |                            |
|------------------------|----------------------------|
| Geographical coverage: | [Eswatini]                 |
| Project type:          | [Labour Migration]         |
| Project code:          | [LM.0305]                  |
| Gender marker:         | [Not marked at the time]   |
| Project period:        | [01-01-2017 - 30-06-2019 ] |
| Donor:                 | [IOM Development Fund]     |
| Budget:                | [USD 150,000]              |

## PROJECT SUMMARY

The project “Strengthening Labour Migration Management in Eswatini” was funded by the IOM Development Fund in 2016. It was originally planned to be implemented over an 18-month period with initial end date of June 2018. However, the project experienced several delays leading to its eventual finalization in June 2019.

The project supported the Kingdom of Eswatini, through the Ministry of Labour and Social Security (MoLSS), and a national Technical Working Group (TWG) to develop a labour migration policy within the context of existing regional frameworks.

This project was part of a IOM regional initiative that dates back to 2016, which sought to support countries in the Southern Africa Development Community (SADC), to develop national labour migration policies, this being one of the key actions espoused under the SADC Regional Labour Migration Action Plan(2016-2019).

To achieve the main objective (the Policy), the IOM mission to Eswatini in coordination with TWG, embarked on a process to develop the policy. In the ensuing two years after commencement, the project coordinated various activities and events that culminated in the production of a draft policy, validated and endorsed by stakeholders and, ready to be submitted to

the Kingdom of Eswatini’s Cabinet, for final endorsement, approval and promulgation. As per IOM Development Fund guidelines, an ex-post evaluation was due six months after the end of the project, in this case from January 2020 at the earliest and June 2020 at the latest.

This period was however the peak of the COVID 19 crisis and thus the evaluation could not be conducted and had to be postponed to the year 2021, when travel and meeting restrictions had been eased. In June 2021, the IOM Regional Office M&E Unit commenced the expost evaluation and collected data through interviews and desk research.

This brief provides a snapshot of how the project fared on key evaluation criteria as indicated above as well as the recommendations to the project/country team in taking this work forward and increasingly drive future overall im-

## KEY FINDINGS & CONCLUSIONS

**Relevance: EXCELLENT.** With a long history of labour migration especially into South Africa, most of which was unregulated and/or irregular; the challenges experienced by former migrant workers in accessing their social benefits, and there being a SADC target urging all member states to adopt labour migration policies by 2019 in addition to the commitments that the Kingdom of Eswatini ascribes to under the Global Compact for Migration and the SDGs, this project was thus fulfilling key needs and thus rates excellently on relevance criteria.

**Coherence: EXCELLENT.** The project has a strong internal and external coherence. Development of the Policy is viewed by stakeholders as a progressive step as it inspires the need for updating some of the old policies and legislations currently used to manage labour migration and migration in general in the Kingdom. It was developed through inter-ministerial/multi-stakeholder action. It also aligns with key global, regional and national policies, legislations, norms and standards. Stakeholders do not see this policy to be in conflict with existing standards but rather as enhancing them.

**Effectiveness: VERY GOOD.** The project performs well in delivery of activity and output results. The main output of the project (the policy), was indeed produced in a multi-stakeholder approach as planned. Nearly all interviewed stakeholders report their satisfaction with the quality of the document and the process followed to develop it. Delivery of medium term and long term results (outcomes and goal level results) is however minimal. This is because the policy, since its stakeholder validation has not progressed much towards its adoption by Cabinet. A number of reasons for the delay, including the COVID 10 crisis in 2020 account for the delay. There are however a few promising pointers such as a positive attitude on migration by officials and reported increased government support in issues that touch on migrant workers welfare such as their security and access to their terminal benefits. These may partly be attributed to greater awareness through this and other initiatives.

**Efficiency: GOOD.** The project suffered a number of challenges that impact negatively on its score in time use efficiency and, budget utilization efficiency. Firstly, delays led to two No Cost Extensions amounting to 12 months. Secondly, the project eventually had an overall under-expenditure and the larger part of that being on the op-

erational lines. It is worth noting that the project however did deliver on its key activities and outputs. The inefficiencies seem to stem mostly from inaccurate project design and budget estimates. E.g. unrealistic project life and over budgeting.

**Impact: GOOD.** Because the policy is yet to be implemented, there is much to cite on impact level results. The evaluation however notes a number of behavioural, attitudinal and performance factors that give promise for future impact, if the policy is implemented. There is a positive attitude on migration among officials. There is reported improved efficiency and support on labour migration matters by government institutions, all partially contributed by the project.

**Sustainability: POOR.** Performance on this criteria is relatively poor because there has not been institutional sustainability. The TWG has not met since its last meeting in June 2019. Members don't seem clear whether it was temporary or permanent. There has been limited progress in sustaining the momentum, in the post validation period as the Policy is yet to reach Cabinet level. Some officials who have been trained have been transferred to new work stations less relevant to migration and with time, knowledge acquired won't be sustained as they don't have much opportunity to use it.

### Crosscutting Themes

The main product (the Policy) has a strong gender and human rights perspective and both are explicitly enumerated. The TWG was mostly female dominated but the final validation workshop had more male attendants. IOM reporting shows efforts to present sex disaggregated data.

## KEY RECOMMENDATIONS

The evaluation recommends the following:

1. IOM's more regular and intentional follow up on the status of the policy to keep it in the agenda of principals.
2. Consider a review of the policy to integrate aspects of COVID-19, the new normal and the future of work in the context of pandemics, in the planned re-validation process.
3. IOM Eswatini team capacity building and coaching on key migration and programming areas.
4. Heightened resource mobilization and new project development on labour migration.