

PROJECT EVALUATION LEARNING BRIEF

20/08/2020]

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the Evaluator for use by the IOM Development Fund, project management, senior management and stakeholders. Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

Evaluation type: Ex-Post Evaluation

Evaluator(s): Issac Kiwango, Consultant,
IOM Dar es Salaam

Evaluation visit: 1 October - 30 June 2020

Final report: 6 July 2020

Commissioned by: IOM Mission in United Republic of Tanzania

Managed by: David Hofmeijer

Evaluation purpose: "This evaluation was carried out as a reflection on the part of IOM's commitment to results-based management. Evaluation results of this project will be used by project management, senior management, stakeholders and the donor to improve decision-making, project and programme design and implementation.

Evaluation criteria: Effectiveness, relevance, sustainability, process and efficiency.

Evaluation methodology: Document review, key informant interviews, focus group discussions, and surveys and observations.

PROJECT SUMMARY

The International Organization for Migration (IOM), in close collaboration with the then Ministry of Labour and Employment, worked in partnership towards a project on Supporting Strategic Interventions towards Effective and Sustainable Labour Migration Management and Information Sharing in the United Republic of Tanzania.

The project had four main outcomes as follows:

- i. Government of the United Republic of Tanzania capacity to enhance policy and legal frameworks pertaining to labour migration agenda is strengthened
- ii. Ministry of Labour and Employment demonstrates the ability to generate strategic Labour Market Information System (LMIS) data, inclusive of labour migration indicators;
- iii. Government of the United Republic of Tanzania demonstrates the ability to generate and use up-to-date labour migration data through the development and adoption of an electronic work permit system
- iv. Government of the United Republic of Tanzania officials have created synergies with other regional labour migration initiatives in the region.

It was envisaged that these four outcomes will serve to address some of the priority challenges on governance of labour migration which have been identified in the United Republic of Tanzania as well as other countries in the East African Community (EAC) and Southern African Development Community (SADC) regions.

It was also assumed that, through this project, the Government of the United Republic of Tanzania will have increased capacity to manage and implement relevant

Supporting Strategic Interventions towards Effective and Sustainable Labour Migration Management and Information Sharing in Tanzania

Geographical coverage: United Republic of Tanzania, Dar es Salaam

Project type: Labour Migration

Project code: LM.0279

Project period: 1st September 2015 to 31st August 2018.

Donor: IOM Development Fund

Budget: USD 200,000

regional frameworks on labour migration. Project activities involved an engagement with a total of 14 women and 21 men from the government institutions and 29 men and 16 women from the private sector and non-governmental organisations. These activities were classified into four categories as follows:

- i. Capacity-building
- ii. Roadmap for labour Market Information system
- iii. Electronic Work permit system

The governance structure of the project comprised of the National Steering Committee, Project Manager and the Project Owners.

KEY FINDINGS/CONCLUSIONS

Effectiveness: Based on the findings presented through responses to evaluation questions, it can be concluded that, intended objectives were achieved at an operational level, but some strategic goals were not achieved and attribution is partly to the project and partly systemic.

Relevance: Although outcomes and activities were not sufficient enough and properly configured, suffice to mention that the interventions were relevant in terms of outcomes as they were designed to meet the needs of the government.

Sustainability: With the exception of Outcome 3 on electronic work permit processing system, the rest of the outcomes do not seem to attract financial resources from the government and it is very likely that whatever gains were obtained from the project will be rolled back.

Process and Efficiency: Project activities were implemented within the timeframe allocated for the project. Despite minor delays in-between the project activities, the full implementation of the project was able to be contained.

LESSONS LEARNED

Lesson 1: Projects are not implemented in a vacuum, projects are implemented within a certain political context in a particular country therefore they must be aligned with the existing political system and aspirations.

Lesson 2: Design of projects should try as much as possible to observe program logic and ensure that there are some causal linkages between activities, outputs, outcomes and the ultimate goal of the project.

Lesson 3: There should be an assessment of the state of readiness before the execution of the project.

Lesson 4: Appreciation that migration issues can be complex and that migration management can also be used as a strategic tool to contribute to social economic development should not be taken for granted.

Lesson 5: Co-funding and strategic partnership is safer and more sustainable than go it alone especially in projects for supporting governments.

Lesson 6: Stakeholders need to be kept in the loop as to the achievements, challenges or failures of the project at the end of the implementation cycle.

Lesson 7: It should not take so long for a project to be evaluated after its closure; stakeholders and other participants tend to lose memory of what happened if it takes too long to evaluate the project.

KEY RECOMMENDATIONS

RECOMMENDATIONS FOR LESSON 1 - 7 RESPECTIVELY

1. Design of projects should try as much as possible to plan the duration of the projects to be within one political administration tenure in order to avoid conflicting political agendas.
2. At the time of design, professional experts in monitoring and evaluation should be involved in the design process and they should focus on the result and performance measurement aspect of the project.
3. There should be an assessment of the state of readiness before the execution of the project. This is necessary for identifying appropriate stakeholders, signing memorandum of understanding with stakeholders, ensuring that the governance of the project is clearly understood by all parties involved.
4. Effort should always be made to sensitise, inform, educate relevant government officials on how strategic migration management can be of benefit to the country.
5. IOM should try and create a network of partners and especially civil society organisations who are interested in labour migration issues to assist in such areas like advocacy, capacity building etc. .
6. Stakeholders and all participating parties need to be informed at the beginning and also at the end as to the outcome of the project. Stakeholders are also learning and best practices from this project can also be replicated in their own environment or projects.
7. The project should be evaluated between six month and one year from the closure of the project. The experience of this evaluation indicated that stakeholders had challenges recalling what happened during the project because of the time lapsed.