

IOM MANAGEMENT RESPONSE MATRIX

Evaluation title/year: *Final evaluation of the project “MIGRANTS RESCUE AND ASSISTANCE IN AGADEZ REGION (MIRAA) – PHASE III”*

Person or entity responsible for completing the management follow-up response matrix:
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Overall comment on evaluation process:

As an overall conclusion, MIRAA-III succeeded (and in some cases even surpassed) what it set out to do. By providing assistance across the whole spectrum of migration management - awareness-raising, search and rescue, protection (including providing accommodation, food, NFIs etc), return assistance and reintegration has been relevant, effective and has created an impact on the lives of individuals. Overall, the staff is competent and perhaps even more importantly, extremely motivated and dedicated to the work they do and to ‘their’ beneficiaries.

It also needs to be underlined that MIRAA-III was resilient enough to continue to provide quality services and to adapt to new realities during COVID-19 and was able to adapt its procedures and operations in spite of additional hurdles to the return process (or rather the timeline for returns) and new requirements such as changes to the mode of transport and the additional cost this entailed.

The overall recommendation (to donors) of the evaluator is to continue the work that was started under MIRAA-III given the successful implementation of the project and the continuing need, paired with the self-assessed lack of capacity and resources of the Government of Niger to provide these services without the assistance and funding of IOM.

Nevertheless, there are a few recommendations that could improve the project and MRRM as a whole:

EVALUATION RECOMMENDATION A - COMMUNICATION

1. Communication with beneficiaries should be reinforced to ensure that all beneficiaries have a clear and unambiguous understanding of (a) their rights and obligations and (b) the process of return and the anticipated duration. This will reduce tensions and will help manage expectations. This can be improved through:
 - a. The development of audiovisual communication tools - video clips with infographics - about the steps in the return process, the services that beneficiaries can access while in the transit centres and the rules that are applied.
 - b. Such videos could be run in loops on a screen in a central location so that the information is available at all times.
 - c. The videos should be translated with voice-over (and subtitles) in at least French, English, Arabic and Hausa - more national languages could be added if the need is identified.
 - d. Reinforce the training for the security staff on what services - and where these are provided - in the transit centres. These guards are very often more in contact with the beneficiaries than IOM staff is.

Recommendation to:

Priority level (1 to 3):

<ul style="list-style-type: none">• <i>Project management;</i>• <i>IOM Communication staff</i>		2-3		
Management response (Accept/Partially Accept/Reject)				
Recommendation accepted. Audiovisual communication tools can be developed under new projects. General staff, including security officers and Mobcoms (community mobilizers), have already started being trained to provide such information. They have also been training on identification of protection needs and on how to refer migrants to IOM’s staff in charge of different services. Apart from that, current project Assistance to Vulnerable and Exposed Migrants in Niger (AVENIR) - funded by the Italian Government - will facilitate the assessment to identify barriers to access services, including communication, especially for people with specific needs.				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Conduct assessment to identify barriers and adaptation of communication tools	Continuous	MRRM, Protection Unit, Communication Unit		

EVALUATION RECOMMENDATION B - REINTEGRATION SUPPORT IN COUNTRY OF ORIGIN	
<ol style="list-style-type: none"> 1. Explore the possibilities to ensure reintegration support in each of the countries of origin - which will include an appeal to donors to fund both the support (training, income generation kits ...) as well as dedicated IOM staff in these countries and the means to support the reintegration assistance. 2. Tie in the reintegration assistance - wherever possible - with community stabilisation projects in the countries of origin. 3. Provide more psychosocial support to returnees and the host communities - including through partnerships with organisations like COOPI who are present in the majority of the reintegration countries. 	
Recommendation to: <ul style="list-style-type: none"> • <i>project management;</i> • <i>donors</i> • <i>IOM Headquarters</i> • <i>IOM Offices.</i> 	Priority level (1 to 3): 2
Management response (Accept/Partially Accept/Reject)	
<p>Recommendation 1 accepted: This recommendation depends fully on availability of funds. Discussions with Dakar has been done to try to identify options to place at least one reintegration staff in countries where Joint Initiative project is not present.</p>	

Recommendation 2 accepted: Although feasible, this depends not only on MRRM Programme, but other programmes implementing community stabilization (CS) projects as well. Discussions with CS Programme has started, and synergies are expected in future programming.

Recommendation 3 accepted: This recommendation also depends on availability of funds and services present in such countries. The MRRM Programme and Protection Unit in Niger have planned to integrate dedicated psychosocial staff that will support reintegration process in the country in future project. Additionally, another main challenge is the availability and/or the discontinuity of this service in the country which obliges IOM to fully provide this service. Migrants referrals to other organizations, such as COOPI, is part of MRRM's Programme and Protection unit strategies, but these organizations usually depend on funding availability to continue providing assistance to these migrants.

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Fundraise to assure service is in place	Continuous	MRRM Programme and Protection Unit		

EVALUATION RECOMMENDATION C - STAFF SUPPORT

1. Regular psychological counseling for staff, provided by outside experts that are not linked to the project (and ideally not part of the international community in Niger) would be highly recommended, given the degree of daily exposure to what can only be described as 'human misery'.
2. Develop structured and age-appropriate (educational) activities for young children (0-12) and minors (12-18)
3. Provide training for 'teaching staff' on how to recognise potential psychological troubles in children and minors and develop protocols for referral to the psychosocial staff.

Recommendation to:

- *project management;*
- *senior management*
- *IOM Headquarters.*

Priority level (1 to 3):

1

Management response (Accept/Partially Accept/Reject)

Recommendation 1 accepted: IOM has a Global Mental health Unit that provide psychological counselling for staff. Apart from that, IOM's health insurance also guarantees that this service is in place for staff that request it.

Recommendation 2 accepted: Educational activities in transit centers targeting minors are developed having in consideration their age, for instance, classes of Judo/Karate, computing, etc. MRRM Programme and Protection Unit is working to ensure such services are provided in all transit centers. Migrants are not expected to spend long time in transit centers, regardless of their age, so educational activities must also be developed having in consideration that migrants might return home before concluding certain educational activities.

Recommendation 3 accepted: This activity has already started. Security guards and Mobcom (Community Mobilizers) in the transit centers have been the first ones to benefit from this type of training which is being extended to other staff in the transit centers.				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Provide trainings to staff on psychosocial bases	Continuous	MRRM Programme and Protection Unit		

EVALUATION RECOMMENDATION D - GENDER AND INCLUSION				
<div>1. Do not longer use gender as a ‘blanket-justification’ for protection, i.e. being a woman does not automatically imply specific vulnerabilities.</div> <div>2. Use the data that are collected - and which include gender, age and disability data - to disaggregate information in all reporting.</div> <div>3. Ensure that when making comparisons across groups (ie. men/women) the correct analysis methods are used to ensure that conclusions are valid.</div>				
Recommendation to: <ul style="list-style-type: none">project management;senior management			Priority level (1 to 3): 1 -2	
Management response (Accept/Partially Accept/Reject)				
<p>Recommendation 1 accepted: The prioritization of women intake in transit center is done as a risk mitigation measure to prevent gender-based violence. However, as per IOM’s guidelines, gender alone does not constitute a factor of vulnerability.</p> <p>Recommendation 2 accepted: Desegregation will be done in all reports as agreed with donors, relevant frameworks, and institutional obligations.</p> <p>Recommendation 3 accepted: MRRM Programme and Protection Unit is working closely with the Migration Data and Research Unit (MDR) to improve data collection methods and analysis more efficient allowing a deeper analysis on genders aspects.</p>				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Improve data collection and	Continuous	MRRM Programme, Protection Unit,		

analysis of gender aspects.		M&E Unit, PSU, MDR		
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EVALUATION RECOMMENDATION E - DATA COLLECTION, ANALYSIS & PROJECT MONITORING

1. Disaggregate monthly beneficiary data into different 'vulnerability categories' - age, disability, unaccompanied minors - and present these data by gender.
2. Re-evaluate the data that is collected in light of the analysis that is needed by IOM to carry out its mandate; and either remove items (questions) from questionnaires if they are not used later on or - which would be the preferred option - reinforce the data analysis capacity of the staff to glean valuable insights into the overall migration process.
3. Ensure that data collected with one data collection tool is compatible with the data collected through another tool.
4. Use the profiling data to pre-populate subsequent data collection tools to ensure that data collected at different points in time can be matched and to reduce the possibility of errors.
5. Perform regular data-quality checks on the data collected and train and ensure that staff take responsibility for correct data entry.
6. Work with a social scientist - with a good understanding of data and research methodology - to improve existing data collection tools, including the questionnaires.
7. Work with a social scientist - with a good understanding of data and research methodology - to develop objective, comparable indicators that go beyond mere quantities and percentages.
8. Work with a social scientist - with a good understanding of data and research methodology - to improve analyses and exploit existing data to provide further insights into the complexity of migration.
9. Develop dashboards that, drawing on the various databases, can provide an immediate appreciation of the indicators to enhance the reactivity of the project (management).

Recommendation to:

- *project management;*
- *Analysis & Reporting*
- *External assistance*

Priority level (1 to 3):

1

Management response (Accept/Partially Accept/Reject)

Recommendation 1 accepted: MRRM and Protection Unit are working together with the Migration Data and Research Unit (MDR) to improve tools and methods of data collection and analysis to improve future reporting. Additionally, under Cooperation on Migration and Partnerships to Achieve Sustainable Solutions (COMPASS) project (funded by the Dutch Government) MARS (Migrant Assistance Registration System) is being updated to improve data collection and management which will considerably enhance the Programme's capacity to respond to above recommendations.

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Support from MDR Unit to improve tools and	Continuous	MRRM, Protection Unit, PSU and MRD Unit		

methods of data collection.				
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EVALUATION RECOMMENDATION F - COOPERATION WITH PARTNERS

1. Given the clearly identified need for assistance to migrants with long-term psychological needs (trauma, troubles ...) it would be recommended to seek funding for continued assistance to this vulnerable segment of the migrant population, both in-country and for continued assistance upon return.

Recommendation to:

- *Project management;*
- *senior management*

Priority level (1 to 3):

1-2

Management response (Accept/Partially Accept/Reject)

Recommendation 1 accepted: IOM is continuously advocating for more funds to cover this and other needs to provide better assistance to migrants.

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Fundraise	Continuous	PSU, MRRM and Protection Unit		