

Management follow-up response matrix

Evaluation Title/Year: Final evaluation of the project “Local Authorities Network for Migration and Development” (December 2021 – March 2022).

Person or body responsible for completing management follow up response matrix: Project Manager, Daniele Panzeri with support of the Project implementation Team – IOM Italy

Evaluation carried out by the research centre Action Research for CO-development (ARCO) specifically by Matteo Belletti, Federico Ciani and Andrea Ferrannini. The external evaluation of the above mentioned project aims to assess the performance of the project and capture achievements, as well as challenges, good practices, and lessons learned, related to the project’s contribution to the efforts of local authorities to mainstream migration in their local development plans.

Evaluation recommendation 1: To maintain a flexible and bottom-up approach that offers the municipalities tailored pathways to make MM concepts operational through an iterative model that meets the needs of local authorities, notwithstanding the need to design a strong initial theory of change for the Project, both for M&E and modelling purposes.

Recommendation to: *Project Management and project implementation team*

Priority level (1 to 3): 1

Management response (Accept/Partially Accept/Reject): *Recommendation accepted. The project is already structured around a flexible and bottom up approach and will maintain the same structure for the next edition of the LAs project. A logframe will be developed for the next phase, which will also serve as a basis for the M&E plan.*

Key actions	Timeframe or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
1.1 N/A as already developed and currently being implemented	N/A	N/A	To be also taken into consideration in future initiatives to be developed	

Evaluation recommendation 2: To design a flexible and structured project timeline and workplan that ensures continuous and timely project implementation within a defined period, by assigning appropriate duration to each phase (partner selection, analysis and assessment, set-up, capacity-building, roadmap elaboration and implementation, dissemination, closure and follow-up). This would allow project activities to be effectively implemented and ensure stronger results.

Recommendation to: *Project Management and project implementation team*

Priority level (1 to 3): 2

Management response (Accept/Partially Accept/Reject): <i>The project has already developed a detailed workplan for the second phase of the LAs project. The plan is constantly monitored to ensure the activities are effectively implemented by all partners (IOM Italy + other IOM missions)</i>				
Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
2.1 N/A as already developed and currently being implemented	N/A	N/A	To be also taken into consideration in future initiatives to be developed	
Evaluation recommendation 3: To identify the most appropriate technical working group members, from different municipal departments/units/offices, to be involved in project activities. This should occur during the initial phases of political engagement and endorsement, while ensuring that periodic dialogue with political representatives is maintained in later phases, to enable sharing and monitoring of project advancements, results and impacts.				
Recommendation to: <i>Project Management and project implementation team</i>			Priority level (1 to 3): 2	
Management response (Accept/Partially Accept/Reject): <i>Partially accepted. The initial phase of engagement and endorsement has already started and includes appropriate technical working group members, from different municipal departments/units/office. IOM will monitor the participation of all members, including political representatives, including this aspect in the monitoring plan.</i>				
Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
3.1 Include, in the M&E plan, the regular monitoring of both project stakeholders and political representatives participation and engagement at all phases of the project	Q2 2022	Project Team implementation		

Evaluation recommendation 4: To dedicate appropriate activities and time to an initial contextual analysis and feasibility assessment for each target municipality, the aim being to obtain a clear and complete picture of soft factors (political vision, power relations and societal values) that may affect the Project's implementation within local communities.

Recommendation to: *Project Management and project implementation team*

Priority level (1 to 3): N/A

Management response (Accept/Partially Accept/Reject): Rejected. This is already in place. The City Migration Profiles provide an exhaustive contextual analysis of the municipalities involved. These profiles were already developed during the previous phase.

Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
4.1 N/A as already developed	N/A	N/A	To be taken into consideration in future initiatives to be developed	

Evaluation recommendation 5:

1. To devise and ensure stronger direct involvement of IOM staff in all project activities and to increase the engagement, commitment and accountability of political representatives and technical officials in project implementation. They would, in turn, benefit from continuous interaction with a highly renowned and experienced international organization.
2. To work on both political and technical levels within the municipalities for the entire duration of the Project, and to increase the involvement of high-level actors in some selected activities, such as initial start-up and official municipal resolutions, appointment of municipal sectors and departments involved, formal adoption of roadmaps and other relevant outputs, public presentation of project outputs, feedback for internal and external final evaluations and adherence to follow-up on municipality networks.

Recommendation to: *Project Management and project implementation team*

Priority level (1 to 3): 3

Management response (Accept/Partially Accept/Reject): *This recommendation is accepted and already being implemented as in the 2nd phase there is direct involvement of IOM staff in partner missions that ensures the liaison with the municipalities. In addition, more meetings will be organized with high-level actors to increase their involvement and maintain engagement.*

Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status

5.1 N/A as IOM staff in partner missions are already involved in the 2 nd phase	N/A	N/A		
5.2 Organise more meetings in the 2 nd phase including high-level political actors	Q2 to Q4	Project implementation team		
Evaluation recommendation 6: <ol style="list-style-type: none">1. To ensure participatory engagement of all project partners, technical officials, political representatives, local experts and stakeholders, both in the final phase of the Project and in defining a follow-up plan, to truly valorise and encourage uptake of project outputs and results at all levels.2. To devise mechanisms for maintaining network relations among municipalities and partners following Project completion, as well as to continue collaborating with them to broaden future networks of municipalities for MM, as their pilot experience can provide lessons learned, benchmarks and inspiration to peers in other regions.3. To devise organisational mechanisms within local authorities to ensure that the Project's approach to MM continues – in political and operational terms – and becomes fully embedded within local institutional apparatuses.				
Recommendation to: <i>Project Management and project implementation team</i>			Priority level (1 to 3): 3	
Management response (Accept/Partially Accept/Reject): <i>Partially accepted as some the suggested recommendations are already ongoing. Activities for more networking opportunities among municipalities as well as external activities to valorize project outputs and results are already planned in the second phase. In addition, the final phase of the project will foresee a larger dissemination phase of project results both with an internal and external audience.</i>				
Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
6.1 Clearly indicate the dissemination activities of the final phase to reach both an	Q4	Project implementation team		

internal and external audience				
6.2 and 6.3 N/A as already planned	N/A	N/A		
Evaluation recommendation 7: To strengthen, whenever possible, the combination of in-person activities within and across municipalities with virtual tools that make interaction and exchange among technical officials, political representatives, experts and stakeholders easier and more frequent. This will create stronger relationships of trust and cohesion among partners and stakeholders.				
Recommendation to: <i>Project Management and project implementation team</i>			Priority level (1 to 3): N/A	
Management response (Accept/Partially Accept/Reject): <i>This recommendation is rejected because, at this time, it is not possible to determine whether in-person activities can be held in relation to the sanitary situation and available budget.</i>				
Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
7.1 N/A	N/A	N/A		
Evaluation recommendation 8: To develop a robust monitoring system to be updated on a regular basis, to measure the achievement of expected results and output indicators and to collect feedback from municipalities and other partners. The timely checking and monitoring of achievements and expected results indicators will enable partners to understand what has been achieved and what measures, if any, need to be taken.				
Recommendation to: <i>Project Management and project implementation team and M&E focal point</i>			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject): Accepted. <i>The M&E plan will be designed and implemented, with reference to the logframe that will also be developed.</i>				
Key actions	Timeframe or deadline	Responsible unit(s)	Implementation monitoring	
			Comments or action taken	Status
8.1 Design an M&E plan and its related monitoring tools 8.2 Plan appropriate	Q2 2022	M&E Focal Point (lead) with the support project management and project		

<i>resources for monitoring the activities</i>		<i>implementation team</i>		
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