Management Response Matrix

Evaluation title/year: Final (Internal) Evaluation of the Project: "Strengthening Operational Capacities for Gambian Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19"

Person or entity responsible for completing the management follow-up response matrix:

Krishna Vyas, M&E and Reporting Officer, IOM The Gambia

Overall comment on the evaluation process:

Evaluation recommendation 1:

I. The Results Based Management (RBM) approach to be continued in all IOM The Gambia programming to capture, monitor, and report on project results, lessons learnt and replicate good practices. In the next project, it is recommended to better develop and efficiently use monitoring tools to regularly track activities and achievement towards targets to ensure maximum impact; templates for monitoring are provided in the IOM Project Handbook and IOM M&E Guidelines.

Recommendation to:			Priority level (1 to 3 the highest):	
Project Management; Project Development Unit			*3*	
Management response (Accept/Partially Accept/Reject)				
Accept				
Key action	**Time frame or deadline**	**Responsible individual or unit(s)**	**Implementation monitoring**	
			Comments or action taken	**Status**
Support from MMU Unit to improve tools and methods of data collection	Continuous			

Evaluation recommendation 2:

I. IOM to ensure that a strong coordination mechanism at the border is facilitated across the nine (9) IABCC's set up in The Gambia, to continue the synergies built and adopt an integrated border management approach. Through strengthening border management in this strategic manner, IOM can further help broaden the scope through enlarged cross border partnerships with Senegal, to identify potential areas of collaboration and a long-term joint vision of enhanced cross border immigration management. Effective joint communications and cooperation modalities can be fulfilled in the best interest for both countries, and the IABCC's can be used to facilitate this.

Recommendation to:			Priority level (1 to 3):	
Project Management; Government of The Gambia			*3*	
Management response (Accept/Partially Accept/Reject)				
Accept				
Key action	**Time frame or deadline**	**Responsible individual or unit(s)**	**Implementation monitoring**	
			Comments or action taken	**Status**
Ensure existing IABCC's are strengthened,	Continuous			

Management Response Matrix

facilitate new IABCC's and joint IABCC's with Senegal in new IB project				

Evaluation recommendation 3:

I. IOM to continue strengthening national capacities (GID) through capacity building training and MIDAS facilities equipment, as well as BCP infrastructural construction and improvement. The goal is to gradually transfer knowledge and skills across the rest of The Gambia's' key BCP's, with emphasis on the roll out of a ToT modality. In addition, IOM to advocate that the government allocate dedicated resources to support the border management enhancement, through national funding or foreign donor financing.

Recommendation to:		Priority level (1 to 3):		
Project Management; Government of The Gambia		*3*		

Management response (Accept/Partially Accept/Reject)
Accept

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	**Status**
Provide border management trainings to Government staff in new IB project with pre/post testing to measure knowledge increase	Continuous			

Evaluation recommendation 4:

V. Using Nyamanarr BCP as an example for future BCP and/or MIDAS construction and installation, IOM to continue expanding enhanced land border management practices across The Gambia and address the shortfalls identified at specific PoE's under this evaluation e.g., ensuring MIDAS can run effectively through practical and appropriate spaces for MIDAS equipment, adequate network, and solar electricity to avoid fallback on manual-based processing. This also includes consideration to mobile kits, as deployed in Farafenni, for BCP's experiencing high flows of travelers and/or operating on a manual basis.

Recommendation to:		Priority level (1 to 3):		
Project Management		*2*		

Management response (Accept/Partially Accept/Reject)
Accept

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	**Status**
Continue the construction and	Continuous			

installation of BCP's to minimum standards in new IB project				

Evaluation recommendation 5:

V. To continue including needs assessments as key activities to determine gaps and ways to achieve desired outcomes. Needs assessment should be part of planning and can clarify problems and identify appropriate solutions that form part of the project activities. Given the short duration of most IBM project by nature, a streamlined approached should be taken which considers the prioritization of interventions that benefit the most vulnerable beneficiaries. An effective review of the project context and intended beneficiaries through assessments allows for this and will ensure the project team is fully aware of the direction of the project and the expectations for it.

Recommendation to:	Priority level (1 to 3):
Project Management	*2*

Management response (Accept/Partially Accept/Reject)
Accept

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	**Status**
Prioritize and conduct baseline assessments, rapid assessments, need assessments as relevant to inform programming in new IB project	Continuous			

Evaluation recommendation 6:

I. IOM to put in place transfer mechanisms which are coordinated, agreed upon and formalized with key project stakeholders (e.g., government, CSO's) before the project ends. This would allow for benefits achieved to be sustained across the outputs after IOM exits. To compliment this transfer, IOM to ensure integrating sustainability into project design by including stakeholders and beneficiaries in the implementation and facilitation of outputs for enhanced accountability, transparency, and ownership of the project. This allows for a more conducive exit strategy where stakeholders are fully aware of the project's implementation and goals before eventual handover.

Recommendation to:	Priority level (1 to 3):
Project Management, PSU	*2*

Management response (Accept/Partially Accept/Reject)
Accept

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	**Status**
With the support of PSU, develop an exit strategy for the	Sep 2024			

Management Response Matrix

new IB project to ensure sustainability of project outcomes				