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| **Evaluation title/year:** LM.0326 External Evaluation by Elizabeth Wilkins on ‘Pacific Adaptation Through Labour Mobility in the Low-Lying Atoll States of Kiribati, Marshall Islands and Tuvulu’, March 2021  **Person or entity responsible for completing the management follow-up response matrix:**  *Monitoring Evaluation and Reporting Assistant, Canberra; Programme Development Manager, Canberra.*  **Overall comment on evaluation process:** *My overall opinion of the evaluation is positive and to a large extent the recommendations relevant, however they are not made in the context nor refer to the limitations of the donor regulations.* | | | | | |
| **Evaluation recommendation 1:**  Build up on the project results through a second stage of the PALM project or integrate the results into new initiatives. Develop upon the recommendations of the reports “Towards a Labour Mobility Policy for the Republic of Marshall Islands” and “Towards a Labour Market Information System” in Tuvalu and Kiribati. | | | | | |
| **Recommendation to:**  *Project Development Officer, Canberra* | | | **Priority level (1 to 3):**  *2* | | |
| **Management response (Partially Accept)**  *Management accepts the recommendation.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *This is incorporated in the current labour migration proposals e.g. joint proposals with ILO to GCM MPTF* | *June 2022* | *IOM Canberra PSU* | | *N/A* | *N/A* |

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| **Evaluation recommendation 2:**  For any follow up projects or similar LM interventions developed in the Pacific, incorporate delivering key messaging on human mobility as an adaptation strategy to climate change and how it can be supported by policy action. If the national context allows for it, incorporate information campaigns and dialogue meetings with governments, communities, and key stakeholders. | | | | | |
| **Recommendation to:**  Programme development officers, senior management | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept)** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *This has been done the joint proposal with ILO to the GCM MPTF* | *June 2022* | *IOM Canberra* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 3:**  A follow up stage of the project should also address visibility and awareness raising of the LMIS in Tuvalu and Kiribati. Strengthen communication with communities, to increase confidence of jobseekers to register in the LMIS, and consultations with community groups such as women, youth, jobseekers, and outer islands’ population to incorporate their perspectives on LM on future interventions. | | | | | |
| **Recommendation to:**  Programme development officers, senior management | | | **Priority level (1 to 3):**  *1* | | |
| **Management response Partially Accept**  *Due to limited funding opportunities to implement the recommendation.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Utilise existing projects in Tuvalu and Kiribati to raise visibility of the LMIS* | *June 2022* | *Project Officers in Tuvalu and Kiribati* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 4:**  For future projects focusing on development of information management systems, strengthen the capacity and knowledge of the system users. In addition to data entry training, focus on data management in line with data protection principles and the use of data to inform evidence-based interventions. | | | | | |
| **Recommendation to:**  Programme development officers | | | **Priority level (1 to 3):**  *2* | | |
| **Management response (Accept)** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Substantial budgeting should be allocated towards LMIS projects.* | *December 2022* | *IOM Canberra PSU* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 5:**  At design stage, ensure that the project is well-resourced to cover IOM staff and office costs, either through complementary projects or designing activities that can be fully implemented with the project funds. Make sure there is an adequate level of in-country engagement during and after the project. Where IOM does not have a presence, ensure an adequate travel budget for implementation of activities and monitoring visits is available. | | | | | |
| **Recommendation to:**  Programme development officers, senior management, financial managers, oversight bodies, project steering committee, donors | | | **Priority level (1 to 3):**  *3* | | |
| **Management response Partially Accept** *– because the limitations are due to the donor IDF funding regulations which do not align with the real costs of implementation in the Pacific* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Engage with IDF on flexibility in future projects to be able to address this recommendation.* | *Dec 2021* | *Chief of Mission and PDO and RMO* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 6:**  For projects with a similar intervention in different countries, create opportunities to share knowledge and experiences among the countries. Sharing lessons learned and best practices among countries can strengthen labour mobility interventions in the region. | | | | | |
| **Recommendation to:**  programme development officers | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept- however in the context of the Pacific this requires significant funding allocation.** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Engage with donors to raise the funding allocation towards implementation of the recommendation.* | *Dec 2021* | *COM and PDO and RMO* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 7:**  All project activities must be documented and saved in IOM knowledge management systems. Trainings, consultations, and travel must be documented in the form of reports, including lists of participants. Monitoring tools and all project products must be systematically recorded. | | | | | |
| **Recommendation to:**  Monitoring and evaluation staff, project implementation staff, | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept)** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Strengthen the capacity for M&E in the COs* | *June 2022* | *COs, PDO and M&E Assistant .* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 8:**  Stakeholders directly impacted by the project results are best placed to be part of project steering committees and work better in the form of multisectoral groups. For LM projects, include participants from the private sector, key destination countries and other development partners with expertise in the subject matter, to enhance the quality and timeliness of technical inputs. | | | | | |
| **Recommendation to:**  Programme development officers, project implementation team | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept/)** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *This approach has been incorporated in the current LM proposals and in the IOM sub-regional strategy* | *December 2022* | *IOM Canberra PSU* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 9:**  To enable proper measurement of the project results, a baseline assessment should be conducted at the beginning of the project followed by the development of SMART indicators. Consider also including qualitative indicators along with quantitative. Implement and monitor the project in line with results-based management principles. This will enable IOM to measure short and long-term results. | | | | | |
| **Recommendation to:**  Programme development officers, monitoring and evaluation team | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept) – however the donor requires the indicators** | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *To budget for baseline assessment in future projects* | *June 2022* | *IOM Canberra PSU and RMO* | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |

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| **Evaluation recommendation 10:**  A sustainability plan or exit strategy should be developed to support the continuation of results after a project end. The plan should include clear roles and responsibilities of the management and use of project products, information sharing, and maintenance of hardware and software. | | | | | |
| **Recommendation to:**  Programme development officers, monitoring and evaluation team, project management | | | **Priority level (1 to 3):**  *1* | | |
| **Management response (Reject)**  *The IDF project budget are limited in nature and not best suited for delivering sustainable results but as seed funding to show initial results that large scale programmes can adopt in the longer term* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *None* |  |  | | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.* | *Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).* |