

Evaluation title/year: Final evaluation of the “Associazioni Migranti per il Co-Sviluppo” (A.MI.CO.) Programme (2021).

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

Overall comment on evaluation process: The evaluation confirms that the A.MI.CO. Programme is relevant, effective, efficient, impactful and sustainable.

Evaluation recommendation 1

Programme implementation:

Continue delivering the Programme, adjusting it to ensure more sustainability and impact. A.MI.CO. is relevant and effective and is also unique. The following specific recommendations are also offered:

- a. Maintain the Training-Award-Grant pathway. This is a clearly winning strategy and should be maintained. Other components (Plus and Changemakers) are also effective, but they could be reviewed in function of this main pathway. For example, Changemakers, which focuses on promoting the creation of new diaspora and migrants’ associations, could be delivered as a component propaedeutic to Training.
- b. Develop a training of trainers that can serve to train particularly strong associations to run trainings events under the Training component of the Programme, but in autonomy. This could be done through a new component or perhaps as an integration into an existing one (like Plus) and would have the benefit of allowing a scale up of training efforts without however increasing the management burden to IOM Italy.
- c. Create linkages to European Union (EU) funding programmes that can be accessed by target associations. To increase impact at the systemic level, consider adding training resources on how to access funds from the EU. Small associations would need support (and training) to register and access these opportunities, but it would be one way to make sure that target associations can grow in spite of limited access to funding in Italy.

Recommendation to:
Project Management, project implementation team

Priority level (1 to 3):

- a. 2
- b. 3
- c. 2

Management response (Accept/Partially Accept/Reject)

Recommendation partially accepted:

1.a: the A.MI.CO. Training is not adequate for newly created associations, registered following the participation to the A.MI.CO. Changemakers. Those association would need a more basic training, the standard A.MI.CO. one would be too advanced for them. We will consider the possibility of including a more basic training as part of AMICO Changemakers as a bridge to the AMICO Training.

1.b: Its implementation needs to be assessed according to associations' interest and capacity in organizing and delivering training . Another option could be developing a series of “learning workshops” hosted by the associations where they can present their work and illustrate to their peers the opportunities and challenges they are facing. This could be done using the model of the reflection and learning workshops already implemented for the A.MI.CO. Award

1.c: We are planning to include among the modules a specific module on Fundraising for diaspora organizations, in which various opportunities including EU funding will be explored

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<p><i>If the recommendation has been agreed upon or partially agreed upon, describe the action(s) to be taken to follow up on the recommendation. Use a new line for each specific action to be taken.</i></p> <p>1a) Brainstorm and clearly define the next A.MI.CO Changemakers program, and have a clear understanding of how it fits into the A.MI.CO. program . Brainstorming could be expanded by including other IOM missions, RTS and experts in the discussion to explore whether there are similar good practices in the region. Projects implemented by other organisations could also be explored and studied.</p> <p>1b) Develop a survey to assess</p>	<p>1a) mid 2022</p> <p>1b) + 1c) by mid 2023</p>	<p>1a) M&D Team</p> <p>1b) + 1c) Amélie Tapella, Fabrizia Camplone Marcella Pasotti</p>		

<p>associations' interest and capacities in consolidating their skills in training organization and delivery</p> <p>1c) Map EU and other funding opportunities including the private sector accessible to diasporas associations</p>				
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Evaluation recommendation 2

Programme implementation:

Strengthen the dialogue with and between migrants and diaspora associations. This has been a particularly positive result of the Programme and should therefore be reinforced. The following specific recommendations are also offered:

- a. Privilege activities allowing a long-term and consistent support, over short-term intensive programs.
- b. Prioritize networking opportunities between Programme beneficiaries and partners, to facilitate synergies and mutual knowledge, also across components. IOM Italy should continue hosting reflection workshops, and perhaps even think about expanding the number of such events. It could also consider creating a tool to promote collaborations, such as an online platform where associations can share information and connect regularly, and where IOM Italy can post relevant information.
- c. Increase coordination with the *Summit delle Diaspore*. The *Summit* was mentioned as a key platform for engaging diaspora and migrants' associations, but the Programme has so far not created many linkages to it. Yet, contributing to this platform could /reinforce the relationship between associations and could also help to harmonize some training activities.
- d. Share relevant results from selection processes (under relevant Components). For each component of the Programme, share the selection results (such as evaluation grids) with each participating association, including those unsuccessful in order to increase transparency and provide feedback.

<p>Recommendation to: Project management, project implementation</p>	<p>Priority level (1 to 3): 2</p>
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Management response (Accept/Partially Accept/Reject)

Recommendations 2.a and 2.b partially accepted.

2.a: long-term activities depend on funding from IOM and how they are administered. Long-term support is possible when IOM keeps working with the same association (for instance, an

association following the path A.MI.CO. Training - A.MI.CO. Award - A.MI.CO. Grant). This allows to follow the growth of the association for a long-period of time.

2b: IOM will brainstorm on the possibility of developing new “learning workshops” hosted by associations as mentioned above (see 1b). As for the platform, IOM has created iDiaspora, a platform for diasporas to exchange worldwide. Soon there will be an Italian version of the platform, so that it will be more accessible to users in Italy. A new landing page could be created on iDiaspora for A.MI.CO.’s associations to share their experiences and allow for questions/feedback.

Recommendations 2.c and 2.d already implemented

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<p>Develop a survey to assess association interest and collect suggestion on how to improve exchange. This survey could be merged into the same survey mentioned in point 1b. See point 1b also for expanding learning and networking opportunities. Also, evaluate whether to open a landing page on iDiaspora for A.MI.CO.’s associations to exchange experiences and interact.</p> <p>As part of the Diaspora Forum activities, develop a plan of initiatives (online and offline) to be implemented allowing beneficiaries to meet across development cooperation programs (including AMICO Award meet AMICO Grant and AMICO Plus) so as to support both</p>	By 2022	Amélie Tapella, Eleonora Vona		

networking and peer-to-peer learning				
Evaluation recommendation 3				
<i>Administrative and financial management:</i>				
Maintain current management systems in relation to Training, Award and Grantee components. These were found to be relevant, effective and, importantly, appropriate.				
Recommendation to: Project management			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) Recommendation accepted				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
No action needed	n.a.	n.a.	n.a.	n.a.
Evaluation recommendation 4				
<i>Administrative and financial management:</i>				
Review delivery modalities for the Emergency component. It would be good to have this component moving forward—it was found indeed to be particularly relevant and effective. Yet, it has to be done in a way that minimizes the administrative burden on both associations and IOM Italy. Perhaps IOM could find a different modality to contract associations under this component; or it could find an intermediary entity to act as lead, although this might increase costs.				
Recommendation to: project management (including financial managers and procurement), RTs, IOM Headquarters (LEG department).			Priority level (1 to 3): 2	
Management response (Accept/Partially Accept/Reject) Recommendation accepted				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
4a. Initiate internal discussion by organizing a meeting with relevant	By the end of 2022	Daniele Panzeri IOM Italy procurement		

interlocutors within IOM 4b. Suggest to relevant departments to consider a Review of existing tools and procedures for engaging with diaspora organizations in emergency with the view of developing/improving standard procedures for this type of emergency projects, agreed upon by all relevant interlocutors within IOM prior the start of a new Emergency program. In particular with relation to projects finance and accounting.		and finance Units PD Officer, CoM		
<p>Evaluation recommendation 5</p> <p><i>Monitoring, evaluation and learning:</i></p> <p>Develop and use more formal needs assessments tools. To better track long-term change, IOM Italy should develop and adopt more formalized needs assessment tools. This could be done both at a system-wide level, to map needs across associations and in relation to the development cooperation sector as a whole, and at the level of individual associations, whereby a specific organisational capacity assessment tool (OCAT) could be developed, which would allow monitoring of an association’s growth also through different components.</p>				
Recommendation to: Project implementation			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) Recommendation accepted				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring Comments or action taken Status	
Consolidate assessment tool for A.MI.CO. Program	By the end of 2021	Amélie Tapella,	<i>This is already under development</i>	

		Marcella Pasotti		
Evaluation recommendation 6 <i>Monitoring, evaluation and learning:</i> Develop an explicit theory of change that can clarify the relationships between the different outcomes and components of the Programme and help to guide learning efforts in the future. This effort is already ongoing, but it would be helpful to ensure that it can lead to a clear definition of impact and of the Programme's pathway (or pathways) to impact. The theory of change should also explicitly identify the expected outcomes of the Programme, set targets and appropriate indicators of progress.				
Recommendation to: Project management			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) Recommendation Accepted				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Develop a ToC with related tools	By the end of 2021	M&D unit	ToC was already under development	Completed
Evaluation recommendation 7 <i>Monitoring, evaluation and learning:</i> Produce a Programme annual report. Based on the theory of change, develop and yearly report that focuses exclusively on the Programme's progress, separately from other initiatives funded under Italy's Voluntary Contribution, and that responds to any indicators identified in the theory of change.				
Recommendation to: Project management, project implementation, M&E			Priority level (1 to 3): 1	
Management response (Accept/Partially Accept/Reject) Recommendation Accepted				
Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Develop a template	By mid 2022	Amélie Tapella,		

Produce annual report for A.MI.CO. 2021		Eleonora Vona Marcella Pasotti		
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