

## IDF evaluations – management follow-up response matrix

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia, IOM Zimbabwe, IOM Malawi				
<b>Evaluation recommendation A – Project Design</b> Ensure that a solid needs assessment based on a broad stakeholder consultation is undertaken in the project identification/design phase ensuring project relevance and increasing ownership. (IOM Project Handbook, p. 21)				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 3-low (to be completed by October 2023)	
<b>Management response:</b> <input type="checkbox"/> Accept recommendation <input checked="" type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b>  <p>It is still important to acknowledge that at the end of the day, IOM will proceed with project development based on expressed needs at strategic level. This may mean proceeding with activities prioritized by decision makers at national levels.</p> <p>While acknowledging this very important development programming fundamental, the nature of project at hand already dovetailed into earlier identified needs, notably for the Government of Zimbabwe. This is expressed within the draft National Zimbabwe Migration and Development Policy as well as ongoing discussions articulated during the regular Inter Ministerial Committee meetings on migration. Line ministries expressed a strong desire to streamline migration and trade bottlenecks and to facilitate smoother conveyance of goods and services among trading partners within the SADC region. Sometimes exhaustive and broad consultations at the lower levels of government on the frontlines may be difficult to undertake as policy and programmatic decisions are made at central government level.</p>				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
IOM will continue to engage at both strategic level and to the extent possible with the lower levels on project design. Furthermore the migration and trade agenda has been integrated into all three Governments' Development Strategies , which	This will be done as and when there are projects being developed.	All project persons developing IDF and other proposals.		

<p>guide line ministries and IOM programming priorities . To the extent possible IOM will integrate this key recommendation with needs and processes expressed by the member State.</p>				
---	--	--	--	--

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation B – Project Design</b> Develop an exit strategy to reduce dependency from IOM funds/engagement together with the government stakeholders early on in the project to plan for continuity of the benefits created, e.g., for the maintenance of MIDAS or capacity building.				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 3-low (to be completed by October 2023)	
<b>Management response:</b> <input checked="" type="checkbox"/> Accept recommendation <input type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> This is a very important finding and recommendation which IOM fully accepts. It has however to be also informed by the national and regional context of the participating countries, which by and large are resource constrained owing to a number of socio-economic challenges. To the greatest extent IOM will ensure that participating governments are alive to the need to ensure that they contribute significantly towards ensuring the sustainability of the outcomes of the intervention. This may be through dedicating manpower and other material and non-monetary contributions to ensure that the outcomes of the intervention are not lost beyond the implementation of the IOM supported project.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
Engage with the Government of Malawi to ensure that there are resources dedicated for ongoing functioning of MIDAS.	October 2023	IOM Malawi, in coordination with IOM Zambia		

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation C – Project management</b> Ensure that reporting is carried out on time and in line with donor requirements.				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 3-low – (to be completed by October 2023)	
<b>Management response:</b> <input checked="" type="checkbox"/> Accept recommendation <input type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> This is important to ensure that the reporting obligations are met timeously.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
Drafting of the report will be done within the period allowed for this. To facilitate timely compilation of project reports Project Manager and project focal persons in the different countries will compile activity reports immediately after every activity is undertaken. These will become the basis for timely	This will be done for all other projects on an ongoing basis	Project focal persons in collaboration with the Project Manager		

compilation of the periodic project reports.				
--	--	--	--	--

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation D – Impact and sustainability</b> Consider updating SOPs with lessons learned during the Covid-19 pandemic (e.g., health requirements).				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 2-medium – (to be completed by April 2023)	
<b>Management response:</b> <input checked="" type="checkbox"/> Accept recommendation <input type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> It is important to ensure that the SOPs are in line with the situation on the ground. Bearing in mind that the SOPs should be a living document that remains relevant within an evolving context, IOM to consider convening a dedicated activity towards achieving this end. This can be a workshop/meeting with all project key focal points, to review the functionality of the SoPs within the current context as well as adapt changes based on new realities brought about by COVID-19. However resources from other projects may need to be committed towards this goal.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
IOM to coordinate with the line Ministries to update the SOPs as these are now government documents.	October 2023	Project Manager/project focal persons in participating countries		

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation E – Impact &amp; Sustainability</b> Consider making IT technicians in the country proficient and independent from IOM technical support.				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 2-medium – (to be completed by April 2023)	
<b>Management response:</b> <input checked="" type="checkbox"/> Accept recommendation <input type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> This is important to ensure ongoing sustainability. IOM will work with relevant government line ministries and departments to ensure that there is a government owned plan towards capacity building of staff, greater ownership of the project and exit plan for continuance of project benefits beyond active involvement and provision of IOM technical support.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
IOM to organize a capacity building workshop for focal IT persons so that they have capacity to backstop continued functionality of MIDAS.	October 2023	IOM Malawi in coordination with IOM Zambia		

<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation F – Impact &amp; Sustainability</b> For MIDAS projects in the future ensure that implementing partners are committed and have clarity about software and hardware requirements and ensure that sufficient resources are allocated to the continuation of the project. Potentially a binding agreement that outlines roles and responsibilities of partnering institutions could be developed, in order to ensure agreements on responsibilities and timelines.				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 2-medium – (to be completed by April 2023)	
<b>Management response:</b> <input checked="" type="checkbox"/> Accept recommendation <input type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> This is generally a fair recommendation. Important to know however that IDF provided seed funding and that the same initiative has been scaled up under the 11 <sup>th</sup> EDF Small Scale Cross Border Trade.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
This is for noting and action as and when such projects are being formulated.	Not applicable	All project persons developing MIDAS project		



<b>Evaluation title/year:</b> TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa				
<b>Person or entity responsible for responding to this recommendation:</b> IOM Zambia				
<b>Evaluation recommendation G – Impact &amp; Sustainability</b> Explore possibilities to make capacity building activities more sustainable (considering turnover). Options could be to share training materials for self-paced learning or continuous learning, for example through an online learning platform shared with the government(s).				
<b>Recommended to:</b> IOM Zambia			<b>Priority level (1 to 3):</b> 2-medium – (to be completed by April 2023)	
<b>Management response:</b> <input type="checkbox"/> Accept recommendation <input checked="" type="checkbox"/> Partially accept recommendation <input type="checkbox"/> Reject recommendation <b>Explanation:</b> There are many ways to ensure sustainability including online learning platforms. It is however important to consider the budgetary implications. Depending on cost, resources may need to be allocated towards the establishment of the online platforms. From the planning of phase of the intervention, it will be important to plan to integrate training and capacity building within the respective departments/ministries training colleges / staff development programmes so that the ministries adopt and integrate the new training materials into their own ongoing staff training and capacity development programs. This way there is greater sustainability of training programs developed and delivered through the project.				
Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
IOM will share all the training materials with Governments for ongoing learning of their officials. It will be important to ensure that one of the outcomes of the projects is geared towards integration of training within government's own ongoing staff training programs.	October 2023	IOM Zambia		

**Evaluation title/year:** TC.1056 – Promoting a Regional Corridor Approach to Coordinated/Integrated Border Management in Eastern and Southern Africa

**Person or entity responsible for responding to this recommendation:**  
IOM Zambia

**Evaluation recommendation G – Coherence & Coordination**

Ensure ongoing coordination within IOM, with governments, regional bodies and with the work of other actors in the field to avoid duplication of efforts and increase the use of synergies.

**Recommended to:**

IOM Zambia

**Priority level (1 to 3):**

3-low – (to be completed by October 2023)

**Management response:**

Accept recommendation  Partially accept recommendation  Reject recommendation

**Explanation:**

IOM is already doing the same. IOM has fostered a whole of government and a whole of society approach to migration related programming in respective countries. This ensures greater coherence and well-coordinated actions among the different ministries, departments, development actors and other stakeholders. To this end, IOM will continue to strengthen existing and functional migration governance coordination mechanisms in the participating countries.

Key action	Time frame or deadline	Responsible individual or units	Implementation monitoring	
			Comments or action taken	Status
IOM to continue engaging with governments and regional bodies to deepen coordination. IOM already works hand in hand with governments and other regional economic communities (RECs) at conferences like MIDCOM, MIDSA, Chiefs of Immigration meetings, etc. This offers an opportunity for such discussions. This can be stepped up and formalized	Ongoing basis	IOM Zambia/participating governments migration coordination focal points in respective participating countries.		

--	--	--	--	--