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| **Evaluation title/year**: **Ex-Post Evaluation of the Project “ICT Strategy for Integrated Border Management in Rwanda,” November,2019.**  **Person or entity responsible for completing the management follow-up response matrix:**  *Alice karara, PM*  **Overall comment on evaluation process:** *The evaluation of this project was well conducted. The M&E staff met DGIE management and staff responsible for the implementation of the ICT Strategy and visited one boarder post to witness how the strategy has facilitated the work DGIE.* | | | | | |
| **Evaluation recommendation 1: [IOM]**  IOM Rwanda could provide further support to DGIE to implement remaining projects through other complementary projects, to assist DGIE operationalize the ICT strategy. | | | | | |
| **Recommendation to: IOM Rwanda IBM Unit, Chief of Mission** | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Accept. For sustainability purposes, this will be important but is also subject to availability of funding.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Identify interested donor and engage them* | **Subject to availability of funding.** | *LHD/IBM* | |  |  |
| **Evaluation recommendation 2: [IOM]**  This having been a unique and successful project, IOM Rwanda could do jointly with GoR, a documentation of successes and lessons learnt from the project as best practice that other member states and IOM country offices could learn from. | | | | | |
| **Recommendation to: IOM Rwanda IBM Unit, Chief of Mission** | | | **Priority level (1 to 3):**  *1* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Reject.*  This may be difficult for the GoR to agree, given the experience for this project and government reluctancy to publish their achievements makes this suggestion difficult but maybe worse to try. We shall coordination with DGIE on this. | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *This may be difficult for the GoR to agree, given the experience for this project.* | **NA** | *LHD/IBM* | | *NA* | *NA* |
| **Evaluation recommendation 3: [IOM]**  IOM Rwanda to improve knowledge management to facilitate learning from ongoing and completed projects. Strengthen information management and M&E which should include data collection, storage, and establishing guidelines for proper handover of project information by outgoing staff when a project ends, or staff leave the country office for opportunities elsewhere within or outside of IOM. Need to follow up with DGIE for the final copy of the ICT strategy document for knowledge management. | | | | | |
| **Recommendation to: IOM Rwanda IBM Unit, Chief of Mission** | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Accept. There were issues related to lack of documentation and information about this project. However, if there had been proper handover and prior involvement for staff, the project would have been easier to implement and coordinate between DGIE and IOM.*  We did our best to get the actual document but DGIE did not want to share regardless of the requests made including official requests. Thus, they only presented to us the that simple summary of about 40 pages from 300page + strategy. | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Ensure proper handover for each project before PM or responsible staff is no longer in charge of that project.* | **Whenever PM/Staff is no longer in charge of the project.** | *LHD/IBM* | | *NA for now* | *NA for now* |
| **Evaluation recommendation 4: [IOM]**  IOM in general could expand its internal capacity in areas of ICT related projects implemented by IOM to ensure its own internal monitoring of implementation and results particularly where IOM staff on such projects are not IT experts. In addition, ensure that consultants are familiar with country contexts. This project could have benefitted from IOM support to ensure language challenges are addressed from the outset through translation services; guidance on strategy formulation and that consultants reside in the country for the period of project implementation | | | | | |
| **Recommendation to: IOM Rwanda IBM Unit, Chief of Mission, RO Nairobi IBM unit** | | | **Priority level (1 to 3):**  *2* | | |
| **Management response (Accept/Partially Accept/Reject)**  **Partially Accept***. The main issue to this project lack of proper coordination which led to delays. Had the PM been earlier assigned with/without ICT expertise, he/she would have well managed the project. On the other hand, I fully agree that there should have been some level of ICT skills within the organisation to support the consultant. Knowing the country context is very crucial not only for this project but others too.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| Ensure recruitment process prioritizes this recommendation going forward | **Whenever applicable** | *LHD/IBM* | |  |  |
| **Evaluation recommendation 5: [IOM]**  Need to set out a clear framework for communication and coordination of project implementation between government and IOM particularly for highly sensitive projects such as this where both IOM and government have implementation roles. | | | | | |
| **Recommendation to: IOM Rwanda IBM Unit, Chief of Mission, RO Nairobi IBM unit** | | | **Priority level (1 to 3):**  *On a scale of 1–3, prioritize the importance of this recommendation. Be realistic. Some recommendations are very important (e.g. they affect the well-being of beneficiaries, they address critical risks to the project), while others are less important.* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Partially accept. This may be difficult as not all PMs have to have ICT expertise, nor the ICT staff may not be well-versed with the project itself as the project may aim at a much higher skill than what is available.*  *But I agree that the consultants should be familiar with the country context and should be well versed with the language of the consultancy/operations.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Going forward, IOM can aim to hiring consultants who will deliver the best service to the stakeholder without much difficulties.* | **Whenever applicable/ depend on when such assignments are to be carried out.** | *LHD/IBM* | |  |  |
| **Evaluation recommendation 6: [DGIE]**  Further resource mobilization from government to allocate a budget for completion of pending projects, as well as advocate with other partners and donors for additional funding. | | | | | |
| **Recommendation to: DGIE** | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Accept. For sustainability purposes, the GoR should engage donors to fund pending issues and operationalize the strategy.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Managerial Meeting to discuss with DGIE management to understand their take on this recommendation.* | **After**  **Covid-19 pandemic** | *LHD/IBM* | |  |  |

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| **Evaluation recommendation 7: [DGIE]**  Utilize successes of the project and findings of this evaluation to document them as best practice that other member states could learn from. | | | | | |
| **Recommendation to: DGIE** | | | **Priority level (1 to 3):**  *3* | | |
| **Management response (Accept/Partially Accept/Reject)**  *Accept. Even though the GoR does not always publish all their best practices, this recommendation can be discussed for consideration.* | | | | | |
| **Key action** | **Time frame or deadline** | **Responsible individual or unit(s)** | | **Implementation monitoring** | |
| **Comments or action taken** | **Status** |
| *Managerial Meeting to discuss with DGIE management to understand their take on this recommendation* | **After**  **Covid-19 pandemic** | *LHD/IBM* | |  |  |