

ROM report

<i>Type of ROM review</i>	Projects and Programmes
<i>Project title</i>	IMPACS Migration & Development (Improving Migration and Development Partnerships and Action with Civil Society)
<i>Project reference</i>	C-334176
<i>Unit in charge</i>	DEVCO B 03
<i>Status</i>	Final
<i>Report date</i>	09/09/2016

Project - Key Information	
Domain (instrument)	MIGR - Migration and asylum
DAC Sector	13010 - Population policy and administrative management
Zone Benefitting from the Action	Asia
Action Location	global
Type of Project/Programme	Thematic
Geographic Implementation	Multi-country
Entity in Charge	DEVCO B 03
OM in Charge	CHASTELOUX VINCENT
Contracting Party	ASBL INTERNATIONAL CATHOLIC MIGRATION COMMISSION - EUROPE

Project - Financial data on 19/08/2016			
Total budget	1,967,208 €		
EU contribution	1,573,766 €		
Paid Amount	1,416,389 €	Date of last payment	06/05/2015

Project - Dates				
Contractor Signature Date	19/12/2013			
Activities	Start Date	20/12/2013	End Date	19/12/2016
Final Date for Implementation (FDI)	19/12/2017			

ROM review - Key information				
Reason for ROM review	Not visited			
Countries visited	Belgium, Mexico, Philippines, Senegal, Switzerland			
ROM expert(s) name(s)	COLLEO Anna Lucia AIOLFI Luca			
Field phase	Start Date	23/06/2016	End Date	05/08/2016

Project Synopsis

Context

Migration is an important demographic dynamic closely tied to broader social and economic processes. Migrants may bring benefits to their new countries, and to their family members and communities at home. Yet, they also frequently face abuse and exploitation. A rights-based approach to migration is important to sustain positive repercussions of migration on development. Civil society organisations (CSOs), governments, international agencies, and the private sector all play a role in ensuring that the rights of migrant workers are respected and that consistent policies are being developed and effectively implemented to make migration contribute to development.

Since 2006, a large number of CSOs has been coming together to influence global migration and development (M&D) decisions at the UN High Level Dialogue on International Migration and Development (HLD: 2006, 2013, 2016) and annual Global Forum on Migration and Development (GFMD) meetings of governments and civil society. From the very beginning, many civil society groups have called for time and resources to organise for the GFMD meetings and advocate with a common voice on identified priorities. The Migration And Development (MADE) Network that was publicly launched at the GFMD Civil Society Days in Stockholm in May 2014, has thus evolved out of years of civil society participation in the GFMD. The coordination of GFMD civil society activities has now become part of MADE.

The IMPACS project is one of two projects benefitting from co-funding from the EU that are currently the main source of funding for MADE. IMPACS is financed under the 2013 Call for Proposals of the Thematic Programme for Cooperation with Third Countries in the Areas of Migration and Asylum (EuropeAid/131088/C/ACT/Multi, Lot 4: Global actions), and managed by DEVCO/B3. The other project is "Strengthening the GFMD Civil Society Network - ENGAGE", funded under the Non-State Actor and Local Authorities Thematic Programme (EuropeAid/131140/C/ACT/Multi) and managed by DEVCO/B2. The two projects together are commonly referred to as MADE by their partners and stakeholders.

The two projects are led by the International Catholic Migration Commission (ICMC) in Belgium. The partnership of IMPACS also includes ICMC Switzerland, the UK-based African Foundation For Development (AFFORD), Cordaid in the Netherlands, the Migrant Forum in Asia (MFA) in the Philippines, CARITAS Senegal, and the International Network on Migration and Development (INMD) in Mexico.

Description of the Intervention Logic

IMPACS is a global project taking place in Africa, Asia, Latin America and the Caribbean, and Europe. Its Overall Objective (OO) is to foster the links between M&D and promote due consideration of migrant rights by strengthening the capacity of CSOs directly involved in M&D advocacy and practice to constructively engage with governments at the regional and global levels, in the context of the GFMD, with a view to influence priority-setting and policies. The Project Purpose (PP) is to strengthen and expand existing regional, thematic and global civil society networks, to increase civil society's impact on the governmental GFMD Agendas.

The project is geared towards achieving the following Expected Results (ERs): ER1) Strengthened thematic, regional and global capacity of civil society to engage in policy dialogue and priority setting within the global governance of M&D; ER2) Increased capacity of CSOs to self organise, respond and follow-up for constructive engagement related to the GFMD; ER3) Strengthened information and communication tools to ensure networking among CSOs, improve global advocacy and raise awareness of and media attention towards migrant rights, contributions and gaps in protection; ER4) Strengthened analysis and sharing of good practices, gaps and recommendations related to policy and practice in key GFMD policy areas; ER5) The MADE Coordinating Office has strengthened available information and communication tools to promote networking among civil society actors, improve global advocacy and raise media awareness through traditional and non-traditional media.

Key indicators of achievement include two indicators for the OO, i.e. i) to increase the number of global and regional policies and practices that promote the protection and wellbeing of migrants according to the civil society's 5-Year 8-Point Action Plan and, ii) the number of advocacy actions taken by the MADE Programme to advance the Action Plan. For the PP, the two indicators stipulate that: i) more than 1,000 civil society actors have participated in MADE activities such as regional networks, thematic working groups (WGs), online exchange, which resulted in regional and thematic positioning documents like advocacy papers, public statements, policy briefs that link directly to civil society GFMD recommendations and Action Papers; and, ii) each of the thematic and regional networks have had regular on-line or in-person exchanges with governments ahead of and during the GFMD, according to the advocacy priorities set globally and within the respective networks, and in addition, new platforms for further change have been developed such as Post-2015, the High Level Summit (HLS) and the Migrants in Countries in Crisis (MICIC) Initiative. With reference to the ERs, indicators for ER1 stipulate that: i) committees of global civil society are re-structured for stronger representativity, integration and strategic impact; ii) new appointments of the network for future M&D processes, such as being re-appointed as Coordinating Office for civil society activities in GFMD; and, iii) the GFMD Civil Society activities are evaluated positively by participants. Indicators for ER2 include the creation of three Thematic WGs on labour migration, diaspora and development, and the global governance of migration, each with a core group of 10 to 20 members and at least two advocacy statements drafted. For ER3, indicators specify that three regional networks are strengthened or created (Americas, Africa, Asia-Pacific, Europe), while for ER4, the indicators include: i) analysis and recommendations are drafted and showcased on the MADE website; ii) a methodology measuring civil society's progress on its common Action Plan is developed and results in two editions of a Global Movement Report; and, iii) publications and reports are accessed by 5,000 people. Indicators for ER5 envisage that i) at least 1,000 CSOs consulted the MADE tools; ii) at least two global and two regional online advocacy campaigns on the issues in the Plan of Action are facilitated; and, iii) a growing number of media articles refer to the MADE Programme.

Planned activities could be grouped around 5 core streams of action, i.e. 1) The establishment and work of the GFMD Civil Society Coordinating Office at ICMC premises, ensuring coordination, networking and information sharing, and facilitating ongoing consultations and follow up with governments, EU institutions and international organisations with respect to the GFMD policy agenda; 2) The establishment and work of Thematic WGs, strengthening mechanisms and regular convening; 3) The establishment and work of regional networks, ensuring the continuation of civil society inclusion in the GFMD process through thematic regional and inter-regional meetings (Europe, Africa, Asia, Latin America) relating to themes and concerns to be prioritised within GFMD dialogues; 4) Research, Exchange and Publication activities, with specific survey-based research and publication of efficient practices on priority GFMD issues; and, 5) Media, Communication and Networking activities, with media outreach through on-line and traditional media and network-based exchange of advocacy speaking points and arguments, including exchange of practices and available data.

The Target Groups of IMPACS are CSOs engaged in M&D, a diverse constituency that includes community-based service providers, local and global NGOs engaged in advocacy, migrant and diaspora associations, trade unions, academia and the private sector. Project beneficiaries are the other key stakeholders who participate in the GFMD process, i.e. national governments and international agencies committed to strengthening global governance of M&D.

Findings

1. Relevance

The project design and intervention logic are straightforward and remain highly relevant to address the needs of target groups and beneficiaries. IMPACS is indeed conveniently conceived to fill well-identified gaps in the design phase, i.e. ensuring consistency of coordination from one year to the next in preparation of the GFMD meetings and enhancing follow-up on conclusions. A growing number of organisations is offered a significant opportunity to strengthen their capacity to cooperate, engage with governments and advocate together for rights-based policies, in their regions as well as globally. This is especially relevant considering that the project is being implemented at a time when the engagement of governments, international organisations and civil society in a mutually-profitable dialogue on M&D is growing at a considerable pace.

Added value is being brought to the GFMD meetings and other global consultations particularly by linking regional perspectives with international dialogue. Indeed, while the project's main anchorage with civil society participation in the GFMD is clearly relevant to enhance influence of CSO collective action, as the GFMD is the only regular global consultative process on M&D, the project is also adding focus on the need to ensure that global decisions trickle down to actual implementation on the ground. Regional and national activities are particularly important in this regard, to ensure that global dialogue could have direct influence on the lives of the project's ultimate beneficiaries, i.e. migrants and local communities.

The selection of thematic priorities in the project corresponds to key issues identified in the 5-Year 8-Point Action Plan that civil society proposed to governments during the HLD in Oct/2013 and which remains a core reference in civil society's dialogue with governments and other stakeholders. Consequently there is high relevance of the identified activities under IMPACS particularly and under MADE more in general, since they engage not only the project target groups, but also the civil society worldwide.

The project is designed to adapt its intervention to diverse regional contexts and to the actual technical and advocacy capacities of its direct target groups. Not surprisingly, challenges remain with regard to homogenizing capacity, but overall, the range of project activities and their timescale are realistic considering the role and capacities of project partners and stakeholders, including those in the African region, where the capacity of the project partner and of civil society to engage in joint advocacy has been comparatively less developed than in that in the other regions (Asia and Latin America).

The PP is fully understood by international organisations and members of the government interviewed during the ROM Review mission in the various regions, with government representatives being able to point out examples in which they have interacted with MADE partners and used information and inputs to tailor their own interventions, especially in regional summits (e.g. Valletta in Nov/2015 and Addis Ababa in Jul/2015). Indeed, the project pertinence is undisputed and a growing number of organisations is aware of MADE contributions to improve the quality of decision building on M&D. Differences across regional contexts could be expected and do exist. For example, the work of the WG on Labour Migration on recruitment regimes for migrant workers is gaining momentum, with increasing space and influence in global consultations and new regional partnerships with the private sector. On the other hand, CSOs in Africa highlighted a continuous need for more resources allocated to capacity development in advocacy at the sub-regional and national levels as well.

Management and coordination arrangements in place allow for a significant degree of flexibility and encourage ownership, by making it possible for partners to bring their specific inputs and perspectives, and tap into changing circumstances and opportunities.

The intervention logic is well structured, clearly presented and overall coherent. Indicators are generally well defined, with the exception of the first indicator at the OO level, which is not practically measurable. Indicators related to ERs are mostly output-oriented, with limited added value for measuring results at the level of outcomes.

IMPACS is closely linked with the other MADE project, ENGAGE. Overall, both projects are directed towards civil society engagement in M&D and take forward the 5-Year 8-Point Plan of Action that is the global civil society agenda for change and collaboration in this domain. Activities under IMPACS mostly relate to influencing policy-decisions in global and regional consultations and have a prevalent thematic focus. Activities under ENGAGE on the other hand, place a stronger emphasis on building the internal capacity of the networks, to provide inputs and follow-up to the GFMD conclusions. A joint implementation approach was agreed with the two DEVCO units in charge of the MADE projects during the inception phase, minimising risks for duplications and inconsistencies. There are no references to an exit strategy in the Description of the Action (DoA) of the project or in progress reports. Discussions on the future sustainability of the established MADE Network are planned to take place within the partnership over the coming months.

2. Efficiency

The project implementation mechanisms are well conceived and conducive for achieving the ERs. The grant contract with the EC is correctly implemented, with regular communications with the operational managers (OMs) responsible for IMPACS (DEVCO/B3) and ENGAGE (DEVCO/B2). Appropriate adjustments to the project action plan and the corresponding financial allocations have been reflected in the two contract amendments formalised to date (Jun/2014 and Jun/2015). The contractual arrangements within the partnership are adequately stipulated in Memoranda of Understanding (MoUs) that ICMC has signed with each partner.

In general, the type and quantity of resources required for project implementation are correctly identified and reflected in the project budget. Inputs for human resources had been underestimated in the initial project design, but were adjusted through the two contract amendments. The staff working at the MADE Coordinating Office was increased in 2016 from eight to 10 people (including one intern), six of whom are working on MADE on a full-time basis (since the MADE Coordinating Office also serves as the GFMD Coordinating Office for civil society, it is relevant to note that the GFMD Coordinating Office before the start of the MADE Programme was staffed with three people). A position for a Fundraising Coordinator (25% full-time equivalent, fte) was introduced to oversee the work of all MADE finance staff, monthly financial forecasts, monitoring of expenditures, co-financing obligations and reporting, as the link between operational and finance staff. Moreover, a Regional Network Developer position (75% fte) was also introduced to expand support to partners in strengthening their regional network-building and pave the way for future sustainability. The Regional Network Developer particularly supports the partner Caritas Senegal in filling gaps in their network outreach capacity and in identifying opportunities for regional and cross-regional advocacy. Staff inputs were increased at Caritas Senegal, but the organisation remains understaffed, especially considering the current size of the organisation and the fact that the IMPACS coordinator had been replaced in 2015 and the position is again vacant, as of May/2016 (the selection process for a replacement is ongoing). In retrospect, the planning of needed inputs and resources for Africa would have benefitted from a more in-depth assessment of the networking capacity of civil society in the region and of the specificities of sub-regional contexts in Africa, which are not reflected in project design.

While the project could build on well-established region-wide networks of CSOs in Asia and Latin America, this was not the case for Africa. Looking more broadly at the needs of the project in Africa, it is important to note that MADE is putting in place structured and context-specific attempts to establish a regional network as well as sub-regional networks. The sub-regional networks have defined their own action plans aimed at sustaining the resurgence of wider local civil society movements engaging in policy dialogue and advocacy. A significant degree of frustration has been expressed from the target groups in Africa concerning the limited possibility within MADE to implement the sub-regional work-plans developed by the project, and to develop civil society participation at the national level. Indeed, additional opportunities for developing the capacity of CSOs were needed in Africa in general, which has led ICMC to take appropriate corrective measures (i.e. introduction of the Regional Network Developer position and intensification of webinars on advocacy in 2016).

Partners play an active role in the project and lead in adapting implementation choices to regional contexts. The engagement and contribution of key stakeholders in regional networks and WGs (which are core MADE constituents), are important assets to sustain the project's orientation to results.

Looking at the project progress in implementation, it is important to point out that because project work-plans and narrative reports do not distinguish the two MADE projects (IMPACS and ENGAGE), progress of IMPACS activities is presented within the overall MADE framework. Most activities are being implemented as planned, with a few exceptions (e.g. the mapping of regional and thematic good practices, which have not been identified or disseminated, some delays in the production of thematic and regional reports, and modifications -without delays- in advocacy activities in Europe). However, these delays have no major consequences on the completion of project activities by the end of the project, with the possible exception of activities in Africa.

The established internal monitoring mechanism provides adequate supervision of project implementation, both at the level of project management and at the overall steering level (through the MADE International Steering Committee (ISC), which is also the GFMD Civil Society SC). In addition to the progress reports, the monitoring mechanism foresees that on a six-monthly basis each partner prepares a detailed work-plan for the upcoming semester with a corresponding financial forecast for its implementation, thus allowing a significant degree of implementation flexibility. The initial establishment of common understanding and practice on financial management was particularly lengthy, especially for organisations without prior experience in managing external funding. Interviews with project partners highlighted the need of induction training on financial management for organisations without familiarity with EC project management requirements. The financial flow progress is now positive. As of Jun/2016, after 30 months of project implementation (83% of project duration), preliminary figures for the incurred expenditure are in line with project financial forecast (84%). However, some partners have signalled the possibility of underspending, varying from 10% for MFA in Asia to over 20% for Caritas Senegal. A final project evaluation is foreseen and budgeted for (38,000 EUR) and is expected to take place by the end of 2016.

3. Effectiveness

In general, the project is performing well in delivering its planned outputs, with limited shortcomings or delays. The ICS has been re-organised, expanding its members from 18 to 34 including MADE partners, as well as its areas of competence (e.g. the contribution of diaspora to development). MADE is increasingly able to link the GFMD meetings from one year to the next, with the 2014 recommendations being taken up in the thematic agendas for the following year. Three Thematic WGs have been established and involvement in each of them exceeds the 10 to 20 members that were initially envisaged. Dedicated web platforms serve as e-depositories of the WG outputs, allowing easy access by MADE members, constituents and contacts. A Coordinating Office in Europe and three Regional Networks for Africa, Asia and Latin America have also been established and are expanding, although at different paces. The size of the global MADE database will likely exceed targets, with 2,963 contacts and 703 organisational profiles by Jun/2016. The quality of the outputs produced is satisfactory. Thematic reports and advocacy briefs have been especially praised by governments and international organisations as referenced sources of information. The reputation of MADE and of its partners coordinating the thematic WGs is well established, which in turn sustains the credibility of their inputs in policy dialogue. In Asia, the capacity to produce evidence-based knowledge is strengthening the reputation for the MADE WG, especially concerning the ethical recruitment campaign. In Latin America, the outputs produced by INMD are based on solid academic research and methodology, and regularly shared with representatives of the Government of Mexico. Likewise, the quality of project outputs is highly considered by other stakeholders, such as the UN Women Mexico, that has started cooperating extensively with INMD in the framework of IMPACS. Concerning the quality of key outputs produced by MADE Africa, the regional study is still in progress and the regional database of CSOs active on M&D (or migration) would be an important tool to fill the gaps in knowledge about active CSOs and their actual engagement across and within countries in Africa, but to date it only partially developed into the mapping tool expected in the initial project design. More in general, there is room for improvement but the difficulties in the initial context of implementation in Africa have to be taken into account, and the analysis of limitations balanced with the recognition of achievements. Having brought CSOs from different sub-regions to agree on establishing an African civil society platform on M&D should indeed be regarded as an important achievement. Before MADE, there was no continent-wide civil society network on migration and there was a widespread lack of knowledge about the regional governmental processes and the ways to engage with these processes. With MADE, opportunities have been created to fruitfully engage with governments (e.g. in preparation to the Valletta Summit in Nov/2015 but also to the Addis Ababa Summit in Jul/2015 on Financing for Development). The quality of work with the media of all partners could improve, by developing a more straightforward outreach strategy that through the media, can inform and engage non-specialised audiences. Good practices nevertheless exist (e.g. the partner AFFORD plays a more active role in communication with new campaigning on diasporas by launching the first International Diaspora Day in 2016), and a particularly positive collaboration has been established in Africa with a group of journalists who work on migration issues, resulting in various articles in the press (e.g. in reaction to a MADE public statement in Jul/2015 calling on African leaders about deaths of African citizens in the Mediterranean).

In addition to qualitative advocacy outputs, other important MADE outputs are aimed to support the internal capacity of the network and of global civil society at large to improve its influence on M&D. In particular, in collaboration with the University of Maastricht, ICMC is working on a methodology with benchmarks and indicators to improve the possibility for civil society to monitor implementation, and to measure progress concerning the issues of the 5-Year 8-Point Action Plan. The two Global Movement Reports should indeed be regarded as constructive and conducive documents to develop civil society capacity to monitor change. The outputs delivered by the project are concrete contributions to the PP. With EU support, the project is indeed enabling a growing number of CSOs working at local level to associate with other organisations and networks in their region, and to actively link up to discussions at the international level. Existing regional networks are expanding, and there is high likelihood that the project will exceed the target of 1,000 CSOs participating in the MADE Network, with as many as 865 CSOs involved in MADE activities as of 2015. Considering that MADE focuses primarily on the GFMD and that for 2014-16 has a direct role in the GFMD (through ICMC's appointment as the coordinator of civil society participation) an additional measure of its capacity to expand existing networks (not included in the logframe) lies in CSO participation in the Civil Society Days - CSD of the GFMD. In 2012 the number of CSO applicants to participate in the GFMD was 563 and the actual participants 140 (53 migrant associations). In 2015, 840 civil society representatives applied and 225 could participate (76 migrant associations). Such an increasing trend is consistent with the project efforts to inform through communication tools and networking activities of the opportunity to attend the CSDs, while also providing financial support to cover the cost of participation for smaller organisations. The geographical scope of the MADE Network is expanding, and now includes organisations from Eastern Europe, Central and West Asia and the Middle East.

In more qualitative terms, interviews with stakeholders suggest that governments that have been approached by the project are now more open to engage with civil society in global summits as well as in regional consultations. Interactions with governments and international agencies are facilitated by the project consistency of leadership and increased capacity to follow-up on the same priorities over time, as well as by the quality of analysis and information made available - all of which are contributing factors to the enhanced reputation and legitimacy of MADE and civil society movements in general to take an active part in global decision-making on M&D. Increasingly, recommendations resulting from civil society consultations are brought to governmental meetings and reflected in the conclusions of regional and global meetings (e.g. in the Valletta or in the GFMD).

The legitimacy of MADE partners to take a leadership role is apparent also in new invitations they are receiving to coordinate civil society inputs in relevant global and regional summits other than the GFMD (e.g. the UN HLD of Sep/2016, global and regional meetings of the MICIC Initiative).

4. Sustainability

The design of the project is built around the logic of strengthening already existing civil society networks, with a view to expand and improve civil society engagement in the GFMD and by so doing, ensuring a reflection of regional dynamics in global processes. The capacity of civil society networks is reinforced in many ways. To local civil society actors, MADE is offering important opportunities to engage with more capacity and thematic insight in a global civil society movement dealing with migration issues, and to come together and influence decisions, with high levels of ownership. Civil society participated in the GFMD meetings before the start of the project, however its participation was more ad hoc, while MADE is providing important opportunities to coordinate in view of the GFMD and other relevant regional and global meetings, and to follow-up on the GFMD conclusions in a more structured and consistent way. Follow up is important for the project in a twofold sense: i) to link one GFMD meeting to the next, giving continuity to civil society actions and by so doing, building credibility and making influence more likely; and, ii) to engage in monitoring the actual implementation of global discussions at the regional and national levels.

Relationships with other stakeholders (private sector, governments, international organisations and regional bodies such as African Union, ASEAN and the South American Conference on Migration) are also strengthened. Governments and international agencies alike recognise an evolved capacity of civil society (to which the project is contributing) to participate in government-led summits, to engage in constructive dialogue with governments, and to come together in a unified voice with concrete proposals and a rights-based approach to migration issues. Furthermore, project stakeholders recognise the benefits that arise from the dialogue with civil society, being a valuable source of information and an increasingly organised counterpart in M&D discussions. Civil society in the GFMD is increasingly affecting the tenure of the debate and influencing the way other stakeholders discuss migration and by so doing, the civil society inputs are increasingly reflected in the conclusions of global and regional summits (the Valletta Summit is a good example in this regard).

The development of relationships with the private sector has not received the level of attention that was anticipated in the DoA, where this is recognised as an important element to develop sustainable rights-based M&D practices. Results in expanding the level of engagement with the private sector are diverse across the project, the most prominent being the new partnerships with ethical recruitment agencies and private business that are being forged in Asia, and that would likely contribute to increased sustainability prospects for advocacy on ethical recruitment. This course of action is also slowly paving the way towards mutual influences between the private sector and CSOs, with a growing, although still small, number of CSOs considering engagement with the private sector in order to influence change in recruitment practices and related policies.

Institutional sustainability (continued existence and functionality of the structures; sustained engagement; regional consultations and thematic discussions) and human capacity of the partners and target groups (who have already been actively involved in the project steering and implementation and have gained an increased recognition and capacity to deliver good quality outputs) are substantial. Project partners and representatives of target groups involved in the project have been active in M&D advocacy and practice for a long time, and remain committed to continue their activities beyond the end of the project in what is their core area of operation.

































With this background, the project partners are likely to continue delivering the stream of project benefits after its completion, although the continuation of MADE activities at the current level of operation would depend on the availability of resources. Without the resources to convey consultations and meetings, the partners' engagement would be reduced, and smaller organisations would not be able to afford to even take part in key processes as the GFMD. The current level of engagement is only possible because of the EU funding for IMPACS and ENGAGE.

The ROM Review mission could not collect information on decisions by either DEVCO or other donors in relation to support of global civil society networking on M&D. Discussions on how the MADE Programme could continue and on the needed resources thereof are expected to take place within the partnership over the coming months. The discussions are expected to examine not only the financial sustainability of the MADE Programme, but also its institutional features. In particular, interviews with CSOs have indicated that a central need to develop the effectiveness and sustainability of their engagement further would be to define a common, more strategic positioning of global civil society about the overall direction that public policies should take on M&D, with a more thorough definition of the MADE Programme mandate, goals and specific advocacy targets to influence decisions on the priorities of the 5-Year 8-Point Action Plan. Opportunities for capacity development on network building and advocacy have to be more frequent, especially for smaller and less structured organisations. Moreover, although attention on the local dimension of M&D has been steadily growing during project implementation (e.g. by closely participating in the Mayoral Fora, and by bringing it into the GFMD and Common Space agenda for 2016), additional focus on the sub-regional, national and local levels is deemed important for the remaining implementation period and for the future, with a view to ensure wider CSO engagement and coordination at the level where the effects of migration are more immediately felt.

Conclusions	
N°	Conclusion
C1	Relevance: The project is properly designed to fill well-identified gaps in the design phase, i.e. ensuring consistency of coordination from one year to the next in preparation of the GFMD meetings and enhancing follow-up on the GFMD meetings' conclusions. A growing number of organisations is offered a significant opportunity to strengthen their capacity to cooperate, engage with governments and advocate together for rights-based policies, in their regions as well as globally.
C2	Relevance: The selection of thematic priorities in the project corresponds to key issues identified in the 5-Year 8-Point Action Plan that civil society has proposed to governments in 2013 and which remains a core reference in civil society's dialogue with governments and other stakeholders. Consequently there is high relevance of the identified activities under IMPACS in particular and under MADE more in general not only for the project stakeholders, but also for the wider civil society. This is especially relevant considering the growing engagement of governments, international organisations and civil society in a mutually-profitable dialogue on M&D.
C3	Relevance: The intervention logic is well structured and clearly presented. Indicators are generally well defined, with the exception of the first indicator for the OO which is not measurable. Indicators related to ERs are mostly output-oriented, with limited added value for measuring results at the level of outcomes
C4	Efficiency: Progress in project implementation is delayed for a few activities, but without major consequences expected to the completion of activities before the end of the project.
C5	Efficiency: The initial establishment of common understanding and uniform processes on financial management was particularly lengthy, especially for organisations without prior experience in managing EU funds.
C6	Efficiency: The Lead Partner does not envisage significant under- or over-spending by the end of the project; however, some project partners have signalled the possibility of underspending ranging from 10% to over 20%.
C7	Effectiveness: The outputs delivered by the project are concrete contributions to the achievement of the PP, and their quality is very satisfactory, with few exceptions (e.g. the profiling of CSOs and stakeholders in the project databases and the communication and media strategy).
C8	Sustainability: With substantial institutional sustainability and high levels of ownership, the project partners are likely to continue delivering the project stream of benefits after the project completion, although the volume of activities will depend on available resources. The current level of operation is only possible because of EU funding for IMPACS and ENGAGE
C9	Sustainability: Discussions on the future direction of the MADE Programme and on needed resources thereof are expected to take place within the partnership over the coming months. These would involve the financial sustainability of the MADE Programme as well as its institutional features. In particular, there are identified needs to: i) discuss the definition of a more strategic positioning about the overall direction that policy-making on M&D should take, and discuss the MADE Programme mandate, goals and specific advocacy targets; ii) envisage more capacity development opportunities on network building and advocacy for smaller organisations; and, iii) add focus on network building and coordination not only at the regional level, but especially at lower territorial levels, where the effects of migration are more immediately felt.

Recommendations	
N°	Recommendation
R1	Lead Partner: Revisit the IMPACS logframe to develop a concise set of indicators at the level of ERs, in order to better monitor and measure the project outcomes, in addition to outputs. The first indicator for the project OO should be reformulated in view of becoming measurable with clearly defined targets and baselines. Consistency with the ENGAGE logframe and with current project work for the second Global Movement Report should also be considered (related to Conclusion C3).
R2	Lead Partner: Review the project work-plans and expenditure forecasts together with the project partners with a view, if necessary, to take the opportunity of the contract extension now being discussed to streamline project activities and resource allocations until the end of the project (related to Conclusion C6).
R3	Lead Partner: Develop a more straightforward and output-oriented outreach strategy to the media and more in general, to non-specialised audiences that may be interested in M&D (related to Conclusion C7).
R4	Lead Partner: In collaboration with the project partners and by the end of the project, design a concrete exit strategy on the future institutional and financial sustainability of the MADE Programme (related to Conclusion C9).

Scoring overview

Relevance	1.1	1.2	1.3	1.4	1.5	1.6	1.7 a)	1.7 b)	1.7 c)	1.7 d)	1.7 e)
											
Efficiency	2.1	2.2	2.3 a)	2.3 b)	2.3 c)	2.4 a)	2.4 b)	2.4 c)	2.5	2.6	
											
Effectiveness	3.1	3.2	3.3	3.4							
											
Sustainability	4.1	4.2	4.3	4.4	4.5	4.6	4.7				
											

Comments from EC services

Date of EC services comments

29/09/2016

Comments on Synopsis

Comments from ICMC on the draft ROM report were transmitted in a PDF file to the Commission, and then shared by the Commission with to the ROM contractor. Following a meeting between the Commission, the ROM contractor and the leading ROM expert on 7.9.2016, the ROM report was modified to take comments made into account and explanations were provided in writing by the contractor on changes made.

Comments on Findings

Criteria	Comments from EC services
Relevance	N/A
Efficiency	The ROM report and comments made by ICMC allowed to clarify that, in retrospect, additional resources for the African component could have been opportune, given the regional context, and the existing capacities of Caritas Senegal. Clarifications provided by the ROM contractor also allowed to further detail which delays may have consequences on the completion of the African component of the project.
Effectiveness	N/A
Sustainability	Comments made by ICMC on the initial draft report have allowed to stress the progressive attention put by the project on the local dimension of migration and development and synergies built with other EU funded initiative in this domain, e.g. the JMDI.

Comments on Conclusions

N°	Comments from EC services
C1	N/A
C2	N/A
C3	N/A
C4	N/A
C5	N/A
C6	N/A
C7	N/A
C8	N/A
C9	N/A

Comments on Recommendations

N°	Agreed	Comments from EC services
R1	Yes	As a request for addendum is expected from ICMC, especially to align the project activities with the the planned calendar for the next edition of the GFMD, we will be attentive to consider this recommendation as part of a potential addendum to the contract with ICMC.
R2	Yes	ICMC is aware of this recommendation and is already working on it with implementing partners. The Commission will also consider it for a potential addendum to the contract.
R3	Yes	This comment could also be considered for inclusion in a potential addendum.
R4	Yes	This recommendation is crucial for a continuation of the MADE programme following the end of EU funding. ICMC is seriously considering this aspect with implementing partners.

Quality of the report

Is the report complete, clear and well argued and does it allow operational follow-up?



Follow-up Plan

Action	Linked Rec.	Implemented by	Deadline
Recommendations made in the ROM report will be very useful to assess the opportunity of an addendum to the contract, which ICMC is planning to request, and to adjust the content of this potential addendum.	R1, R2, R3	DEVCO B3	30/12/2016