

**UNDP Management Response**  
**Migration and Development Final Project Evaluation**

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**Overall comments:** Management has taken serious note of the issues raised and recommendations made by the independent evaluation. In the present document, which follows the standard template, UNDP presents detailed responses to each of the recommendations and key issues, and proposes follow-up action with time frame and responsible units specified. In general, based on the findings of the Final Evaluation, UNDP confirms its preliminary conviction that migration for development approach can be particularly beneficial and bring tangible development results if applied through the lens of local economic development. In that light, UNDP will seek to further expand and capitalize on the pilot achievements in the area of migration for local economic development. In particular, through upcoming engagement in support of development planning in a number of additional local governments, UNDP will make efforts to ensure migration mainstreaming in strategy design and subsequent translating of priorities into

**Evaluation Recommendation or Issue 1: Increase the funding and effectiveness of the horizontal component.**

**Management Response:** Recommendation valid and accepted.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1. For eventual follow up interventions, UNDP will consider increasing the pool of funding in support of local priority initiatives putting migration in function of local development.	TBD	Rural and Regional Development Sector		
1.2. Any follow up interventions would apply a competitive selection process and work towards leveraging between 20-30% of diaspora/private contributions (with sound long term business propositions to diaspora and at the same time ensuring sustainability of investments), while local government contributions would be kept at 20%.	TBD	Rural and Regional Development Sector		

**Evaluation Recommendation or Issue 2: Internal project logic and quality of design: The lack of specific focus of the Project – which socio-economic fields are to be targeted and which diaspora resources to be mobilized - is a disadvantage. Project objectives seem overly-ambitious, while some of the risks within the Risk Analysis were underestimated.**

**Management Response:** Issues raised valid and accepted.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
2.1. For eventual follow up interventions, UNDP will ensure sharper programmatic focus of interventions in this domain.	TBD	Rural and Regional Development Sector		

2.2. Any follow up interventions in this area will ensure realistic setting of the objectives, and more in-depth analysis of the risks, particularly those related to the overall political environment.	TBD	Rural and Regional Development Sector		
<b>Evaluation Recommendation or Issue 3: It appears that Project visibility has been rather low and anemic at all levels but especially at national level.</b>				
<b>Management Response:</b> Issue raised is partially valid, but accepted.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
3.1. For eventual follow up interventions, UNDP will ensure a more in-depth preparation of communication strategy, with consideration of various communication tools (beyond these utilized in the pilot Project phase), as well as stronger connection with national electronic media, as well as information and communication channels of all partners.	TBD	Rural and Regional Development Sector		
<b>Evaluation Recommendation or Issue 4: Increase Project ownership by a BiH institution: share implementation responsibility</b>				
<b>Management Response:</b> Recommendation valid.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
4.1. For eventual follow up interventions, national implementation responsibility should be further strengthened either through a dedicated project component within a broader partnership intervention, or a separate small-scale project implemented by the competent state-level institution (i.e. Ministry of Human Rights and Refugees). In both cases, clear definition of responsibilities would be required from the outset of the project implementation, while future intervention should place stronger focus on institutional capacity development, policy framework as well as innovative platforms and mechanisms for engaging BiH diaspora in productive and meaningful dialogue with authorities in BiH.	TBD	Rural and Regional Development Sector		
<b>Evaluation Recommendation or Issue 5: Reinforce impacts and sustainability of results in already selected local governments through continued support (through successor or follow-up projects)</b>				
<b>Management Response:</b> Recommendation valid.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
5.1. In eventual future interventions, based on the achievements and lessons learnt by the Project pilot phase, UNDP will undertake sound baseline assessments within potential partner local governments, with specific focus on economic data, sectors within the local economy with highest potential for growth based on interaction with diaspora, etc., so as to ensure more focused assistance, better impact and sustainability of results at the local level (e.g. job creation, income generation, and service delivery to the benefit of BiH citizens).	TBD	Rural and Regional Development Sector		

Further, global UNDP practices and experience will be tailored and transferred to the context of Bosnia and Herzegovina. Furthermore, UNDP will tap into the growing migration for local development community of practice and network implemented jointly at the global level via the JMDI supported by the Government of Switzerland.				
<b>Evaluation Recommendation or Issue 6: Include a component which will concentrate on selected systemic changes: focus on scientific knowhow transfer.</b>				
<b>Management Response:</b> Recommendation useful and feasible pending broader network of project partners.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
6.1. The recommendations within the Final Evaluation related to scientific know-how transfer provided some interesting ideas to be explored in eventual future interventions in the broader sense of knowledge exchange and know-how transfer. While UNDP as such may not be directly engaged in direct initiatives linked to scientific transfer, there are plenty of promising and innovative practices to be utilized in terms of “inward” and “outward” knowledge transfer and exchange, including by using ICTs, innovative start-up accelerators with mentoring from diaspora, etc.	N/A	N/A		
<b>Evaluation Recommendation or Issue 7: Concentrate on a small set of indicators.</b>				
<b>Management Response:</b> Recommendation valid and accepted.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
7.1. For any follow up intervention, an appropriate set of strategic indicators would be selected around which the entire project strategic approach would be built.	TBD	Rural and Regional Development Sector		

\* The implementation status is tracked in the UNDP Evaluation Resource Centre.