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**Proposal
for
Afro-Euro Migration Dignity (MiDi) Project**

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**Capstone Project submitted in Partial Fulfillment of
Requirements for the Degree of Doctor of Philosophy in
Management (*by Portfolio Track*)**

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DECLARATION

I, EXCELLENCE EYO OFFIONG USO, declare that the material in this project has never been submitted to any university or institution of higher learning for any academic qualification. The work is a result of my independent research and investigations. However, various secondary sources have been consulted and duly acknowledged.

Signature..... Date.....

EXCELLENCE EYO OFFIONG USO

APPROVAL

This Capstone Project Proposal has been submitted for examination with my approval as the student's Supervisor.

Signature..... Date.....

DR. STEVE MALLON

Supervisor

DEDICATION

This work is dedicated to my family in Truth, children (Clo, Keng, Asheri, Zoe and others), my parents (Glory N. Bassey, Engr Richard N. Bassey and Hannah Richard Bassey), cousins (Archibong 1 and 2 and Ruth and the rest), Uncles, Aunties and my wife, Rev. Theresia Berndzeh Uso, whose humility, purity and simplicity is a life lesson to me. Her mother (Ma Herodia Shuka), sister (Rosa), extended and spiritual family is also recognized here, especially Elder & Dr. Mrs. Thaddeus and Elizabeth Fon, Rev. Jim and Ma Winifred Kumi Jum and Rev. & Mrs. Denis and Priscillia Kang.

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EXECUTIVE SUMMARY

The Afro-Euro Migration Dignity (MiDi) concept is a Capstone Project. It is in partial fulfillment for PhD in Management (*by portfolio track*). It encapsulates ideas to encourage regular migration on the Afro-Euro corridor. This proposal has four sections. Section A covers preliminary issues like organizational introduction, background, rationale and institutional concerns. Section B embodies pre-project concept analysis. Section C details project description. Section D captures the budget. MiDi Project is therefore a brand-new idea at the forefront of my work, proposed to contribute to regularizing Afro-Euro migration. The direct goal of MiDi is to contribute to address implication and dangers of unsafe migration along Afro-Euro channels. This is to promote dignity, rights and wellbeing for migrants. As specific objectives, it will facilitate regular migration on the Afro-Euro corridor for about 150 intending migrants in three years. It will enhance personal development and economic empowerment (PDEE) among 1,500 potential migrants over three years. It will also support community cohesion in at least ten target European countries over the course of project life. It is anticipated that all these will likely strengthen institutional capacity. It would also reduce desperate migration incidence and tendencies among beneficiaries. It should also lead to greater social inclusion of migrants in host countries. Its fourth outcome is the strengthening of migration governance from advocacy-supported evidence-based policy regime. As fifth outcome, MiDi will also support scholarship by producing primary data, studies and research uptake opportunities.

SECTION A: PRELIMINARY ISSUES

1.0 Related Coverage

Section A covers organizational introduction, background, rationale and institutional concerns.

1.1 Introduction to organization

The Development Gaps Mitigation Trust, *Ltd/Gte* (DEVTRUST) is a growing nonprofit organization in Africa. DEVTRUST is in the not-for-profit classification. It is headquartered and incorporated as a non-governmental organization (NGO) in Nigeria. It has a limited by guarantee (*Ltd/Gte*) status. The *Ltd/Gte* status permits income-generation activities by the organization. However, generated income has to be reinvested for nonprofit application. DEVTRUST exists to support Africa's social transformation agenda. This is through empowering needy populations to meet their basic needs - *especially socially marginalized groups*. DEVTRUST envisions a prosperous continent with fully realized developmental potentials along with a peaceful, healthy and globally respected citizenry. As a progressing organization, DEVTRUST subscribes to seven core values with acronym, FESHES. They constitute: Fairness, Excellence, Stewardship, Harmony, Efficacy, Stability and Sustainability.

DEVTRUST runs three program streams and seven consultancy service units (CSUs). The CSUs are its institutional sustainability components. The three mutually reinforcing program streams are: Engaging Democracy, Policy & International Affairs (ENDPOINT); Cohesion, Rights & Social Justice (CORE) and Poverty, Wellbeing & Collective Resilience (POWER). ENDPOINT Stream promotes electoral integrity, responsive governance and overall democratic ideals in Nigeria - *and across Africa*. CORE Stream anchors on the essences of solidarity and rule of law. CORE embraces actions around peace, equity and fundamentally guaranteed entitlements of our shared existence. CORE directly coordinates the organization's actions against anti-Semitism, prejudice, racism, hate and Islamophobia. POWER engages the strategic intersections of change and its implications on the society. This is with respect to nature care, individual advancement and collective development. MiDi is conceptualized under - *and would also be implemented* - by the POWER Program Stream. The seven areas covered under DEVTRUST's Consultancy service delivery units are Institutional strengthening; Human Capital development; Resource Mobilization Actions/Aid Advisory; Results Enhancements (Needs assessment, Impact evaluation etc); Service delivery partnerships; Policy cycle support and Knowledge Promotions/Assistance. Under these units, DEVTRUST tailors client-specific professional service and technical assistance across the entire project management cycle.

Its administration consists of a tripartite structure. This includes Secretariat, Board and General Assembly (GA). The Secretariat is headed by a Head of Secretariat (HoS). A Board Chair heads the Board. While the President of the General Assembly heads the GA. The GA is the highest decision-making body at DEVTRUST. The Board maintains overall responsibility for DEVTRUST in between GAs. It also directly oversees the Secretariat through specific oversight, insight and foresight. The Secretariat manages the day-to-day operations of DEVTRUST. Designing MiDi Proposal is HoS role.

1.2 Background to Proposal

Following historical traces, migration between Africa and Europe is a longstanding phenomenon (Aslan, 2022). It is shaped by a complex interplay of historical, economic and social factors. Since economic opportunities is a core factor for intercontinental migration, migratory flows from Africa

is mostly towards Europe (Gonzales-Garcia and Mlachila, 2017). It is therefore not surprising that the Afro-Euro channels witness significant human mobility in recent years. Push and pull factors responsible for driving it are diverse. They include economic disparity, conflict, victimization and climate change. Even with complexities that surrounds migration, human dignity is a basic priority and fundamental necessity. Despite this, the Afro-Euro migration corridor is challenged by unique characteristics of a diverse migration pattern. By implication, some of these patterns combine to drown the absolute importance of dignity. For example, forced displacement, economic migration and mixed migration flow are met with a strict Europe and stringently enforced immigration laws.

Migration, being a social issue, is forcibly connected to legal enforcements and economic interests of shadow parties. This is what makes Africa-to-Europe migration to be a multidimensional issue-area. Especially as a wide range of stakeholders are involved. Interest parties include civil society, government, international bodies and migrants themselves. Some migrants utilize regular routes. For others, a combination of factors and variables compel them to use irregular migration routes. Sadly, these routes expose them to untold risks, vulnerabilities and danger. This is due to activities of nefarious actors such as organ harvesting cartels and human trafficking rackets (Andom, 2018). These add to other general challenges facing migrants on the whole. Examples are xenophobia, hate, racism and inadequate access to essential service. This compromises their rights and dignity.

By social justice principles, it is essential to promote the dignity of migrants. Broadly, it assures of their safety, wellbeing and integration into host societies. This is why dignity as a concept is being rallied as a theme in migration discourses. Related conversations encompass aspects of migrant experiences. They underpin that their realities consist of struggles and aspirations. Perspectives therein accept that migrants' basic ambitions are deeply intertwined with their quest for dignity. Enhancing this would require comprehensive approaches. Such approaches could address social, physical and emotional needs. It should promote their fundamental freedoms in its entirety. It should highlight the importance of human valuing, regardless of migration status. It should also popularize social cohesion and foster inclusive societies. Its focal goal should underscore the need for supportive policies and practices. It should also highlight empathy, which break social barriers. In supporting dignity, migration discourse can prioritize shifts toward more equitable frameworks.

1.3 Rationale for Proposal

Africa has come to be extensively portrayed as a migration-prone continent (Flahaux and de Haas, 2016). It is also held that Africa is the continent where the most migration in the world originates and Europe is the continent receiving most migration (Swierczynska, 2018). It is logical then that in the 1990s, more than half of the migrants to Europe originate in Africa (Hansen & Stefan, 2011). This enriches Afro-Euro migration corridors with challenges and opportunities for interest parties. Challenges include associated costs of protecting migrant dignity. Also, addressing discrimination, bias or managing socioeconomic migration impact is costly. Opportunities include harnessing the potentials of migration to drive fair economic growth, cultural exchanges and social development.

On individual levels, the opportunities are better explored with relevant capacity. Or by requisite preparedness that guarantees regular migration success. With competencies and skills, migrants can more easily utilize regular migration. Competencies can be cultivated through socioeconomic

empowerment and personal development actions. As this has been largely inadequate, a sense of hopelessness grips the continent. From it, desperation births. Desperation fuels the culture of irregular, unsafe migration. This analogy supports the 2019 UNDP Report on Migration. As per the report (UNDP, 2019), 91% of irregular migrants would repeat the journey. This is despite facing life-threatening dangers on those journeys. With such findings, there is a clarion call to address irregular migration. It is no doubt going to be a daunting, herculean yet necessary endeavor. Along with addressing skills and readiness gaps, irregular migration is also indirectly enabled. Absent or inadequate mechanisms for regular migration permit irregular migration. Responding to all these realities is the basis for this proposal. Its rationale derives from - and links to - a need to increase regular migration enabling platforms. It is imperative if such platforms are popularized, viable and attractive. All workable alternatives can help to reverse an entrenched irregular migration culture. These various rationales jointly represent justifications that underpin a MiDi project of this design.

1.4 Related Institutional Measures and Capacity

As a background, the Development Gaps Mitigation Trust, *Ltd/Gte* (DEVTRUST) is the institutional successor of Young People's Initiative (YPI). It was officially incorporated in November 2023 as a nongovernmental organization in Nigeria. About two decades prior, YPI championed a youth-only thematic focus. With change of name, came the need for thematic expansion. However, the YPI-DEVTRUST switch retained the rich track record of YPI. The successful YPI-DEVTRUST transition specifically demonstrates organizational change management capacity. Across this institutional trajectory also, there is adequate project management capacity. Aspects of it is relevant to MiDi.

For instance, under YPI, the organization was part of the Children & Youth Task Force of the Global call to Action Against Poverty (GCAP). The Task Force focused on youth and children issues that exacerbates or build from poverty. Irregular migration is more of a poverty driven activity. YPI also was part of the Trade Justice Working Group (TJWG) of the Oxfam International Youth Parliament (OIYP). TJWG focused to advocate for fair trade from a youth perspective. It held that fair trade had great potential of positive impacts. This especially touched on how to reverse African youth desperation for risky migration into Europe. YPI was also active in the call for a fair deal/s on the Economic Partnership Agreement (EPA). This was led by National Association of Nigerian Traders (NANTS). EPA is a trade relationship mechanism between the European Union (EU) and the Africa, Caribbean and Pacific (ACP) countries bloc. Its key aspects relate to trade liberalization, economic cooperation and development cooperation. YPI was also part of the Aid, Trade & Debt Group of the Global Civil Society Alliance. The grouping underwent trainings and various advocacy capacity building. This focused on making aid, debt and trade to be functional for developing countries within the international development architecture. YPI was also part of the project on promoting Free Movement of Person by NANTS. It focused to evaluate and promote implementation of the African Union (AU) Protocol on Free Movement of Persons. Building on this project, DEVTRUST recently implemented the EnCoPE Project: *Engaging Citizens on Nigeria-Cameroon Cross-border Mobility Policy Effectiveness*. EnCoPE's goal was to contribute to increased policy effectiveness of cross-border movement of persons and goods between Nigeria and Cameroon. It was successful to capture citizens border crossing experiences. It offered policy effectiveness recommendations. It highlighted areas to be strengthened. All these would be brought to bear for the MiDi execution.

For MiDi, a dedicated project management team (PMT) will oversee implementation. Depending on donor/s requirements, fresh project accounts can be created for MiDi. Or previous accounts of DEVTRUST can be utilized. Need-based short-term expert services in areas of limited capacity will be consulted. Interns, volunteers and staff would be engaged as identified. To track progress of MiDi's delivery, an effective monitoring and evaluation (M&E) framework would be generated.

2.0 SECTION B: PRE-PROJECT CONCEPT ANALYSIS

2.1 Contextual Elements

Towards designing MiDi, an extensive range of analysis precede. Stakeholder Analysis along with SWOC and PESTEL Analysis combine to address contextual elements. Needs Assessment reveals project targets, need analysis and gap analysis. Contingency management proffers a risk analysis and risk management framework. Put together, observations from all the various analysis informs MiDi Proposal. That is, key takeaways of the proposal idea analysis process helped to design MiDi.

2.1.1 MiDi Stakeholders

MiDi has diverse range of stakeholders. Internally, Project Board (PB), Project Management Team (PMT) and other DEVTRUST personnel serve as a ready pool to advance the project. Stakeholders on the external side for MiDi include donors, government, NGOs, European private sector, host communities, public, media, immigration experts, academia, beneficiaries and migrant networks.

2.1.2 Key Stakeholder Interests

Donors are interested in program efficiency, effectiveness and impact. Beneficiaries would desire impactful delivery and sustainability. Governments prioritize compliance with regulations, policy and laws. DEVTRUST personnel are driven by enabling work culture and desire for social impact. PB oversees resources growth, stewardship and organizational competence. EU stakeholders will be interested in MiDi's compliance with EU expectations. SSBR ensures MiDi academic standards.

2.2 MiDi SWOC Analysis

SWOC analysis is an approach that allows projects and organizations to consider how to leverage its strengths and opportunities to overcome weaknesses and challenges effectively (Karatayev et al., 2017). Aithal and Kumar (2015) differentiate SWOC components into internal and external factors. According to them, Strengths and Weaknesses are internal factors in which there is some control. Opportunities and Challenges are external factors over which there is no control. As such, DEVTRUST sees strength as an internal institutional advantage which positively contributes to the attainment of set objectives. A weakness is seen as an internal factor that requires improvements. Failure to address weaknesses compromises on the capacity to take advantage of opportunities. Opportunities are external variables with positive potential impact on institutions and intentions, if explored. A challenge is an external factor or situation that can make institutions and their plans to be vulnerable, if not rectified. For MiDi, its SWOC Analysis rundown is useful for its designing.

2.2.1 MiDi Strengths

MiDi Proposal will undergo rigor and academic scrutiny under the SSBR Project Capstone defense. This leads to further finesse. Scope-wise, MiDi focuses on Afro-Euro corridor as Europe is the main destination for sub-Saharan migrants (Lucas, 2006). This scope enables a comparative analysis of migration patterns and trends across Africa and Europe. The central idea of MiDi to address both push and pull factors of irregular migration is unique. It signifies an intention for holistic solutions.

2.2.2 MiDi Weaknesses

Primordially, MiDi is not designed for an already identified donor. It has to market itself. Also, MiDi is originating from Africa, not Europe. When ideas originate from donor blocs, the political will is higher for funding. Also, MiDi has not gotten any European or crucial international endorsements. MiDi targets skilled workers for jobs in Europe. This can look like depriving Africa of skilled workers who can otherwise contribute to their economies and societies (Carrington & Detragiache, 1999).

2.2.3 Challenges to MiDi

Donor countries are reconsidering aid. Many of them are redefining how they do and give aid. A global reprioritization of the larger aid architecture follows. This has multiple challenges for MiDi. Funds are drying up. Scarce resources are increasingly difficult to access. Also, more accomplished organizations may have already saturated existing donor windows with proposals. Furthermore, a capstone status of MiDi signals that it is an unsolicited proposal. That is, no specific conventional donor cycle has directly requested for it. A careful approach to its crafting is required to balance the needed academia-practice blend. All of these constitute the range of challenges facing MiDi.

2.2.4 Opportunities for MiDi

The capstone project presentation is an advantage. Through the defense, MiDi can generate ideas to further strengthen its conceptualizing. This facilitates academic grounding and finesse for the proposal. Instances avail where European organizations seek African partners on migration issues. If such a situation becomes possible, MiDi will be favorably disposed to maximize on it. There is a Geneva Immersion Program (Oct. 13-17, 2025). As a pre-Project activity, MiDi can link up and get exhibition space to showcase its ideals. It also helps to explore possible partnerships. The program welcomes universities and institutions to explore wide areas (company visits and guest lectures). MiDi, as a new voice in the Afro-Euro migration discourse, satisfies the need for fresh perspective.

2.3 PESTEL Analysis

PESTEL Analysis is used by businesses and organizations to identify and understand the influences of global forces and trends that may have an impact on their performance (Dcosta, 2011). PESTEL is used to analyze trends that will impact nonprofits and their constituents over time (Ibid). Kolios and Read (2013) hold that key dimensions of PESTEL Analysis consist of *Political, Economic, Social, Technological, Environmental and Legal*. MiDi anticipates delivery across intercontinental lines. Its scale present challenges, opportunities and associated risk. MiDi PESTEL Analysis is as follows:

2.3.1 Political

On political factors, visa denials, debates around immigration laws and border controls can impact MiDi. EU-Africa relations within international agreements like Global Compact on Migration, may impact MiDi. EU funding priority shifts can affect MiDi as EU donors are potential funding targets. Public opinion on migration can affect MiDi. As mitigation strategy, focal persons/representatives (FPRs) will be appointed across Africa and Europe to identify early warning chatters and response.

2.3.2 Economic

Concerning economic issues, project success may rely on migrants' integration to European labor markets. This is influenced by economic conditions. Recognition of migrant skills and qualification (from home) may impact their economic opportunities uptake. Labor market competition in host countries is a concern. It is unhealthy if migrants are seen as competing for native workers jobs. For perspective, six million jobs were vacant in Europe in 2022 (Eurostat, 2025). Labor shortage is a basis for EU countries skilled migrants' program (CaritasEuropa, 2022). MiDi is a response to it.

2.3.3 Social

Socially, brain drain is a delicate phenomenon and challenge to MiDi's appreciation. Notably, the causes of brain drain in Africa include pursuing higher-paying jobs out of Africa. Also, the desire to escape socioeconomic challenges ranks high. This is if skilled migrants leave their home countries. The risk it poses to MiDi's proposal perception is high. Fixing this connects to the idea of the Give-Back Network (GBN). With GBN, migrants will be supported to touch home and host countries. On a positive, 'brain drain' is an opportunity for DEVTRUST to conceive MiDi Project. With racism, xenophobia and discrimination as raging social ills, MiDi requires a robust social cohesion agenda.

2.3.4 Technological

As large part of MiDi communication would be technology-based, it opens some concerns. For instance, there are issues related to migrants' digital identities. Also, some technological designs might not have migrant needs in mind. FRPs will help identify areas to be looked to. This covers disparity in technology skills with migrants. Sorting this facilitates seamless information sharing.

2.3.5 Environmental

Regarding the environment, climate change is a global threat. Responding to it requires a multi-sectoral and multistakeholder approach. Migrant lifestyles need to be environmentally-friendly. Towards emergency response plan for migrants, disaster preparedness is part of the curriculum to adequately prepare migrants. MiDi has to also promote environmental awareness and action.

2.3.6 Legal

With regards to legal issues, labor rights status can affect project delivery. Enforcement or honor of employment contracts is key. Ensuring that the contracts are fair is another matter altogether. Access to social protection and work visa/permits for migrant workers is of essence. This ensures compliance with relevant laws. On this, MiDi will relate with European Immigration experts (EIEs).

2.4 Needs assessment

2.4.1 Project Targets

MiDi's intervention aims to contribute to addressing social dangers and consequences concerning unsafe migration on the Afro-Euro corridor. One, it will assist regular migration for those qualified. Two, it will empower potential migrants who are unqualified to travel. So, unskilled, under-skilled and mis-skilled persons are targeted. Three, it will support social cohesion in host countries. For objective three, host countries public - *and their media* - will be targeted towards social cohesion.

2.4.2 Need analysis

From the Scaling Fences study (UNDP, 2019), 93% of irregular migrants would repeat the journey. This is even as they face life-threatening dangers on those journeys. DEVTRUST identifies a need: to model a regular migration enabling platform. It should also be popularized and made workable and viable. DEVTRUST will leverage its limited by guarantee (Ltd/Gte) status to register DEVTRUST Consults & Concepts (DCC). DCC, as an arm of DEVTRUST, will serve as a pioneering organization dedicated to promote regular migration on Afro-Euro corridors. This will be by expert consultancy service, capacity building, direct facilitation, innovative research & action. DCC will target related stakeholders, migrants and governments for a humane migration system that benefits all parties.

2.4.3 Gap analysis

Absence and inadequacy are words that speak of lack and insufficiency. Together, they suggest a situation where something essential is unavailable. Or available yet insufficient or poor in quality. Socioeconomic empowerment and personal development are pillars of a productive life. With the two of them, there is hope for a more productive future. Their gaps are a big issue across Africa. This is what is responsible for the sense of hopelessness that grips the continent. Sadly, it sweeps through and births desperation. Desperations also spreads and fuels irregular, unsafe migration.

2.5 | Contingency Management

2.5.1 Contingency Plan

The contingency plan for MiDi Project relies on a risk management framework. The framework directly captures the nature of potential risks, their odds, impact index and mitigation scenarios.

2.5.2 Risks Management Framework: MiDi Proposal (2027-2029)

S/No	Risk identity	Nature of risk	Odds	Impact	Response/Mitigation scenarios
	Political				
1	Visa denials (<i>to Africa MiDi staff & potential regular migrant</i>)	External	High	High	At least two Immigration Expert mentors have to be identified and effective relationship established
2	Abrupt donor funds termination	External	High	High	Fall-back strategies must be established ahead to cushion
3	Shifts in European funding priorities	External	High	High	Aggressively pursue the objectives of DEVTRUST Consults & Concepts

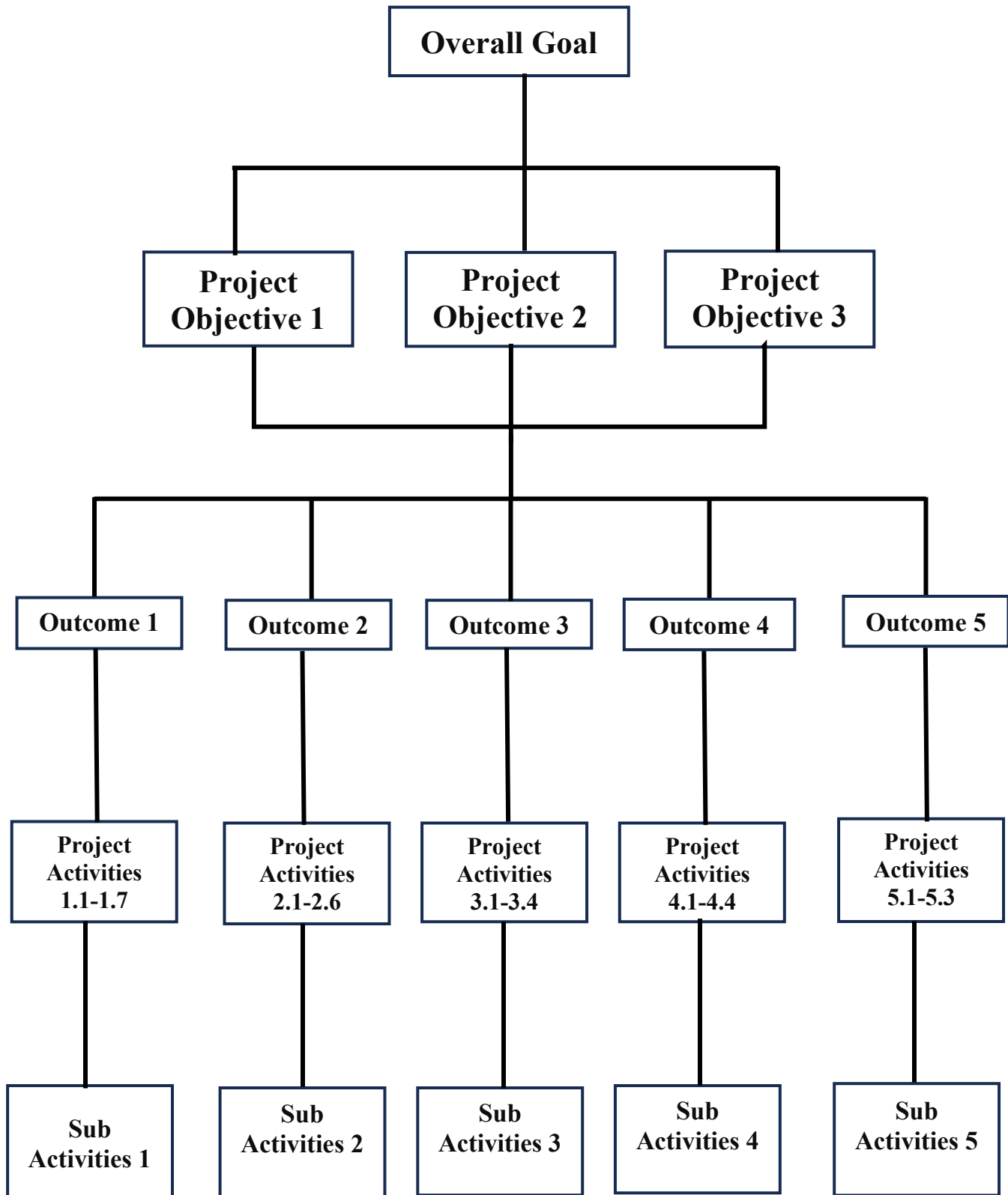
	Economic				
4	Failure to enforce employment and work contracts	External	Low	High	Employing or contracting parties would be pre-informed of the implications of such misbehaviors
5	Resource insufficiency	Internal	High	High	Aggressive resource mobilization agenda
6	Migrants' failure to honor work terms	External	Mid	High	Migrants would be pre-informed of the negative implications of such
7	High taxation on remittances	External	Mid	Low	Direct advocacy by MiDi Link up with relevant networks
	Social				
8	MiDi perception as brain drain enabler	Internal	Mid	Low	GIVE Network activities ensures a giving back, to host/home country
9	Unhealthy media representation of migrants	External	High	Medium	Appointing FPRs will help to tackle any rising media bias
	Technological				
10	Disparity in digital competencies	External	High	Low	Strengthen organizational and migrants' digital capacity
	Environmental				
11	Environmental or health disasters or emergencies	External	High	High	Follow established protocols on emergency preparedness, climate friendly response and expert advice
	Legal				
12	Debilitating laws & border controls	External	Mid	High	Tracking reliable chatters on such laws & seek legal alternative actions
	Institutional				
13	Unrealistic MiDi implementation framework	Internal	Mid	High	Seek input to MiDi implementation proposal design and framework
14	Failure to fully implement MiDi	Internal	High	Mid	Roll unfinished areas into MiDi+2. Strong monitoring & evaluation

SECTION C: PROJECT DESCRIPTION

3.0 Overview

Following an elaborate pre-concept analysis (PCA), MiDi Project is designed accordingly. Project description therefore consists of specific elements. These include overall goal, project objectives, anticipated outcomes and activities. For logical framework essentials, activities tie to outcomes.

Below is a graphical representation of project components.



3.1 Overall Goal

Broadly, the goal of the MiDi Project is to contribute to addressing the dangers and consequences of irregular, unsafe migration along the Afro-Euro corridor. This promotes dignity, rights and well-being for migrants and intending migrants. It will further foster humane migration experience and expectations between Africa and Europe. It aids inclusive, cohesive and migrant-friendly policies.

3.2 Project Objectives

- (i) To facilitate regular migration along the Afro-Euro corridor for about 150 intending migrants in three years, that is, by end of project life
- (ii) To enhance personal development and economic empowerment among 1,500 potential African migrating population in three years
- (iii) To support migrants-host community cohesion and peaceful coexistence in at least ten of possible 30 (one-third of) target European countries in three years (*by end of project life*)

3.3 Anticipated Outcomes

- (a) Strengthened institutional capacity given improved understanding of migration issues, project delivery success and effective intervention management
- (b) Reduced desperate migration incidence and tendencies among project beneficiaries through service delivery components like economic empowerment and personal development packages
- (c) Greater social inclusion based on increased understanding of migrant issues alongside their increased acceptance, reduced discrimination and more inclusive global community practices
- (d) Strengthened migration governance from advocacy-supported evidence-based policy regime
- (e) Scholarship support by producing primary data, studies and research uptake opportunities

3.4 Activities (outcome-specific)

3.4.1 Towards outcome 1: activities are:

- Activity 1.1: Secure project take-off funds from the Board, set up team, secretariat and contracts
- Activity 1.2: Facilitate PMT meetings *from 1st month onwards (on-going) throughout project life*
- Activity 1.3: Seek additional MiDi Project funding, *including optimizing partial funding options*
- Activity 1.4: Establish relations with at least two European Immigration Experts (EIEs): pre-phase

3.4.2 Towards outcome 2: activities are:

- Activity 2.1: Establish and register DEVTRUST Consults & Concepts by first quarter 2027
- Activity 2.2: Identify & facilitate regular migration for 150 intending migrants across (2027-2029)
- Activity 2.3: Identify & reach 1,500 Africans with personal empowerment packages (2027-2029)
- Activity 2.4: Establish GIVE-Back Network (GBN), initially consisting of MiDi beneficiaries

3.4.3 Towards outcome 3: activities are:

- Activity 3.1: Appoint project focal persons across Africa and Europe from 1st quarter of project life
- Activity 3.2: Produce promotional materials by first quarter of project life
- Activity 3.3: Build online presence for project website or webpage by first quarter of project life

Activity 3.4: Media briefing and media engagements/visits to media houses through project life

3.4.4 Towards Outcome 4, activities are:

Activity 4.1: Produce and distribute yearly Policy Briefs on Afro-Euro Migration (2027-2029)

Activity 4.2: Host a Non-State Actors Colloquium on Afro-Euro Migration *by 3rd quarter of 2029*

Activity 4.3: Establish relations with 100 migration related partners in three years of project life

Activity 4.4: Organize annual online Policy Dialogues through GIVE-Back Network Forum, yearly

3.4.5 Towards outcome 5: activities are:

Activity 5.1: Conduct one study on Afro-Euro migration corridor, within project life

Activity 5.2: Organize two related seminars and six capacity/knowledge building workshops on Research, Policy Advocacy and Int'l Cooperation towards on Afro-Euro migration within 3 years

3.5 Monitoring & Evaluation (M&E)

3.5.1 Project Team

Core Project Management Team (PMT) to execute MiDi includes key personnel. This comprise of: Project Manager (PM), Assistant Project Manager, Cameroon (APMC), Assistant Project Manager, Nigeria (APMN), Monitoring, Evaluation & Learning (MEaL) Officer, Finance/Administrative Officer (FAO), Communications Officer (CO), three Project Officers (POs), six Project Assistants (PAs), two Administrative Assistants (AAs). On-the-job learning is made for interns to serve as PAs and AAs.

3.5.2 M&E Structure

The M&E component of MiDi consist of set-up, meetings and actions. Its set-up is conscious that three areas are critical for success. These are project finance, project performance and project communications. To give additional support to these areas, committees would supplement their functioning. As such, M&E set-up consists of Financial Control Committee (FCC), Communications Oversight Committee (COC), Performance Quality Committee (PQC), Project Management Team (PMT) and Project Board (PB). This set-up is the framework upon which MiDi M&E structure rests.

Meetings are quarterly (quadr-monthly) PB meetings (PBMs), monthly PMT meetings, trimonthly FCC, COC & PQC meetings. Three Annual Project Assessment Forum (Cameroon, Nigeria, Europe), Project Inception Forum (PIF) and Project Completion Forum (PCF) complements M&E meetings.

MiDi M&E actions include Monthly Monitoring Report (MMRs), Summary Monthly Report (SMR), Quarterly Milestone Briefs (QMBs), Annual Learning Assessments (ALA), Mid-Term Review (MTR), End-Term Assessment (ETA), Post-Project Evaluation (PPE) and Overall MiDi Project Report (OPR). MMRs are submitted by other PMT members, PM prepares SMR therefrom. QMBs are presented by APMs (APMC/APMN) respectively. Annual Learning Assessment (ALA) is carried out by APMs. MTR is conducted by external consultants. ETA is by MEaL Officer. PPE is by partners. OPR by PM. PB is to consist of three DEVTRUST Board members (determined by Board Chair), project partners, an external development expert, media practitioner, (potential) migrant, migration-related group and EU/Diaspora citizen (all determined by HoS). PM and APMs lead PMT representatives to PBM.

Financial Control Committee (FCC) is to prevent financial errors, fraud and mismanagement. It is to consist of PM, APMC, APMN and FOA. MEaL, CO and one of PO, PA and AA are active observers. Communications Oversight Committee (COC) ensure project communication quality. It consists of PM, APMC, APMN and CO. FAO, MEaL and one of PO, PA, AA are active observers. Performance Quality Committee (PQC) ensures performance metrics. It consists of PM, APMC, APMN and MEaL. FAO, CO and one of PO, PA, AA are active observers. They hold four annual meetings, once trimonthly.

3.5.3 Project Performance Metrics

MiDi's indicators and their means of verification (MOV) are presented in a tabular format thus:

Item	Frequency	# of units	# per year	Total 3yrs	Means of Verification	Who's Responsible
Meetings						
Project Board meetings	Quadr-monthly	3	3	9	Reports Audio-visuals	Project Board Chair
Project Team meetings	Monthly	3	12	36	Reports Audio-visuals	Project Manager
Finance Control Committee meetings	Trimonthly	3	4	12	Reports Audio-visuals	Finance & Admin Officer
Communications Oversight Committee Meetings	Trimonthly	3	4	12	Reports Audio-visuals Social media	Communication Officer
Performance Quality Committee meetings	Trimonthly	3	4	12	Reports Audio-visuals	MEaL Officer
Project Assessment Forum	Annually	3	1	3	Reports, Audio visuals, Social media reports	Project Manager
Project Inception Forum	One-off			1	Reports, Audio visuals, reports	Project Manager
Project Completion Forum	One-off			1	Reports, Audio visuals, reports Reportage	Project Manager
Actions						
Monitoring Reports	Monthly	3	12	36	Report quality	PMT except PM
Summary Report	Monthly	3	12	36	Report quality	Project Mgr.
Quarterly Milestone Briefs	Trimonthly	3	4	12	Report Report quality	Asst. Project Managers
Annual Learning Assessments	Annually	3	1	3	Report Social media	Asst. Project Managers

Mid-Term Review	One-off			1	Report Social media	External Consultants
End-Term Assessment	One-off			1	Report	MEaL Officer
Post-Project Evaluation	One-off			1	Report Report quality	External Consultants
End of Project Report	One-off			1	Report quality	Project Mgr.

3.6 Related Project Idea Linkages

It is best practice for the MiDi Project idea to connect to related institutional outputs. Two of such outputs are organizational strategy and collaborative problem solving and decision-making policy.

3.6.1 Organizational Strategy

Advance Strategy 2030 is the 2026-2030 Strategic Plan of the Development Gaps Mitigation Trust, Ltd/Gte (DEVTRUST). It seeks to build on the gains of its precursor, the Anticipate Strategy 2025. Anticipate Strategy 2025 is the current Strategic Plan 2021-2025 of DEVTRUST. It is set to conclude in December 2025. As an organization, DEVTRUST is the institutional successor of Young People's Initiative (YPI). YPI was youth-focused. The YPI-DEVTRUST transition brought thematic expansion. Anticipate Strategy effectively guided how the changes were operationalized. Designing a strategy before its precursor expires minimizes disruption. This is why Advance2030 is being crafted ahead.

Advance Strategy 2030 has 8 strategic goals and 52 accompanying strategies. Generally, MiDi can be linked to strategic goals 2-4, 6 and 7-8 of the Advance Strategy 2030. Directly, it links to goal 3 (*Young Africans empowered with skills, opportunities and support, to access decent employments within and beyond the continent*). All 7 strategies of strategic goal 3 links with MiDi's design, thus:

Strategy 3.1: Analyze 25 European skilled immigration programs and skilled worker visa window by 1st quarter 2026.

Strategy 3.2: Establish relationship with at least 10 employing institutions in Europe (2nd qtr. 2026)

Strategy 3.3: Create a jobs bank by 4th quarter 2026 and update it 2nd & 4th quarter afterwards

Strategy 3.4: Compile database of unemployed, employable Africans with their skills sets by 4th quarter 2026 and update quarterly afterwards

Strategy 3.5: Where practical, embark on physical visits to employing institutions in Europe from 3rd quarter - 4th quarter 2026 and every 3rd and 4th quarter afterwards

Strategy 3.6: Hold virtual employability enhancement tips sessions by 4th quarter 2026. *This is to address identified unskilled, mis-skilled and under-skilled gaps in Nigeria, Cameroon and Uganda.*

Strategy 3.7: Implement one intervention on safe, regular economic migration on the Afro-Euro immigration corridor from 2027-2028

3.6.2 MiDi Link to Collaborative Problem Solving (PS) & Decision-Making (DM)

The Collaborative Problem Solving & Decision-Making (CPD) Policy & Procedure (CPDPP) Manual is an organizational development (OD) milestone at DEVTRUST. It was a step towards harmonizing organizational DM, PS and its related procedures. It has 20 Provisos. Provisos 7, 8, 12-16 focused on PS, DM and PS/DM Procedures respectively. The procedures urged that Secretariat decisions

need pass through related Board Committees (BOCOMs) for approval. DEVTRUST's structure has Secretariat, Board and General Assembly. For MiDi, the Board's Committee on Programs (BOCOM-P) was consulted. Their endorsement facilitated a recommendation to the full Board for approval.

4.0 Conclusion

The Afro-Euro Migration Dignity (MiDi) project is a groundbreaking contribution to the challenges of irregular migration on the Afro-Euro corridor. MiDi aims to protect the dignity, rights and well-being of migrants. It seeks this by promoting regular migration, enhancing personal development and economic empowerment. It will also foster community cohesion and strengthening migration governance. It will not only contribute to reducing the risks associated with unsafe migration but also generate valuable insights and data to inform policy and scholarship. Its innovative approach and potential for impact is poised to make a meaningful difference in the lives of migrants and host communities. MiDi is set to support meaningful change and equitable migration landscapes.

5.0 SECTION D: Budget

5.1 Budget Outlay *(Based on 1Euro=XFA750, due to need to accommodate currency fluctuation)*

S/No.	Item	# of units	# of times	Unit Cost (in XFA)	Total (in XFA)	Amount in Euros
1.0	Travels					
1.1	Cross-continental travels	6	3	1,185,000	21,330,000	
1.2	Intra-continental travels	10	3	850,000	25,500,000	
1.3	Local travels (in-country)	120	3	50,000	18,000,000	
1.4	Airport shuttles	71	3	25,000	5,325,000	
	Sub-total 1				70,155,000	93,540
2.0	Travel allowances					
2.1	Cross-continental travels	6	3	75,000	1,350,000	
2.2	Intra-continental travels	10	3	50,000	1,500,000	
2.3	Local travels (in-country)	71	3	25,000	5,325,000	
	Sub-total 2				8,175,000	10,900
3.0	Emoluments (one-fourth)					
3.1	Staff project time (PT) pay	9	36	550,000	150,150,000	
3.2	Volunteers/Interns PT pay	12	36	100,000	117,000,000	
3.3	Consultants' time costs	3	24	1,500,000	270,000,000	
	Sub-total 3				537,150,000	716,200
4.0	Office space/Running					
4.1	Rent	4	36	1,100,000	158,400,000	
4.2	Equipment/Facilities	25	3	500,000	37,500,000	

4.3	Utilities (Light, water etc)	4	36	50,000	7,200,000	
4.4	Vehicles Purchase	1	3	35,000,000	105,000,000	
4.5	Vehicular fueling	3	36	75,000	8,100,000	
4.6	Repairs/Maintenance	6	3	150,000	1,800,000	
	Sub-total 4				318,000,000	424,000
5.0	Capacity building actions					
5.1	Workshops	7	3	2,500,000	52,500,000	
5.2	Trainings	6	3	2,500,000	45,000,000	
5.3	Conference	1	2	3,500,000	7,000,000	
5.4	Handbooks production	14	250	1000	3,500,000	
	Sub-total 5				108,000,000	144,000
6.0	Resource Mobilization					
6.1	Profile printing/packaging	120	3	22,000	7,920,000	
6.2	Package postal costs	120	3	20,000	7,200,000	
	Sub-total 6				15,120,000	20,160
7.0	Project items production					
7.1	Tshirt production (+ F-cap)	2,000	3	5,500	33,000,000	
7.2	Project newsletter	40,000	3	500	60,000,000	
7.3	Door/Car stickers	10,000	3	100	3,000,000	
7.4	Posters/Flyers	50,000	3	50	7,500,000	
	Sub-total 7				103,500,000	138,000
8.0	Project Visibility/Advocacy					
8.1	Project website/blog mgt	1	3	450,000	1,350,000	
8.2	Social media handles	2	3	50,000	300,000	
8.3	Policy briefs production	4,000	3	250	3,000,000	
	Sub-total 8				4,650,000	6,200
9.0	Monitoring & Evaluation					
9.1	M&E Mid/End-Term Visits	24	3	985,000	70,920,000	
9.2	M&E Calls+ Data needs	240	3	11,500	8,280,000	
9.3	M&E Report development	300	3	5,000	4,500,000	
	Sub-total 9				83,700,000	111,600
10.0	Regular Migration Support					
10.1	Pre-departure orientation	2	3	5,100,000	30,600,000	
10.2	Administrative expenses	50	3	50,000	7,500,000	
10.3	Background search costs	50	3	100,000	15,000,000	
	Sub-total 10				53,100,000	70,800

11.0	Personal Empowerment					
11.1	Identifying/Interview cost	450	1	5,000	2,250,000	
11.2	PDEE Sessions	450	1	20,000	9,000,000	
11.3	PDEE Fund/Assistance	450	1	200,000	90,000,000	
	Sub-total 11				101,250,000	135,000
12.0	Project report production					
12.1	Annual Report Vols. 1-3	5,000	3	500	7,500,000	
12.2	Overall Project Report	10,000	1	2,000	20,000,000	
	Sub-total 12				27,500,000	36,667
	GRAND TOTAL (in CFA)				1,430,300,000	
	GRAND TOTAL (in Euros)		1 Euro	= CFA750	1,907,067	

Word count outlay

Cover page: 37 words

Declaration: 56 words

Approval: 23 words

Dedication: 99 words

Acknowledgements: 191 words

Table of contents: 228 words

Word count outlay: 74 words

References: 421 words

Effective word count for the Capstone Project = 5,999 words! (Minus cover page count, minus declaration word count, minus approval word count, minus dedication word count, minus acknowledgements word count, minus table of content count, minus references count, minus word count outlay)

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