

Proposal

for

Afro-Euro Migration Dignity (MiDi) Project

Submitted by
Excellence Eyo Offiong Uso

As Capstone Project
In partial fulfillment of
PhD In Management (*by portfolio track*)

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 issues. Section B embodies pre-project concept analysis. Section C details project description. Section D captures references.

SECTION A: PRELIMINARY ISSUES

1.0 Related Coverage

Section A covers all preliminary issues like organizational introduction, background and rationale.

1.1 Introduction to organization

The Development Gaps Mitigation Trust, *Ltd/Gte* (DEVTRUST) is a growing nonprofit organization in Africa. DEVTRUST is a fully registered nonprofit entity. 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 progressive 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

Migration between Africa and Europe is a longstanding phenomenon. It is shaped by a complex interplay of historical, economic and social factors. In recent years, the Afro-Euro corridor has witnessed significant migration flows. Push and pull factors responsible for driving it are diverse. They include economic disparity, conflict, victimization and climate change. Despite complexities surrounding migration, human dignity is a basic priority. Notably, the Afro-Euro migration corridor is characterized by diverse migration patterns. These patterns carry implications. Some of them combine to drown the absolute importance of dignity. Related elements are economic migration, forced displacement and mixed migration flows. As such, migration between Africa and Europe is seen as a multidimensional issue-area. Especially as a wide range of stakeholders are involved. interest parties include governments, international bodies, civil society and migrants themselves. Some migrants move through regular channels. For others, a combination of variables compels them otherwise. To the extent of relying on irregular migrations routes. Sadly, these routes expose them to untold risks, vulnerabilities and dangers. This is due to activities of nefarious actors. Such as human trafficking rackets and organ harvesting cartels. These adds to other general challenges that migrants face on the whole. Examples include xenophobia, racism and inadequate access to essential services. This compromises their rights and dignity. From social justice, 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 has emerged as a central theme to the migration discourse. Related conversations encompass aspects of the migrant experience. 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 approach should address physical, emotional and social needs. It should promote the entirety of their fundamental freedoms. It should highlight the importance of human valuing, regardless of migration status. It should popularize social cohesion and foster inclusive societies. Its focal goal should underscore the need for supporting policies and practices. In supporting dignity, migration discourse can prioritize shifts toward more equitable frameworks.

1.3 Rationale for Proposal

The Afro-Euro migration corridor presents both challenges and opportunities for interest parties. Challenges include protecting migrant dignity, addressing xenophobia, discrimination or bias and managing socioeconomic impacts of migration. Opportunities include harnessing the potential of migration to drive economic growth, cultural exchange and social development. On an individual level, these opportunities are better utilized with relevant skill sets. Or by requisite preparedness that guarantee 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 a UNDP Report on Migration. As per the report, 93% of irregular migrants would repeat the journey. This is despite the fact that they face life-threatening dangers

on those journeys. Along with addressing the skills and readiness gaps, there is need of something else. Irregular migration is also indirectly enabled. Absent or inadequate mechanisms for regular migration permit irregular migration. Responding to these realities is the basis for this proposal. Its rationale derives from need to increase regular migration enabling platforms. Such platforms must be made viable and attractive. Workable alternatives can help in reversing the entrenched irregular migration disposition. There is also an accompanying need to popularize such platforms. All these rationales jointly represent the 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. Over 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 experience. Aspects of it is relevant to the proposed MiDi project. 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 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 was especially touching how to reverse African youth desperation for risky migration into Europe. YPI was also active in the call for a fair deal on the Economic Partnership Agreement (EPA). This was led by the National Association of Nigerian Traders (NANTS). EPA was a trade relationship mechanism between the European Union (EU) and the Africa, Pacific and Caribbean (ACP) bloc of countries. Its key aspects relate to trade liberalization, economic cooperation and development cooperation. YPI was also part of the Aid, Trade and Debt Group of the Global Civil Society Alliance. The grouping underwent trainings and various advocacy capacity building. This touched on the functionality of aid, debt and trade within the international development architecture. YPI was also part of the project on promote on Free Movement of Person by NANTS. The project 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.

SECTION B: PRE-PROJECT CONCEPT ANALYSIS

2.0 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 MiDi Stakeholder analysis: Definitions, Interests and Needs

2.1.1 Internal Stakeholders

- i. Project Board: Provides additional foresight, insights and oversight to project delivery
- ii. Project Management Team: Lead the implementation of MiDi
- iii. Other DEVTRUST Personnel: Serves as ready pool to augment project team shortfall

2.1.2 External Stakeholders

- i. Donors: They provide core funding and technical contribution for a successful MiDi execution
- ii. Beneficiaries: Communities, individuals and organizations impacted by MiDi's implementation
- iii. Government Agencies: Regulates, enforce and monitor compliance and may even be partners.
- iv. Local communities: Those with the knowledge of the problem and also do play host to projects
- v. NGO Partners: They hold cooperation prospects, synergy and alliance building on MiDi delivery
- vi. European Private Sector (eg farms): Potential partners for migrant job placement/collaboration
- vii. Mentor-organizations: They provide institutional handholding opportunities and expectations
- viii. Networks: Where contacts are got, capacity strengthened and thematic best practice gleaned
- ix. Media: They create awareness. With their storytelling, they shape public opinion on migrants
- x. Immigration Experts Mentors: They form expertise pools while constituting resource persons
- xi. General Public: Provides feedback. Serve as recipient of social change and target for advocacies
- xii. Vendors: Make supplies, provide essential goods, collaborative solutions and logistical support
- xiii. Think Tanks: Provide research-based analysis, inform policy and practice and shape decisions
- xiv. SSBR: Enforcement of academic standards on MiDi's proposal conceptualizing and designing

2.1.3 Key Stakeholder Interests

- i. Donors: Program impact, interventions sustainability, financial transparency, and accountability.
- ii. Beneficiaries: Effective program delivery, tangible benefits and sustainability of interventions.
- iii. Government Agencies: Compliance with regulations, policy collaborations and mutual benefit.
- iv. Personnel: Welfare, career advancement, enabling work culture and desire for social impacts
- v. Board: Resources growth, stewardship, program effectiveness and organizational competence
- vi. European stakeholders: Compliance with European Union standards, expectations and interest
- vi. SSBR: Ensures that MiDi proposal meets related academic standards as a PhD capstone project

2.1.4 Stakeholder Prioritization

- 1. High Priority: Donors, beneficiaries, Immigrations Experts/mentor organizations, networks, EU Stakeholders, Board, MiDi staff and SSBR
- 2. Medium Priority: NGO partners, private sector, government agencies and think tanks
- 3. Low Priority: SMXs, Media, vendors, public (*important for reputation yet not directly impacted*).

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 is a capstone project submitted to the Swiss School of Business Research (SSBR). It is in partial fulfillment for a PhD in Management (*by portfolio track*). Being a capstone project for a tertiary institution in Europe is a good strength. The design of MiDi is a critical strength. Its idea to address both push and pull factors of irregular migration is novel. This novelty is an additional strength. Its delivery scope enables a comparative analysis on migration across Africa and Europe.

2.2.2 MiDi Weaknesses

This proposal has inherent weaknesses. Primordially, MiDi is not designed with an identified ready donor. It has to market itself. Also, the MiDi Proposal is originating from Africa, not Europe. Africa is considered as a recipient bloc. While Europe is considered the donor bloc. Ideas from recipient blocs may not become top priority. Where ideas originate from donor blocs, political will is higher for financing. Finally, MiDi has not received any European or crucial international endorsements.

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. It can also lead to proposal finesse. SSBR's reputation is a solid foundation to market the proposal. SSBR's defense process facilitates academic grounding for the proposal. Instances avail where European organizations seek African partners on migration issues. If such a situation becomes possible, MiDi is favorably disposed to maximize on it. There is a Geneva Immersion Program. It holds October 13-17, 2025. As a pre-MiDi Project activity, the organization can link up with this event. Getting an exhibition space to showcase the goals of MiDi

is good strategy. That also helps to explore possible partnerships there. The immersion program welcomes companies, universities and institutions interested to explore wide areas. This includes business, innovation, sustainability and more through company visits and guest lectures. Its status as a new voice in the Afro-Euro migration discourse uptakes the opportunity of fresh perspectives.

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 the performance of their organizations (Dcosta, 2011). The PESTEL technique is applied to analyze trends that will impact nonprofits and their constituents over a period of time (Ibid). Kolios and Read (2013) studied that key dimensions of the PESTEL Analysis consist of *Political, Economic, Social, Technological, Environmental, and Legal*. MiDi project anticipates due delivery across intercontinental lines. Such intervention scales present challenges, opportunities and associated risk. Related PESTEL analysis to this is as follows:

2.3.1 Political Factors

On political factors, there is possibility of denying visa to project team members. Debates around immigration laws and border controls can impact the project. To an extent, MiDi's success can be affected by EU-Africa relations. Also, international agreements, like Global Compact on Migration, may impact project implementation. Some European funding mechanisms may be targets of MiDi for possible financing. As such, shifts in EU's funding priorities can skew project's resourcing and possible sustainability. Discussion on budget cuts can truncate project vision or execution stability. Media representation of migrants influences public perception. Public opinion shift on migration can affect MiDi's delivery. These political variables bear risk factors ranging from medium to high. One way to mitigate possible fallout is appointing project focal persons and representatives (FPRs) in Africa and Europe. FPRs will help to identify early warning chatters and recommend response.

2.3.2 Economic Factors

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 can be unhealthy if migrants are seen as competing with native workers. Project impact on public service such as healthcare would be significant. This is particularly if the migrants require additional support. MiDi hold positive economic benefits for countries of origin. This is especially due to possible remittances. It also touches on potential increased investments back home. This can also scale up African philanthropy in Europe. The idea of project focal persons and representatives (FPRs) is useful here. FRPs will help identify issue-areas to tackle and address.

2.3.3 Social Factors

Socially, the culture of brain drain is a delicate challenge to MiDi's implementation. 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 coordinated on giving back. This is to touch both

home and host countries. On a positive note, the seeming brain drain situation is an opportunity for DEVTRUST. Years ago, the United Nations Development Programme (UNDP) released a report. It was titled, *Scaling Fences: Voices of Irregular African Migrants to Europe*. The study showed that 93% of Africans that try to journey to European countries on irregular routes, would do it again. This is despite facing life-threatening dangers. As such, MiDi is designed as an appropriate intervention. It targets Africans to encourage regular and safe migration on the Afro-Euro corridor. Furthermore, the tendency of racism and xenophobia can impact MiDi. The project action which focuses on social inclusion is helpful here. It would contribute to reduced discrimination and bias.

2.3.4 Technological Factors

With respect to technology, a large part of MiDi communication would be technology-based. Such reality also opens some concerns. For instance, there are issues linked to ethical data collection, storage and use. This is especially concerning management of digital identities for migrants. Also, some technological designs do not have migrant needs in mind. Appointing project focal persons and representatives (FPRs) is useful here. 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 Factors

Regarding the environment, climate change is a global threat. Responding to it requires a multi-sectoral and multistakeholder approach. Climate change can impact migration patterns. Migrant lifestyles need to adapt to environmentally-friendly practices. Towards emergency response plan for migrants, MiDi has to exercise foresight. Disaster preparedness must be part of the curriculum to adequately prepare migrants. MiDi should also promote environmental awareness and action.

2.3.6 Legal Factors

With regards to legal issues, labor rights status can affect project delivery. The enforcement of employment contracts is critical. Ensuring that the contracts are fair is another matter altogether. Providing access to social protection for migrant workers would be of essence. Securing work visa and permits have to be enabled. In addition, regular migration issues require careful planning and expert considerations. This ensures project effectiveness through compliance with relevant laws. All these necessitate MiDi's idea to build relationships with European Immigration experts (EIEs).

2.4 Needs assessment

2.4.1 Project Targets

MiDi's intervention approach is empowering on several fronts. It aims to contribute to addressing social dangers and consequences. This is as concerning irregular unsafe migration along the Afro-Euro corridor. It will attain this through a three-prong strategy. One, it will assist regular migration for qualified persons. Two, it will empower potential migrants who are unqualified to travel. This targets unskilled, under-skilled and mis-skilled persons. Three, it will support cohesion enhancing actions in host countries. Direct beneficiaries of MiDi's work under objective two are the excluded population of society including widows, single mothers, women household heads, female victims of domestic violence, disadvantaged persons and vulnerable women, men and youths in difficult socioeconomic situation. MiDi beneficiaries under objective one includes those with required skill

sets. Capacities that can be tailored to European labor requirements would be advantageous. For objective three, host countries public - *and their media* - will be targeted towards social cohesion.

2.4.2 Need analysis

As per a UNDP report, 93% of irregular migrants would repeat the journey. This is despite the fact that they face life-threatening dangers on those journeys. DEVTRUST identifies a need here. There is a necessity to design a regular migration enabling platform. There is an accompanying need to popularize the platform. It is also crucial to make it viable and workable. DEVTRUST will leverage its limited by guarantee (Ltd/Gte) status to facilitate this. For this, DEVTRUST Consults & Concepts (DCC) will be established. DCC will be registered as an arm or extension of DEVTRUST. It is to serve as a pioneering organization dedicated to promote regular migration on Afro-Euro corridors. With this, it will bridge the gap between Africa and Europe. This will be by providing expert consultancy service and innovative concepts. DCC will target migrants, governments and related stakeholders. It will empower them with knowledge, tools and strategy to foster sustainable migration practice. DCC will work towards a more efficient, transparent and humane migration system that benefits all parties. This will be through research, advisory service, capacity building and direct facilitation.

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. Desperation also spreads and fuels irregular, unsafe migration. MiDi as an intervention, targets this category of *possible* desperate persons. Its design of personal development and economic empowerment *PDEE* is germane. It is also easily relatable and logical.

These gaps have significant impacts on the quality of life of citizens. By extension, their combined absence limits citizens access to basic necessities. This in turn affects their overall well-being and productivity. It also strains their ability to contribute to communities and economies. Identifying and addressing them is crucial for creating a thriving mindset in Africa. This is imperative for MiDi.

2.5 | Contingency Management

The contingency plan for MiDi Project constitutes two components. It has a risks analysis portion and a risks management framework aspect. The risks analysis portion offers a general overview. It explains essence, need and content of risk analysis. Specifics of risk and mitigation plan is in the framework component. Together, they offer understanding of and response to MiDi-linked risks.

2.5.1 Risks Analysis

Risk analysis for a nonprofit intervention in Africa is crucial. It is a process that involves identifying, assessing and mitigating potential risks. This is to lessen or prevent consequence of negative risks. Usually, risk impacts project operations, reputation and financial stability. They arise from various sources. Related ramifications include *but not limited to* economic, political, security or logistical.

Conducting thorough risk analysis is beneficial in many ways. It helps projects proactively manage risks. It minimizes risk impact. It ensures continuity of project activities, interventions and service. Regarding MiDi, risks management is one fundamental way to be successful with execution and delivery. Its guiding framework ensures that potential risks are identified. Mitigation actions are also proposed as counter measures. It indicates the odds of the risk and pinpoints its nature. That is, if it originates externally or internally. This facilitates adaptability and resilience. In the face of unprecedented uncertainty, MiDi Project will do well to pay attention to its risk management plan. Engaging and adjusting on it is key for effective project deliveries and intervention management.

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

S/No	Risk identity	Nature of risk	Odds	Impact	Response/Mitigation scenarios
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	Debilitating laws & border controls	External	Mid	High	Tracking reliable chatters on such laws & seek legal alternative actions
3	Resource insufficiency	Internal	High	High	Aggressive resource mobilization agenda
4	Disparity in digital competencies	External	High	Low	Strengthen organizational and migrants' digital capacity
5	Shifts in European funding priorities	External	High	High	Aggressively pursue the objectives of DEVTRUST Consults & Concepts
6	Unhealthy media representation of migrants	External	High	Medium	Appointing FPRs will help to tackle any rising media bias
7	MiDi perception as brain drain enabler	Internal	Mid	Low	GIVE Network activities ensures a giving back, to host/home country
8	Abrupt donor funds termination	External	High	High	Fall-back strategies must be established ahead to cushion
9	Environmental or health disasters or emergencies	External	High	High	Follow established protocols on emergency preparedness and response and expert advice
10	Unrealistic MiDi implementation framework	Internal	Mid	High	Seek input to MiDi implementation proposal design and framework
11	Failure to fully implement MiDi	Internal	High	Mid	Roll unfinished areas into MiDi+2. Strong monitoring & evaluation
12	Failure to enforce employment and work contracts	External	Low	High	Roll over into new timeline Pursuing an aggressive agenda on resource mobilization would help
13	Migrants' failure to honor work terms	External	Mid	High	Migrants would be pre-informed of the negative implications of such

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.

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, at least, 150 intending migrants in three years, that is, by end of project life
- (ii) To enhance personal development and economic empowerment among 450 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

3.4 Activities (outcome-specific)

3.4.1 Outcome 1: Strengthened institutional capacity given improved understanding of migration issues, project delivery success and effective intervention management

Activity 1.1: Secure project take-off support funds from the Board, *as a pre-project phase action*

Activity 1.2: Constitute Project Management Team (PMT) *a pre-project phase action, prior to 1st project month*

Activity 1.3: Set up project secretariat *a pre-project phase action*

Sub-activity 1.3.1: *Identify where to site the central coordinating facility (whether Douala or Yaoundé)*

Sub-activity 1.3.2: *Identify fitting office space (in Douala or Yaoundé)*

Sub-activity 1.3.3: *Purchase or rent it (whichever is applicable, based on project budget approval)*

Sub-activity 1.3.4: *Identify fitting furniture, equipment and facilities*

Sub-activity 1.3.5: *Purchase and install identified furniture, equipment and facilities*

Sub-activity 1.3.6: *Make the office space top-notch for conducive work environment*

Activity 1.4: Contract required personnel for project execution

Activity 1.4.1: *Identify areas to be filled, either as volunteers, interns, part time or full-time staff*

Activity 1.4.2: *Design recruitment requirements*

Activity 1.4.3: *Advertise for openings*

Activity 1.4.4: *Receive responses, sift through and decide those to invite (keep a waiting list too)*

Activity 1.4.5: *Interview and contract*

(All these activities are to be completed prior to project commencing and so, no timing on them)

Activity 1.5: *Facilitate PMT meetings from 1st month onwards (on-going) throughout project life*

Activity 1.6: *Seek additional MiDi Project funding, including optimizing partial funding options from external sources across quarters 1-12 of project life*

Sub-activity 1.6.1: *Search & rank 30 possible funding sources, at the least between months 1 & 2 of every quarter*

Sub-activity 1.6.2: *Identify and reach out to 10 highest ranked sources with concept notes between months 2&3 of every quarter, if applicable. Or with full proposals, if applicable*

Sub-activity 1.6.3: *Depending on their responses, follow up all 10 contacted sources by month 3 of every quarter*

Sub-activity 1.6.4: *Repeat sub-activities 1.3.1-1.3.3 for subsequent quarters and subsequent possible donor sources through project life*

Activity 1.7: *Establish relations with at least two European Immigration Experts (EIEs), to strengthen organizational capacity for project delivery, by first year of project life*

Sub-activity 1.7.1: *Establish clear requirements and criteria for EIEs first month of project life*

Sub-activity 1.7.2: *Make a call for expression of interests (EoI) as EIEs building on 1.7.1*

Sub-activity 1.7.3: *Select EoI responses and identify potential EIEs, building on 1.7.2*

Sub-activity 1.7.4: *Carry out interview-like engagements with potential EIEs building on 1.7.3*

Sub-activity 1.7.5: *Produce terms of reference (ToR) for potential EIEs building on 1.7.4*

Sub-activity 1.7.6: *Formally engage EIEs after they sign their ToRs building on 1.7.5*

Outcome 2: **Reduced desperate migration incidence and tendencies among project beneficiaries through service delivery components like personal development and economic empowerment (PDEE) packages**

Activity 2.1: *Establish and register DEVTRUST Consults & Concepts in Nigeria (and in any other EU country) to handle issues related to facilitating regular migrations for intending African migrants by first quarter 2027*

Sub activity 2.1.1:

Activity 2.2: *Identify 150 intending migrants across three years (2027, 2028 & 2029)*

Sub activity 2.2.1: *Establish criteria for selecting benefitting intending migrants*

Sub activity 2.2.2: *Advertise the opportunity*

Sub activity 2.2.3: *Select through responses and decide for the 150 beneficiaries across the years*

Activity 2.3: *Facilitate regular migration for them along the Afro-Euro corridor across 2027-2029*

Sub-activity 2.3.1: Research 30 migration accepting programs and placement opportunities in Europe between April & May 2027

Sub-activity 2.3.2: Prioritize them in high, mid and low index of probability May 2027

Sub-activity 2.3.3: Write to all the possible openings and options May 2027

Sub-activity 2.3.4: Begin the process to officially visit Ministries of Labor and also farm owners in Europe who may require seasonal labor etc, from June 2027

Activity 2.4: Identify 450 potential African migrating population in three years (2027-2029)

Activity 2.5: Enhance personal development & economic empowerment for the 450 (2027-2029)

Sub-activity 2.5.1: Identify the 450 beneficiaries across the three years of project life

Sub-activity 2.5.2: Disaggregate them based on their need profiles across the three project years

Sub-activity 2.5.3: Generate, implement & revise year-long PDEE curricula for 2027, 2028 & 2029

Sub-activity 2.5.4: Organize yearly graduations and provide certificates after PDEE completion

Activity 2.6: Establish the GIVE-Back Network, initially consisting of the 150 intending migrants and 450 potential migrating African population

Outcome 3: **Greater social inclusion based on increased understanding of migrant issues alongside their increased acceptance, reduced discrimination and more inclusive global community practices**

Activity 3.1: Appoint project focal persons and representatives (FPRs) across Africa and Europe, beginning from first month of project life

Sub-activity 3.1.1: Establish clear requirements and criteria for FPRs first month of project life

Sub-activity 3.1.2: Make a call for expression of interests (Eol) as FPRs building on 3.1.1

Sub-activity 3.1.3: Select Eol responses and identify potential FPRs, building on 3.1.2

Sub-activity 3.1.4: Carry out interview-like engagements with potential FPRs building on 3.1.3

Sub-activity 3.1.5: Produce terms of reference (ToR) for potential FPRs building on 3.1.4

Sub-activity 3.1.6: Formally engage FPRs after they sign their ToRs building on 3.1.5

Activity 3.2: Produce behavioral change (BC) and Information, Education and Communication (IEC) materials by first quarter of project life

Sub-activity 3.2.1: Produce draft messages for BC and IEC materials by first month of project life

Sub-activity 3.2.2: Pre-test BC/IEC materials, messages & medium (3Ms) building from 3.2.1

Sub-activity 3.2.3: Collate pre-test feedbacks & finalize 3Ms for BC/IEC materials based on 3.2.2

Sub-activity 3.2.4: Produce BC and IEC materials building on 3.2.3

Sub-activity 3.2.5: Develop a dissemination plan for BC and IEC materials based on 3.2.4

Sub-activity 3.2.6: Disseminate BC and IEC materials based on plan building from 3.2.5

Sub-activity 3.2.7: Chronicle feedbacks on BC and IEC materials dissemination deriving from 3.2.6

Activity 3.3: Build online presence for the project website or webpage by first quarter of project life

Sub-activity 3.3.1: Secure approval from the Board Committee on Programs (BOCOM-P) if project should run a website or webpage by project month two

Sub-activity 3.3.2: Begin the designing of approved website/webpage by project month 3

Sub-activity 3.3.3: Submit what is designed for BOCOM-P's approval by project month 3
Sub-activity 3.3.4: Host what is approved by project month 4
Sub-activity 3.3.5: By project month 4, get approval for project linked social media handles (twitter, TikTok, Facebook etc)
Sub-activity 3.3.6: Maintain quarterly online blog from project month 7

Activity 3.4: Media briefing and media engagements/visits to media houses in Europe
Sub-activity 3.4.1: Draw up a Media action plan by third quarter of project life
Sub-activity 3.4.2: Identify up to 30 media related actions by 8th project month
Sub-activity 3.4.3: Reach out to all 10 potential media agencies, seeking visits by ninth month
Sub-activity 3.4.4: Depending on responses, follow up with all contacted agencies after month 9
Sub-activity 3.4.5: Select at least three core media partners by/after month 9
Sub-activity. 3.4.6: Keep seeking new supporting partnerships every successive quarters

Outcome 4: ***Strengthened migration governance from advocacy-supported evidence-based policy regime***

Activity 4.1: Produce and distribute three editions of yearly Policy Briefs on Regularizing Afro-Euro Migration, by third quarters of 2027, 2028 and 2029
Sub-activity 4.1.1: Identify at least 150 contacts of those to receive Policy Briefs between first and third quarter of 2027
Sub-activity 4.1.2: Send out policy brief to identified contacts by 4th quarters 2027, 2028 & 2029
Sub-activity 4.1.3: Revise sub-activity 4.1.1 quarterly
Sub-activity 4.1.4: Repeat sub-activity 4.1.2 in 2028 & 2029

Activity 4.2: Host a Non-State Actors Colloquium on Enhancing Regular Afro-Euro Migration by 3rd quarter of 2029
Sub-activity 4.2.1: Draw up Colloquium concept note by fourth project month (second quarter of project life)
Sub-activity 4.2.2: Identify up to 20 potential partners for the Colloquium by fourth project month
Sub-activity 4.2.3: Reach out to all 20 potential partners, seeking partnership by fourth month
Sub-activity 4.2.4: Depending on their responses, follow up all 10 contacted sources by month 5
Sub-activity 4.2.5: Select at least three core partners by month 6
Sub-activity 4.2.6: Sign Memorandum of Understanding (MoU) with core partners by month 6
Sub-activity.4.2.7: Keep seeking new supporting partnerships every successive quarters

Activity 4.3: Establish partnership or relations with a cross section of 100 migrations related organizations and potential European partners within three years of project life
Sub-activity 4.3.1: Search & rank possible partners, at the least by month three of every quarter
Sub-activity 4.3.2: Identify and reach out to 10 highest ranked sources with introduction by month 3 of every quarter
Sub-activity 4.3.3: Depending on their responses, follow up with them beyond every month 3
Sub-activity 4.3.4: Repeat sub-activities 4.3.1-4.3.4 for subsequent quarters and subsequent possible partners through project life

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