



Cooperazione Italiana
allo Sviluppo
Ministero degli Affari Esteri
e della Cooperazione Internazionale
Direzione Generale per la Cooperazione allo Sviluppo - Ufficio III - Sezione Valutazione

2021 | Evaluation Report

Impact assessment
“Emergency initiative in favour of refugees,
migrants and vulnerable local populations”

Senegal-Mali-Guinea-Guinea Bissau



AID 10733

This independent evaluation report has been commissioned by Office III of the General Directorate for Development Cooperation - Italian Ministry of Foreign Affairs and International Cooperation. The company STEM-VCR was designated to carry out the evaluation by means of a public award procedure pursuant to art 36 of the Italian Public Procurement Code.

STEM-VCR evaluation team: Stefano Verdecchia (Team Leader); Babacar Sall; Seydou Keita; Maimouna Yade; Samba Thiam; Bakary Doucouré; Sacko Moussa; Bintou Nimaga; Emmanuel Tolno; Ana Fonseca; Maurizio Floridi; Federica Floridi.

The opinions expressed herein represent the views of the evaluators, and are not necessarily shared by the commissioning body.

The projects evaluated in this report have been implemented by the following NGOs:

1. CISV – Comunità Impegno Servizio Volontariato
2. Terra Nuova
3. VIS – Volontariato Internazionale per lo Sviluppo
4. Green Cross Italia
5. Fondazione ACRA
6. LVIA – Associazione Internazionale Volontari Laici
7. ENGIM – Ente Nazionale Giuseppini del Murialdo

The cover image represents the dehulling machines at Bafata – Guinea Bissau. Progetto CISV 10733/1 (photograph by A. Fonseca).

The images on the back cover represent: top left, the Dam at Ronkh – Senegal. Progetto CISV 10733/1 (photograph by B. Doucouré); Above right, the Cooperative Bontche at Bissau – Guinea Bissau. Progetto Engim 10733/7 (photograph by A. Fonseca); Photo below, Beneficiaries of the projects to improve the vegetable gardens in Diaobé –Senegal). Progetto ONG ACRA 107333/5 (photograph by M. Yade)

TABLE OF CONTENTS

LIST OF ACRONYMS	v
LOCATION OF OPERATIONS	vii
SINTHESYS.....	viii
1. Procedure for the awarding and execution of the contract	1
2. Context of the initiative evaluated.....	1
2.1 Situation of the countries affected by the initiative	1
2.2 Brief description of migration policy in the countries covered by the initiative	4
2.3 Description of the initiative evaluated	6
3. Objective of the evaluation.....	11
3.1 Type, objective, and purpose of the evaluation	11
3.2 The evaluation process	11
4. Theoretical and methodological framework.....	12
4.1 Evaluation criteria	12
4.2 Evaluation questions	13
4.3 The methodology adopted, its application and difficulties encountered	13
4.4 Information sources and technical tools.....	15
4.5 Some data on the consultation of direct sources	17
5. Results of the evaluation.....	18
5.1 Relevance	18
5.2 Coherence.....	31
5.3 Efficiency	36
5.4 Effectiveness	40
5.5 Impact.....	47
5.6 Sustainability.....	64
5.7 Visibility and Communication	70
6. Conclusions, lessons learned and best practices.....	73
6.1 Conclusions.....	73
6.2 Best practices and lessons learned	79
7. Recommendations.....	81

ANNEXES.....	84
ANNEX 1: I Terms of Reference	84
ANNEX 2: List of evaluation questions, associated indicators and sources	96
ANNEX 3: Lists of institutions, organizations and beneficiaries consulted.....	104
ANNEX 4: List of documents consulted	112

LIST OF ACRONYMS

ACTED	French Agency for Cooperation and Development
AICS	Italian Agency for Cooperation and Development
APEJ	Agence pour la Promotion de l'Emploi des Jeunes
ASESCAW	Amicale socio-éducative, sportive et culturelle des agriculteurs du Walo
BAOS	Bureau d'accueil, orientation et suivi
CCF	French Language Cultural Centre
CFA franc	Franc of the Financial Community of Africa
CNOP-G	National Confederation of Farmers' Organizations of Guinea
CRS	Centre for Rural Services
DAC	Development Assistance Committee
DGCS	Directorate General for Development Cooperation
DGSE	Directorate General for Senegalese Abroad
EIG	Economic Interest Group
ENEA	National Agency for New Technologies, Energy and Sustainable Economic Development
EU	European Union
FAFD	Federation of Associations of Fouta
FAISE	Support Fund for Senegalese Foreign Investment
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
HDI	Human Development Index
IFM	French Institute of Mali
INCA	National Confederal Institute of Assistance
IOM	International Organization for Migration
ISRA	Senegalese National Research Institute
MAECI	Ministry of Foreign Affairs and International Cooperation
MAER	Ministry of Agriculture and Rural Equipment
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MPI	Multidimensional Poverty Index
MRD	Ministry for Rural Development
MRD	Returning Migrants

NGO	Non-Governmental Organisation
OECD	Organization for Economic Cooperation and Development
OMVS	Organisation pour la mise en valeur du fleuve Sénégal
PAIS	Italy-Senegal Agricultural Programme
PAISD	Support Programme for Charity Development Initiatives
PAPSEN	Programme of Support to the National Programme of Agricultural Investment in Senegal
RDA	Regional Development Agency
RDA	Regional Directorate for Agriculture
SAED	Société Nationale d'Aménagement des Terres du Delta et de la Vallée du Fleuve Sénégal
USAID	United States Agency for International Development
USD	United States Dollar
WFP	United Nations World Food Programme

LOCATION OF OPERATIONS



SINTHESYS

Emergency initiative in favour of refugees, migrants and vulnerable local populations in Senegal, Mali, Guinea and Guinea Bissau (AID 10733) aims to facilitate the improvement of living conditions for populations in areas of high migration potential and for migrants, displaced persons and refugees, in order to combat the phenomenon of irregular migration. The programme is part of the framework of migration management policies from a regional and cross-border perspective in West Africa. The initiative takes the form of seven projects, implemented through a combination of Italian NGOs (CISV, TERRA NUOVA, VIS, GCI, ACRA, LVIA, ENGIM) and their Italian and local partners, characterised by slightly different objectives and actions, and therefore by different logical frameworks, but sharing a common theory of change.

The analysis conducted thus far has highlighted a sort of paradox between the performance attributable to the initiative as a whole and that of the individual projects that composed it. In fact, while the initiative as a whole displays quite a few critical points, especially in terms of its emergency rationale and approach, in reality the individual projects, with rare exceptions, achieved excellent performance, in some cases exceptional. In reality, the general success of the individual projects is mainly due to the fact that the implementing NGOs seem to have followed different rationales and approaches from those of the initiative overall, attributing greater importance to dynamics, methods and tools typical of the development approach - and local development in particular - rather than the semantic and organisational style typical of emergency interventions.

In terms of the performance of individual projects, this could have been improved if the time available had not been limited to nine months which - due to the dynamics of development - is a completely insufficient and inadequate timescale.

Relevance. The relevance of the seven projects appears to be average to very good.

Positive aspects of the projects include, in general:

- the link between deconstructing the myth of migration and communication aimed at young people;
- the production of knowledge, through research and socio-anthropological surveys, on the phenomenon of migration in the areas covered by the projects;
- the full involvement of local, traditional and religious authorities;
- partnerships, including for the provision of services, with local institutions and businesses;
- the use of business incubators and mentors to support the creation or development of micro-enterprises;
- the adoption of well-structured strategies to create alternatives for potential migrants;
- training directly related to local market and private sector demand.

Less positive aspects concerning relevance include:

- the introduction of production and marketing systems that are not particularly suited to the context, particularly poultry farming;
- the underestimation of the importance of machinery maintenance and repair;
- the underestimation of market and/or private sector dynamics at local level;
- the adoption of selection criteria for beneficiaries which are not defined in detail;
- a misconception of agroecology, in the name of which real "technological revolutions" were proposed, rather than gradual solutions more appropriate for a process of "technological transition".

Almost all the projects (with the exception of the VIS project) have shortcomings in their logical frameworks. In general, indicators are not measurable and refer only to the implementation of the activity. Regarding the initiative as a whole, relevance is insufficient, mainly due to the adoption of procedures, rationales and mechanisms typical of emergency interventions to address issues - such as migration - that are structural in nature and deeply rooted in the society and culture of West African populations. This approach imposed timescales incompatible with the implementation of activities which, with the exception of communication, require time to have an appreciable impact in terms of changing the underlying conditions that favour migration. Therefore, despite defining itself as a "pilot scheme" or "laboratory" to trial new ways of combating the phenomenon of migration, in particular illegal migration, the initiative was actually of little relevance, precisely because in reality action to change the drivers of illegal migration is linked to the logical, semantic and temporal aspects of local development. In fact, the seven NGOs implemented real local development interventions, although the initiative arose in the context of an emergency.

Coherence. The coherence of the seven projects is, on average, very high, while it is low for the initiative as a whole. Positive aspects worth mentioning are:

- the involvement of local institutions and partners to achieve greater alignment with national and local policies;
- the involvement of supranational organisations and bilateral and multilateral cooperation agencies working in local development and, to a lesser extent, migration;
- the involvement of organisations from the world of production and the private sector, and the signing of formal agreements with these for a better relationship between supply and demand in the labour market.

As for the less positive aspects, the following should be mentioned:

- the absence of relationships with state and local governments, as well as regional development agencies (limited to one project);
- the use of cultivation practices (herbicides and pesticides) that contradict the objectives of the project (limited to one project).

The initiative as a whole does not appear to have been linked with other Italian Cooperation interventions in the countries concerned, nor were links established with projects already underway. Relationships with national authorities also seem to be absent, as are references to policies in place in the four countries on issues of local development and migration. Finally, the level of coherence is low due to a failure to capitalise on the experience gained by the initiative.

Efficiency. The analysis of efficiency revealed a very good average level, albeit with major differences between the seven projects. Positive aspects include:

- full use of the resources made available;
- adherence to the timeline of activities;
- savings that enabled additional unplanned activities;
- the implementation of regular monitoring activities and field visits, as well as coordination meetings between project partners;
- excellent command of the logical framework;
- the completeness of activity reports.

In terms of negative aspects, the following should be mentioned:

- non-compliance with the timeframe;
- failure to comply with administrative and accounting procedures;
- the choice of local partners who are inadequate to the tasks and skills required.

The efficiency of the initiative as a whole is less positive.

Effectiveness. The projects' performance against the effectiveness criterion is generally very good, with some important variations. Positive aspects of effectiveness include:

- actions were implemented as planned, and in some cases even exceeded;
- the use of a variety of communication tools appropriate for the local context;
- the technical content of agricultural activities compatible with local social and institutional circumstances;
- linkage with private sector actors for marketing activities;
- mentoring for agricultural and livestock-related activities;
- the use of relais beneficiaries to multiply the effects of interventions;
- the involvement of middle and secondary schools in Italy and in the countries concerned on migration issues.

Problematic issues include:

- the problematic nature of poultry farming, with high mortality rates;
- the extremely partial involvement of the diaspora;
- unclear criteria for selecting beneficiaries;
- the introduction of overly sophisticated agricultural technologies;
- the ideological conception of agroecology;
- the priority given to economically "better-off" returnees at the expense of those lacking resources.

For the initiative as a whole, the criterion of effectiveness was fairly positive as a "pilot initiative" or "laboratory initiative". Aspects with a high level of effectiveness include:

- a focus on better understanding of the migration phenomenon at local level;
- training activities directly linked to market demand or more generally to the context;
- addressing the land issue by offering access to land to those who are normally excluded from it;
- the involvement of local authorities and partnerships with local centres of expertise;
- the valorisation of micro-enterprises, artisan businesses and self-employment;
- the involvement of the diaspora in Italy and its organisations;
- the trialling of extremely innovative forms of communication and awareness-raising.

Less positive aspects concern:

- poor relations with national administrations in the four countries involved;
- the introduction of crops and cultivation (and breeding) systems that are not suitable for certain contexts with extreme climatic characteristics;
- a conception of agroecology based on ideological positions rather than on the reality of individual localities;
- the introduction of sophisticated technologies that did not take into account the actual management capacity of the beneficiary populations.

Impact. Generally speaking, the impact of the seven projects varies enormously, both in terms of the projects themselves and in relation to the three main areas whose impact was considered: economic, social and environmental. Regarding economic impact, the seven projects produced good results on average, but it should be noted that some projects achieved excellent performance, others much less good and even, in one case, the outcome was decidedly negative. Positive aspects of the economic impact relate to:

- support activities for business creation;
- introduction of agroecology;
- rationalisation of agricultural practices and processing of agricultural produce;
- small ruminant breeding businesses;
- vocational training courses;
- reintegration of returning migrants;
- links between market supply and demand.

Problematic aspects of economic impact include:

- the introduction of technologies not suitable for the context;
- activities related to poultry and fish farming;
- underestimation of market and private sector dynamics;
- maintenance and repair of agricultural machinery and equipment.

In terms of social impact, performance is generally very high and concerns, in particular:

- the recognition of the status of women with a view to their greater centrality within their families and communities;
- the dynamization or re-dynamization of associations (such as EIGs, particularly of women);
- the social reintegration of returning migrants and individuals fleeing from conflict and insecurity (especially in the northern regions of Mali).

The issues that emerged in terms of social impact concern the frustration of potential beneficiaries excluded from project support, and the conflicts that emerged due to the consequences of some particularly unsuccessful activities such as, for example, poultry farming.

With the exception of a few cases, environmental impact does not appear to have been a particular priority of the seven projects, and consequently performance in this regard is on average low. In fact, even activities that were particularly successful in terms of economic impact, such as support for collective enterprises for waste collection, do not place adequate attention on certain environmental issues, such as the absence of properly managed landfill sites for waste disposal. Other projects simply ignored the issue of environmental impact, and even went so far as to introduce chemical pesticides and herbicides in areas with a fragile ecological balance. Among the positive aspects, mention should undoubtedly be made of the introduction of agroecological practices which, moreover, was highly successful and had excellent impact among the beneficiaries.

Regarding illegal migration, the activities of the seven projects and the initiative have not produced - at least in an evident manner - a reduction in the phenomenon, partly due to the limited economic impact of some activities. However, even where activities had a good impact, cases of beneficiaries who, despite positive changes in their lives, have not given up the idea of emigrating, sometimes even by illegal means, are not at all rare.

Finally, with regard to the initiative as a whole, beyond the considerations previously outlined regarding the limited duration which inevitably affected the impact and even in the absence of precise data, it is possible to hypothesise the major impact of the communication activities, which stood out for the effectiveness of the tools used, the originality of the messages and the number and variety of audiences reached.

Sustainability. The analysis of sustainability underlined the high average performance of six projects, while the seventh showed major shortcomings. Positive aspects of sustainability include:

- the introduction of crop diversification;
- the introduction of horticulture during the wet season;

- access to land by those who were excluded from it;
- the involvement of local authorities, community leaders and religious leaders;
- the promotion of artisan businesses for the maintenance and repair of agricultural equipment;
- the use of new cultivation techniques and inputs (including improved seeds) appropriate for the local context;
- the implementation of ad hoc market surveys to support agriculture and business.

In terms of negative aspects, the following should be mentioned:

- the adoption of electric-powered processing systems for farm produce;
- the introduction of sophisticated and, above all, expensive technologies;
- the introduction of crop varieties not suited to arid climates;
- the introduction of pesticides and herbicides in areas with a fragile environmental balance, and at high costs;
- poultry farming in extreme climatic areas;
- the priority given to sole traders rather than community and collective enterprises.

The sustainability of the initiative as a whole is insufficient. In fact, the rationale of emergency cannot be compatible with the requirements of an intervention aimed at local development and the reduction of migration.

Visibility and communication. The additional criteria of communication and visibility averaged very high levels of performance. Positive aspects regarding communication include:

- the use of a wide variety of communication tools;
- the differentiation of messages according to tools and audiences;
- the use of an indirect style of communication based on the day-to-day difficulties of those who remain (wives, children, friends, migrant community);
- informal "chats" and "door-to-door" awareness-raising;
- intensive use of social media for messages aimed specifically at young people;
- the use of traditional forms of communication such as travelling theatre;
- direct testimonies from migrants;
- the involvement of local journalists and professional communicators;
- the intensive use of radio broadcasts;
- the use of action research as a tool for knowledge and communication.

The few less positive, or partially problematic, aspects include:

- the introduction of communication technologies that are too sophisticated to be used;
- the involvement of the diaspora in Italy, which was less than expected.

For the initiative as a whole, communication was one of its greatest strengths. In fact, the initiative employed an indirect style of communication, which aimed to convey positive messages through the testimonies of young people, rather than direct and tragic descriptions of irregular migration. Finally, regarding visibility, both the initiative as a whole and almost all the seven projects helped to raise awareness of Italian Cooperation and its work.

Best practices. The activities carried out by the seven projects and the initiative as a whole highlighted a significant number of best practices. For reasons of space, the following are those that may be most useful for similar interventions in the future.

Access to land. This is a key issue in the work to combat migration; it was addressed very effectively by the CISV project, and is based on the active involvement of Senegalese institutional actors at the local level, guaranteeing strong sustainability. Access to land for individuals who are normally

excluded from it is an essential condition for the creation of alternatives to exodus from their places of origin.

Use of local producers. The use of local agricultural equipment producers, where possible, is a key practice to amplify the impact of projects and extend their benefits beyond the primary beneficiaries. This was implemented by CISV in the Senegal River valley for the artisan construction by a local manufacturer of motor pumps for irrigation use.

Collective beneficiaries. The experience of the initiative has shown that it is more beneficial, in terms of effectiveness and especially impact, to support collective stakeholders, for example the EIG that provides waste collection in Kita, Mali, supported by ENGIM, rather than individuals.

Mentoring. The experience of the ENGIM project highlighted the importance of mentoring as ongoing support for beneficiaries, especially when they have to deal with market and private sector dynamics. Mentoring can ensure the success of the intervention and its sustainability over time, particularly for activities that support the creation of micro-enterprises.

Communication through positive messages. The initiative as a whole highlighted the importance of indirect communication based on positive messages about irregular migration. These messages, aimed primarily at a young audience, are more attractive and effective than those whose content relates directly to the risks. For young people, in fact, the issue of risk does not always act as a deterrent for those who, lacking opportunities in their own country, choose to emigrate, including by illegal means.

Communication about the conditions of those remaining. The experience gained by ENGIM, particularly in Mali, highlighted the great effectiveness and the strong impact of communication content concerning not only migrants but also their families. Issues such as the difficulties of married life at a distance and in particular of wives, children growing up without a parent, the frequency of divorce etc. revealed the problems of those who live "on the other side", and women in particular, demonstrating the harmful consequences of irregular migration, both on migrants themselves and on the lives of their families and communities.

Production of knowledge. One of the central issues of irregular migration concerns both the estimation of the scale of the phenomenon - which, by definition, eludes official statistics - and the understanding of the multiple motivations that drive it. The priority given by the initiative as a whole to the production of knowledge about migration in the regions covered by the projects is to be welcomed as a good practice, as this is an essential factor in identifying effective responses in terms of actions that directly affect the underlying reasons for exodus.

The function of relais farmers. The use of relais farmers by the Terra Nuova project is an effective practice, as it facilitates changes in technical and organisational methods, amplifying the impact of actions and improving the sustainability of changes introduced. Such farmers effectively become genuine "multipliers" of actions.

Market surveys. Market surveys proved to be an excellent tool for understanding the relationship between supply and demand and, consequently, for better regulation of project activities. This is the case with regard to business creation in the case of the ENGIM project, support for agricultural activities in the Terra Nuova project, or the training activities of the VIS project.

Group dynamics. The VIS project underlined the importance of group dynamics, both in training activities and in the implementation of individual actions. The establishment of a group dynamic allows difficulties and problems common to the beneficiaries to be overcome through comparison and sharing, and above all by tackling the individual isolation of those seeking an alternative to emigration.

The adoption of a communication plan. The experience gained by ACRA highlighted the importance of having a real communication plan, through the creation of a schedule of radio programmes, broadcasts and interventions that mark the salient moments in the life of the project. This approach allows continuous and regular communication which is fully integrated with the actions, thus overcoming the problem common to many interventions, in which communication is only one of the activities, and often unconnected with the rest of the project.

Pension rights for returning migrants. The issue of migrant pensions is often an insurmountable obstacle for those who decide to return to their country of origin. In this regard, the experience of the LVIA project is exemplary, since migrants returning from Italy were informed about the services offered by INCA/CGIL in Dakar and their right to apply for an Italian pension. For those who were interested, data were collected in order to request the contribution, thanks to the project's direct collaboration with INCA/CGIL Dakar.

Lessons learned. The evaluation team believes the following lessons learned should be highlighted.

Logical framework. Despite the very high average performance of the seven projects, the poor formulation of logical framework remains a major obstacle, both for monitoring and evaluation and, above all, for any corrections of course that may be necessary. With the exception of one case, the projects failed to produce meaningful information, due to their inability to apply sensitive indicators to measure the changes produced.

Technological revolutions. The introduction of technology must be fully compatible with the context if failure or potential rejection is to be avoided. The technology itself - such as photovoltaics - may be appropriate in one region but not necessarily in another, even within the same country.

Agroecology. The very current - and to a certain extent fashionable - issue of agroecology should also be measured against the real possibility of its adoption by beneficiaries. Basically, it is a question of avoiding "technological leaps", often the result of ideological positions, and of verifying on each occasion the technical, social, institutional, environmental and economic compatibility of new agricultural practices to be introduced. It is often more effective to introduce agroecology gradually, in a genuine "transitional" approach, in the knowledge that any change in established practices will happen progressively.

Support for collectives. Support for collective organisations such as EIGs, cooperatives etc. is more effective than support for individuals. Indeed, the experience of the projects has shown that individual activities are influenced by numerous variables which cannot always be controlled and managed. Collectives, on the other hand, are not only governed by codified rules, but also have a greater potential impact on the social and economic circumstances of their areas.

The role of the diaspora. There is often a tendency to overestimate the role of the diaspora as a point of reference for mitigating the phenomenon of irregular migration. While the testimonies of those who have suffered the dramatic consequences of illegal immigration could theoretically act as a disincentive for those intending to leave their country illegally, in reality the diaspora can also have the opposite effect, in other words, facilitate migration, since it can not only suggest how to avoid or reduce the risks of the journey, but also represents an effective network of solidarity that replaces the family in the destination country.

The scattered nature of interventions. The splitting of interventions into micro-projects in more than one country greatly reduces their potential impact on the phenomenon of migration. For greater impact, it might be more effective to concentrate resources on geographically defined and circumscribed local objectives. In this sense, multi-territorial interventions may not be the best solution for tackling migration.

The real interest of countries affected by high emigration rates. Any intervention to lessen the phenomenon of migration, especially illegal migration, must necessarily address the sometimes divergent economic interests of families and the communities they belong to, as well as the countries involved. In this sense, the importance of emigrants' remittances for the lives of their families and local areas, and also on the GDP of many countries, can be a factor hindering the success of interventions to combat migration.

Recommendations. In conclusion, the evaluation team makes the following recommendations.

Recommendations to AICS

- Avoid using the tools and procedures of emergency interventions to address the phenomenon of migration, which is structural nature and linked to development. A nine-month initiative on the issue of migration - or the conditions that drive it - is wholly incompatible with changes and processes that occur in the medium and particularly the long term.
- The issue of migration can be addressed at regional level in the case of interventions in limited cross-border areas, in urgent emergency interventions and where budgets are substantial. Otherwise, regional intervention may be dispersive in terms of impact and use of resources.
- Act in synergy with government authorities regarding national migration policies, and encourage greater coordination with donors active in these issues.
- Avoid geographical dispersion of interventions and resources, and focus efforts on well-defined geographical and territorial goals.
- Improve definition of the theory of change underlying initiatives; a poorly formulated theory - or no theory at all - is likely to be a serious obstacle to the relevance and coherence of the actions.
- Pay greater attention to the logical framework of projects submitted by proponents; these must contain a clear description of outcomes, activities and indicators; the latter must be measurable and record changes that have occurred, and not simply the execution of activities.
- Devote more attention to monitoring, not only for administrative aspects or as mere verification of the implementation of activities, but also for the dynamics and processes activated, as well as preliminary results or effects; only constant monitoring can provide indications on the need to adjust the aim - or even the logical framework - and to adapt strategies.
- Promote initiatives to capitalise on experience; in the case of programmes structured in several projects and of a "pilot" nature, encourage the process of capitalisation, partly by means of horizontal communication between the different actors, which is useful for the identification of good practices and lessons learned.
- Make greater use of the content of interim and final reports from project implementing bodies, with a particular focus on suggestions made.
- Carefully check any overlap between projects of the same NGO in the same places funded by different entities, in particular the Italian Government, avoiding duplication of actions and costs.

Recommendations for NGOs and AICS

- Always define a *baseline*, i.e. the initial situation, both in order to develop responses appropriate to the real situation and to measure the effects of the intervention.
- Pay particular attention to the environmental sustainability of actions: sometimes technological inputs suitable for one area may not be appropriate for another, even if located in the same region or country; agroecology must always be adapted to the context in which it is to be introduced.
- Pay more attention to a preliminary analysis of environmental impact. Improvement of the conditions of the area, particularly in economic terms, cannot disregard the potential environmental damage that may be produced by the actions of development projects.
- Adopt a systemic approach to interventions concerning migration, which is linked to local development issues, technological transition in agriculture, land reform, gender equality, respect for human rights etc.

- Pay special attention to gender equality issues related to local development and migration. Although it is mostly men who emigrate, women play a key role both in decision-making within the family and in dealing with the consequences of family members far from home.
- Formulate beneficiary selection criteria more clearly and transparently. The need to limit the number of beneficiaries, due to limited resources and the enormous demand for support, must take into account that any selection process can lead to conflict and frustration among those who are excluded.
- Experiment with forms of social and economic reintegration for returning migrants other than business creation; this method ultimately favours the "strongest", i.e. those who have already decided to return and who have small amounts of capital and skills, to the detriment of those who have neither means nor skills to employ in their country of origin.
- Experiment with more effective forms of diaspora involvement which can go beyond superficial or accessory functions within projects; while the diaspora can play an important role in mitigating illegal migration, it is also true that it can encourage it by providing solidarity/territorial/family relations.

1. Procedure for the awarding and execution of the contract

Following the call for tenders CIG 848427660A, launched on 23 October 2020 by Office 3 of the Directorate General for Development Cooperation (DGCS) of the Ministry of Foreign Affairs and International Cooperation (MAECI) for the independent evaluation of an "Emergency Initiative in favour of refugees, migrants and vulnerable local populations" in Senegal, Mali, Guinea, Guinea Bissau (AID 10733), by final award decree no. MAE014979020-12-16 of 16 December 2020, the company STEM-VCR srl was awarded the contract to carry out this evaluation.

The ongoing spread of the Covid-19 pandemic in West Africa and the associated government measures to contain the disease caused a delay in finalising the contract, which was signed on 23 March 2021. After the kick-off meeting on 13 April 2021 (held remotely in compliance with the Italian government's measures to combat the Covid-19 pandemic) between representatives of the MAECI DGCS, the AICS (headquarters and Dakar office) and STEM-VCR, the project was officially launched on 14 April, with a scheduled maximum duration of 150 days from that date.

Following the drafting and approval of the *inception report*, alongside preparatory activities involving numerous meetings with some of the institutions and organisations involved in the implementation of the seven projects, and appointment of the team in April and the first two weeks of May, the field mission began on 16 May 2021.

2. Context of the initiative evaluated

2.1 Situation of the countries affected by the initiative

2.1.1. *Some basic data*

Although the four countries covered by the initiative belong to the same geographical region, in reality these countries **differ** in important ways, both politically and institutionally. In fact, while Senegal is considered politically stable and has never been affected by coups or violent institutional upheaval, Mali, conversely, is characterised by a political and institutional instability that has produced several coups d'état in the past two decades (the most recent on 24 May 2021) and, above all, by violent conflict, both social and political in nature, ongoing since 1988 (the founding of the National Movement for the Liberation of Azawad - MNLA) between the Tuareg populations of the north and those settled in the south of the country. This conflict began to reach its climax in 2012 with the declaration of secession of Azawad, the northern desert territory, and the subsequent invasion of the north by Islamist forces backed by indigenous groups. Since then, war has been continuous and Mali is practically a country split in half.

Regarding Guinea, after a lengthy period (1958 to 1984) of dictatorial rule by Ahmed Sékou Touré, his successor Lansana Conté continued to run the country with similar methods until his death in December 2008. Subsequently, Guinea experienced military overthrows and coups which resulted in widespread violence and thousands of deaths among a population affected by a growing economic and health crisis, with recurrent Ebola outbreaks from 2013 onwards.

Lastly, Guinea Bissau has had its share of political and institutional turbulence, with a history marked by coups d'état since the country's independence, obtained in 1973 following the Carnation Revolution and the ousting of the dictator Salazar in the colonising country, Portugal. In March 2009, military personnel assassinated President Vieira shortly after a bomb killed the army's chief of staff. Since then, political power struggles have been relentless to this day.

Despite the differences between the countries, there are many **similarities** in terms of a number of socio-economic indicators, as shown below. However, it must be remembered that extremely localised nature of the work carried out by the seven projects in the initiative would require data that are not available on such a small scale. We believe, however, that the data can illustrate in general terms the context underlying the phenomena of migration in the four countries concerned.

Some basic indicators for the four countries				
Indicator	Senegal	Mali	Guinea	G. Bissau
Growth rate ¹	6.77% (2018)	5.40 (2017)	3.83 (2015)	4.27 (2005)
GDP per capita (USD) (2019) ²	3309	2269	2405	1996
Gini Coefficient (2018) ³	0.403	0.330	0.337	0.507
HDI (2019) ⁴ out of 189 countries	0.348 (168th)	0.289 (184th)	0.313 (178th)	0.300 (175th)
MPI ^{5 6}	0.288 (2018)	0.376 (2018)	0.373 (2018)	0.372 (2014)
Employment rate (2019 - population > age 15). ⁷	42.7	65.7	59.9	70.2
Literacy rate ⁸	51.9 (2017)	35.5 (2018)	32 (2014)	45.6 (2014)
Informal sector (% of GDP) (2017) ⁹	36.8	33.1	30.7	26.9

The data reported in the table show how the socio-economic background of the four countries involved in the initiative, along with other factors, can encourage migration. Clearly, these are not the only driving factors, since the phenomenon of migration is a **highly complex** and **multidimensional** issue.

In fact, migration, or the mobilisation of populations, is by no means a new phenomenon, but one that is **deeply rooted** in the culture and social organisation of the peoples of Sub-Saharan Africa, and West Africa in particular. The following table presents the current situation of migratory movements in the 4 countries covered by the initiative.

Presentation of systematised statistical data on subregional migration. ¹⁰				
Rubrics	COUNTRY			
	Senegal	Mali	Guinea	G. Bissau
International migrant population	274,900	485,800	121,400	17,000
International emigrants 2020	693,800	1,300,000	550,800	111,800
Annual variation in migrants	0.6%	2.9%	- 0.8%	- 4.4%
Net migration balance	- 100,000	- 200,000	- 20,000	- 7,000
Variation in migrant population (2005-2017) (2020)	0.4%	0.1%	- 0.8%	0.5%

Source: Own data elaborated on the basis of IOM websites.

¹ <https://www.worldbank.org/en/home>

² <http://hdr.undp.org/en/indicators/194906>

³ <http://hdr.undp.org/>

⁴ <http://hdr.undp.org/>

⁵ This indicator measures the overlap of three dimensions of deprivation: health, education and standard of living

⁶ <http://hdr.undp.org/>

⁷ <http://hdr.undp.org/>

⁸ <https://cia.gov/the-world-factbook/>

⁹ Medina, L. & Schneider, F. (2019). *Shedding Light on the Shadow Economy: A Global Database and the Interaction with the Official One* (No. 7981). CESifo Working Paper.

¹⁰ <https://www.iom.int/fr>; <https://rodakar.iom.int/>; <https://migration.iom.int/europe>

2.1.2. The contribution of remittances from emigrants overseas to the economies of their countries of origin

Financial flows to countries with high rates of emigration make an **essential contribution** to the countries of origin, and may sometimes even constitute a considerable part of GDP. Unfortunately, official statistics may under-report the magnitude of such flows, because a large portion occurs through informal channels which are not officially monitored. Elsewhere, even official data are either approximate and unreliable or do not exist.

In order to understand the complexity of the phenomenon of migration and its impact on the economy and development processes, the case of Senegal - one of the few countries for which there is fairly reliable data on the flow of remittances from emigrants - is in many ways **emblematic** and at the same time exemplary.

According to World Bank statistics, Senegal is the fourth Sub-Saharan African country in terms of official financial flows from its citizens residing abroad, after Nigeria, Sudan and Kenya. The volume of these transfers increased from 233 million USD in 2000 to 925 million in 2006, then to 1,614 million in 2013, 1,929 million in 2015, 2,016 million in 2016 and 2,220 million USD in 2017 (see table below). This gives an average of approximately 930 billion CFA francs per year between 2008 and 2017. These transfers increased as a percentage of Senegal's GDP from 6.0% in 2001 to 8.6% in 2007 (Ndoye and Grégoire, 2008) and 12.1% in 2017 (WB, 2017).

Volume of financial transfers to Senegal (in USD and CFA francs)		
Year	Amount in millions of USD ¹¹	Amount in billions of CFA francs
2000	233	130
2005	789	441
2010	1 478	826
2015	1 614	903
2017	2 220	1 241

Source: World Bank

These remittances come mainly from the European continent, which registered 65% of the movements, followed by Africa (30%) and, to a lesser extent, America (4.68%).

Financial transfers to Senegal by sender continent in 2017			
Sender continent	Amount in millions of USD ¹²	Amount in billions of CFA francs	Percentage
Europe	1 444	807,600	65.1%
Africa	669	374,158	30.1%
America	104	58,165	4.7%
Others (Australia and China)	3	1,677	0.1%
Total	2 220	1241,600	100.0%

Source: World Bank

The countries of origin of remittances vary widely. However, they come predominantly from France (647 million USD in 2017) and Italy (425 million USD), followed by Spain (302 million USD). Within Africa, Gambia (264 million USD), Mauritania (130 m) and Gabon (116 m) are the main issuing countries. The United States accounts for 85 million USD of these remittances.

¹¹ 1 USD = 559.28 CFA francs as of 11 July 2018

¹² Idem

However, estimates by the international banking system **considerably underestimate** the magnitude of these money transfers, with a significant portion of migrant remittances passing through informal channels. These can account for up to 50% of formal transfers in some countries. In Senegal, according to a 2012 study conducted by the Directorate of Money and Credit (DMC) of the Ministry of Economy, Finance and Planning (MEFP) on remittances from Senegalese migrant workers, 81% of remittances are through formal channels, and 19% through informal channels.

The **complexity of remittance channels** demonstrates the difficulty of obtaining complete and reliable data. Despite this difficulty, it is indisputable that transfers made by emigrants are a substantial source of foreign exchange for Senegal and an important financial benefit for the communities of origin. Most studies conducted in Senegal show that remittances are still overwhelmingly used to cover household expenses¹³. These considerations lead to the question of how to encourage the orientation of migrants' savings towards economically productive investment. Aware of this situation, the government of Senegal has introduced mechanisms to mobilise the savings of Senegalese workers abroad for their investment in productive sectors of the economy. These include, among others, the Support Fund for Senegalese Foreign Investment (FAISE) and the Support Programme for Charity Development Initiatives (PAISD).

2.2 Brief description of migration policy in the countries covered by the initiative

Migration policy depends to a large extent on the availability of data and statistics, which for most countries are **somewhat scarce and not always reliable**. Indeed, where they are available, official statistics overlook the issue of illegal migration. Below is some information on migration policy and some basic statistics for the four countries covered by the initiative.

2.2.1. *The situation in Senegal*

In Senegal, as in other Sub-Saharan African countries, migration is characterised by flows traditionally heading towards Europe, but in recent years expanding to other regions of the world, particularly North and South America. The migration profile developed in 2018 shows that the main departure points are the cities of Dakar and its urban agglomeration (30%), Matam (14%), Saint-Louis (10%), Diourbel (9%) and Thiès (9%),¹⁴ characterised by low levels of education and a well-known involvement in the dynamics of migration. More specifically, for historical reasons, emigration was initially polarised in France. Migration destinations subsequently diversified, spreading to Italy in the 1970s and Spain in the 1980s.

On a sub-regional level, the main West African destination countries for Senegalese migrants are Gambia, Mauritania and Ivory Coast, while in Central Africa migration is primarily towards Gabon and Congo.

The decline in the immigrant population observed in Senegal since the 1976 General Population Census (RGP) is well known. In fact, birth immigrants (the foreign-born population) decreased from 6.9% in 1971 to 2.9% in 1993, and immigrants of other nationalities fell from 1.8% of the Senegalese population in 1988 to 1.5% in 2013¹⁵.

A plethora of state structures exist to serve returning migrants, with a view to their reintegration in the labour market, but action on the ground lacks efficiency and overall coherence. The National

¹³ Sander and Barro, 2004; Ndione and Lalou, 2005; Diagne and Diané, 2008; BCEAO 2011; DMC, 2012.

¹⁴ FMM West Africa, ANDS Migration au Sénégal, Profil national 2018, p. 48

¹⁵ IOM, CEDEAO, Union Européenne, FMM West Africa, Agence Nationale de la Statistique et de la Démographie, Migration au Sénégal, Profil National 2018, p.9

Migration Policy, which has technically been validated but is yet to be approved by the government, is limited in its institutional support. In fact, management of the policy is entrusted to the Ministry of Finance through the Directorate of Human Development (DDH) rather than the Ministry of Foreign Affairs or the Ministry of the Interior.

The institutional framework responsible for migration at the national level is hampered in several ways¹⁶:

- the large number of ministries involved in the issue of migration, which makes it difficult to coordinate government action;
- the multiplicity of migration consultation frameworks which do not formally exist and do not include key migration stakeholders;
- the lack of institutional validation of the national migration policy document, which leaves a policy vacuum on the issue of migration;
- insufficient budget and resources allocated to the bodies responsible for migration issues, and a lack of qualified personnel; these significantly impact projects focused on migrants;
- a lack of statistical data, which means it is difficult to measure the results of public policy action;
- the need to adapt the national legislative framework to the new migration challenges, especially regarding the return and reintegration of migrants in their places of origin.

2.2.2. The situation in Mali

At the sub-regional level in Mali in particular, all regions are affected by migration, with characteristics that have evolved over time. Indeed, migration which was initially predominately adult and male is now becoming more common among women and younger people. Migration trends in Mali are difficult to establish due to the absence of reliable statistical data, but according to official sources, emigrants make up around a third of the country's population, and are distributed mostly in Africa, followed by Europe, America and Asia.

In September 2014 a National Policy on Migration (PONAM) was adopted, focusing, among other things, on protecting migrants and supporting the reintegration of returnees¹⁷. The PONAM has limitations that merit adjustment, notably the absence of formal designation of the bodies responsible for its implementation, the fact that it is primarily focused on the Malian diaspora,¹⁸ inadequate provision for reception, repatriation and reintegration, and shortcomings in the regulation and monitoring of migrants in transit.

2.2.3. The situation in Guinea

In Guinea, immigrants make up 1.57% of the total population. Most come from bordering countries, particularly Ivory Coast, Sierra Leone, Senegal, Liberia and Mali. Guinean emigration is mainly towards the countries of the subregion (74%) and Europe (17%)¹⁹. There has been an increase in IOM-assisted returns from transit countries, particularly Niger, Morocco, Algeria and Libya, with notable results in terms of the socio-economic reintegration of returning migrants²⁰. A number of

¹⁶ Ministère de l'Economie, des Finances et du Plan, DDCH/DGPPE, M. Lanfia DIANE, Politiques migratoires au Sénégal, 25 p.

¹⁷ Cf. Ministère des Affaires Etrangères et de Maliens de l'Extérieur, Politique Nationale de Migration : faire de la migration un atout pour le développement du pays

¹⁸ IOM UN Migration, Profil de gouvernance de la migration : la République du Mali, Mai 2018

¹⁹ IOM UN MIGRATION, CEDEAO, Union Européenne, FMM West Africa, aLtai Consulting, Migration en Guinée, Profil migratoire national 2020, p.XIX

²⁰ IOM UN MIGRATION, op.cit. p. XXII

programmes for job creation and support for returning migrants have been initiated by the EU through the La Valletta Trust Fund. A process to develop the Migration Policy of Guinea (PMG) has been initiated, with the main aim of establishing a comprehensive and coordinated system of policies and institutions for the governance of key migration factors in Guinea²¹.

2.2.4. The situation in Guinea Bissau

Unlike other countries in the sub-region, Guinea-Bissau does not yet have a migration profile, let alone a migration policy, although it should be noted that the Guinean authorities intend to use migrants' remittances to help the²² country's development.

One explanation for this situation is the very limited nature of immigration to the country. On the other hand, emigration is extremely high. Migration was originally mainly to Senegal in the 1970s, before expanding in the 1980s to Portugal, for historical reasons. Within Africa, flows are primarily directed to Portuguese-speaking countries such as Cape Verde and Angola. The absence of a migration policy at national level is mitigated by the existence of a National Platform on Migration, created in 2010, which aims to coordinate public action in this area²³. According to IOM data, some 700 Guinean citizens have returned to their country of origin²⁴ in the past three years

2.3 Description of the initiative evaluated

2.3.1 Analysis of the rationale for the initiative and the theory of change

The initiative that is the subject of this evaluation aims to facilitate the improvement of living conditions for populations in areas of high migration potential and for migrants, displaced persons and refugees, in order to **combat the phenomenon of irregular migration**. The programme is part of the framework of migration management policies from a **regional and cross-border perspective** in West Africa and, in particular, in Senegal, Mali, Guinea and Guinea Bissau.

The initiative takes the form of **seven projects**, implemented through a combination of Italian NGOs (CISV, TERRA NUOVA, VIS, GCI, ACRA, LVIA, ENGIM) and their Italian and local partners, characterised by slightly different objectives and actions, and therefore by different logical frameworks, but sharing a common theory of change.

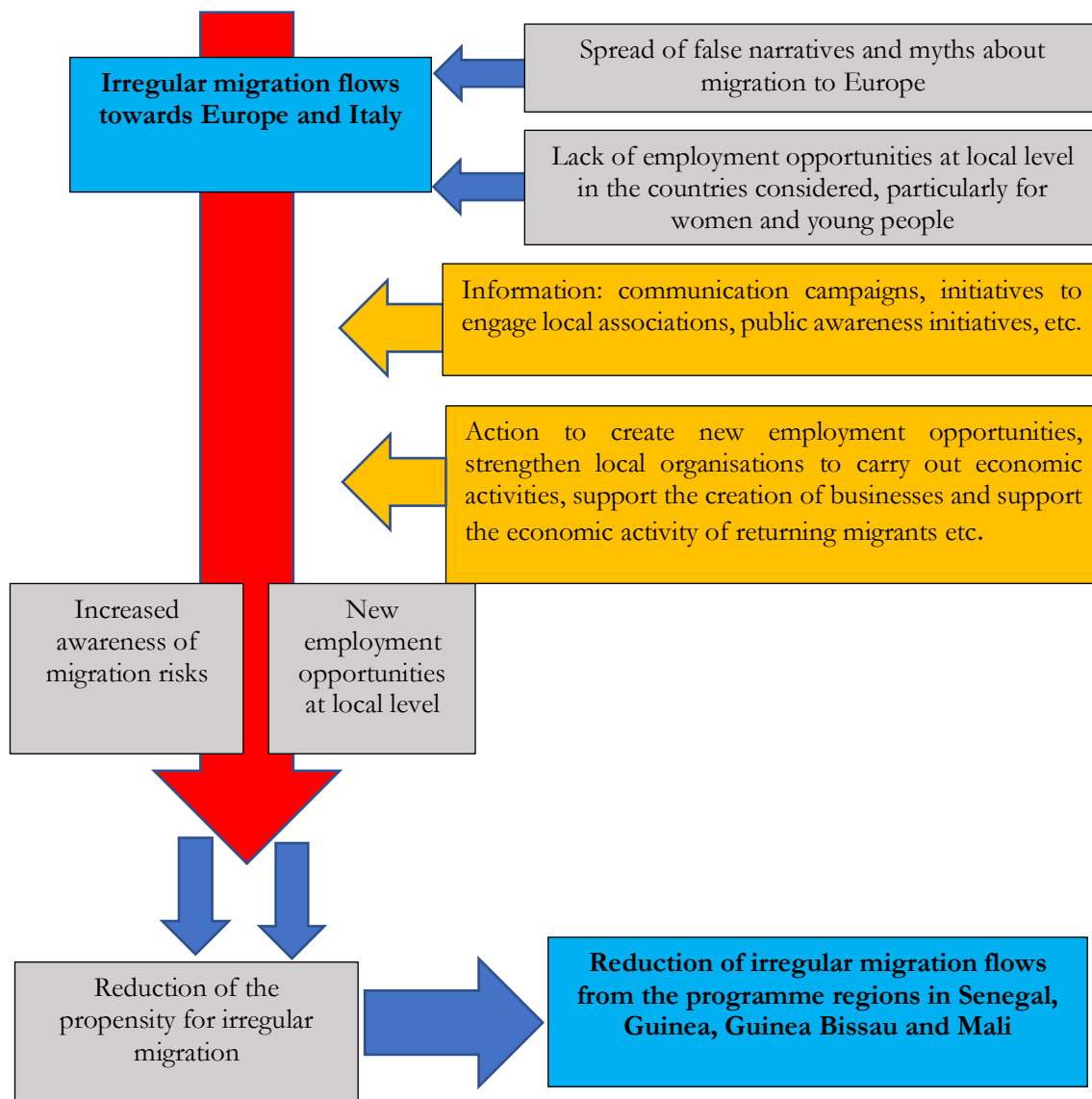
The foundation of this theory is the perception of a phenomenon of irregular migration towards Italy and Europe, which originates in some regions of the four countries considered. This phenomenon appears to be strongly correlated with two sets of factors: one of a **cognitive** nature, i.e. the spread of false narratives or myths about migration to Europe, based on a lack of objective knowledge about the risks and actual conditions of the migration process; the other of a **factual** nature, i.e. a lack of employment opportunities at local level, especially in rural areas. Through the projects, the initiative aims to counteract these causal factors by means of communication and education and by action to boost economic and employment prospects. According to this rationale, these actions should lead to a reduction of the causal factors influencing migration, and thus to a reduction in the migratory flows themselves.

²¹ IOM UN MIGRATION, op.cit. p.XXIV

²² Plano Nacional de Desenvolvimento (DENARP II 2011-2015).

²³ CEDEAO, ICMPD et IOM, Enquête sur les politiques migratoires en Afrique de l'Ouest Janvier 2016 (Deuxième édition), p. 201

²⁴ Interview with IOM staff in Guinea Bissau.



The **specific objective of the initiative** is to help **mitigate the main causes of irregular migration** through specific local development action to create employment, provide basic services and protect the most vulnerable groups, and the implementation of information campaigns aimed at combating irregular migration.

Strategically, the programme is intended to help **mitigate the root causes of migration** in all their complexity, particularly for the benefit of young people and women, and to provide support for returning migrants in their countries of origin.

Through the individual projects, the programme as a whole effectively consists of **three main macro areas of intervention**:

- **rural development**, i.e. interventions geared to the introduction of innovative agricultural systems, water saving, improvement of agro-ecological practices, supply of seeds and equipment, training in the processing and marketing of crops, support for cooperatives etc...
- support for **job creation**, especially for young people and women, through the creation of and/or support for micro enterprises, business incubators, vocational training etc...
- **protection and improvement of living conditions for returning migrants**, support for potential returnees living in Italy (through diaspora associations) and communication campaigns on the risks of irregular migration, aimed at combating the exodus of young people.

As indicated in the logical framework, the **direct beneficiaries of the initiative** are approximately 12.000 people, consisting of:

- young people employed in agriculture, farmers' associations, economic interest groups (EIGs) and regional women's advocacy groups, and youth associations;
- rural communities and municipalities which, together with the assisted regions, will be able to implement initiatives identified by them in Local Development Plans and benefit from capacity-building activities;
- returning migrants and their families, who will receive protection and support for social and economic reintegration.

Indirect beneficiaries include:

- the rural populations of the regions involved in project implementation;
- state technical services not directly involved in the projects, which will be able to operate in a more efficient institutional setting at local level;
- the economic and development partners of the four target countries, which will benefit from improvement to the productive and administrative capacities of the assisted regions;
- the populations of the affected areas, who will benefit from information campaigns on the risks of irregular migration;
- migrants in transit, who will benefit from a wider network of information about available social services.

The initiative consists of **seven projects**, autonomously managed but part of a strategic whole. The projects are entrusted to Italian NGOs that have been working for some time in the area, selected through a public procedure, launched on 02/05/2016 as part of the "Emergency AID Programme 10733". The following table shows the territorial coverage of the projects run by the seven selected NGOs in the countries concerned.

	ACRA	CISV	ENGIM	GCI	LVIA	Terra Nuova	VIS
<i>Senegal</i>	•	•		•	•		•
<i>Mali</i>			•		•	•	
<i>Guinea</i>		•					
<i>Guinea B.</i>	•	•	•				

Management of the initiative was handled by the AICS office in Dakar, in coordination with AICS Emergency Office ⁷²⁵ and in agreement with the Italian Embassy in Senegal, particularly for issues related to security.

The following are summary descriptions of the seven projects that make up the initiative evaluated in this document.

2.3.2. Summary descriptions of the seven projects

The ACRA project

The project of the NGO ACRA, "Action to combat the migration dynamic in the Senegal, Guinea Bissau, Kolda and Gabu corridor", has the specific aim of reducing the propensity to rural exodus in the border corridor in the region of Kolda (Senegal) and Gabu (Guinea Bissau), through the creation of new job opportunities and the "deconstruction of the positive myth" of migration.

²⁵ Currently "Emergency and fragile states unit"

The direct beneficiaries of the project, which has a budget of 424,013 euros, are 18 youth associations, 10 ASLs (sports and recreational associations) in the municipality of Diaobe Kabendou, and 8 youth associations (Associées da juventude) in the municipality of Gabu, affecting a total of around 3,000 young people. Indirect beneficiaries of the awareness-raising/information activities, in addition to the young people of the associations, are the populations of Diaobé and Gabu, some 14,430 people, as well as the entire resident population. 1,000 people were to be involved in 27 "causeries" (focus groups/community meetings) organised at village level to better understand and deconstruct the myth of migration.

The CISV project

The project of the NGO CISV "Emergency project for the creation of jobs for young people and women in the regions of Saint Louis (Senegal) Oio, Cacheu and Tombali (Guinea Bissau) and Upper Guinea (Guinea) and information for potential irregular migrants" (PUCEI), with a budget of 481,350 euros (of which 449,950 euros funded by Italian Cooperation), had the specific aim of encouraging the creation of jobs in agriculture for young people and women, and helping to raise awareness of the risks of irregular migration.

Direct beneficiaries of outcome 1²⁶ of the initiative are young men (aged 25-35) and women in family farming (840). Indirect beneficiaries are the families of the direct beneficiaries, estimated at 6,720 (8 members per family).

For outcome 2²⁷, direct beneficiaries are young people from farming families in regions with a strong agricultural vocation, particularly in the region of Saint Louis, Kankan, Cacheu, Oio and Tombali, who have a tendency to emigrate. This would account for some 3,000 potential migrants (estimated) over the next two years from the 11 communities of origin (Ronkh, Ross Bethio and Gnit), with approximately 5,000 inhabitants. Indirect beneficiaries are the population of the areas of intervention, approximately 250,000 people.

The ENGIM project

The project of the NGO ENGIM, entitled "PROTEJA - Project for the work and employment of young Africans" was to be implemented in Guinea Bissau, in the capital Bissau (Autonomous Sector of Bissau) and the city of Bula (Cacheu region), and in Mopti and Kita (Kayes region) in Mali.

Worth 429,716.31 euros, the project had the specific objective of boosting employment and enterprise as factors of social and economic integration. The beneficiaries of the project are the target groups of potential migrants in Bissau (240 people, 50% of which are women). Indirect beneficiaries are the populations of the areas of intervention, some 385,000 inhabitants²⁸.

The actions planned in Mali targeted potential migrants (370 people, 50% of them women) and indirect beneficiaries, the families of these beneficiaries and the entire population of the area, some 4 million people.

The GCI project

GCI's NGO project, called Hadii Yahde "Energy to stay! Integrated community development of rural areas along the Senegal River Valley subject to migration", was allocated 432,991 euros, of which 376,091 euros was funded by Italian Cooperation.

²⁶ Job offers and opportunities for young people and women in the agricultural sector have increased.

²⁷ An innovative information campaign is carried out

²⁸ ENGIM project sheet

The specific aim was to strengthen the resilience of rural communities in the region of Matam, the villages of Kedele, Nguidjilone Ali Wouri, Sadel and Dondou (particularly women and vulnerable groups) by improving agricultural productivity through the use of renewable energy, better water management and new farming and marketing methods.

The direct beneficiaries of the project are 2,106 small farmers (including 1,887 women) from the EIGs and GPFs of 5 villages²⁹ in the two rural communities of BOKIDAWE and Nguidjilone: Kedele, Nguidjilone, Ali Wouri, Sadel and Dondou. Indirect beneficiaries are the families of the direct beneficiaries, the EIGs and GPFs of the affected villages (15,000 inhabitants) and, generally, the entire rural community of Bokidawe (52,000 inhabitants), the community of Nguidjilone (35,000) and neighbouring rural communities throughout the Matam region.

The LVIA project

The project of the NGO LVIA, entitled "Combating migratory dynamics in the Senegal - Guinea Bissau corridor, Kolda and Gabu regions" had a budget of 291,040 euros. Its specific aim was to offer returning Senegalese migrants concrete opportunities for social and professional reintegration in their country of origin. The direct beneficiaries are returning migrants, divided into 3 categories: a) migrants who have already returned to Senegal (in the Thiès region) but who have difficulty reintegrating socially and professionally; b) migrants in transit to Europe, who are often forced to stay (months or years) in Senegal; c) migrants residing in Italy (in Piedmont, Lombardy and Tuscany) who want to return to Senegal.

The total number of direct beneficiaries is estimated at 350, while indirect beneficiaries³⁰(their family members) are about 2,500.

The Terra Nuova project

The project of the NGO Terra Nuova, called "Strengthening the resilience of territories: prevention of rural exodus, promotion of food security, creation of work and income and innovative communication in Mali", was allocated 450,000 euros. The project was to take place in the Sikasso cercle (Sikasso region), the Bandiagara cercle (Mopti region), the Koulikoro cercle (Koulikoro region) and the capital Bamako.

The specific aim of the project was to encourage youth employment in agricultural sectors and businesses, create income opportunities in rural areas, and build local alternatives to migration.

The beneficiaries of the project were 4,974 people (of which 50% women), specifically: a) Support: family businesses (family farms), young people, some 4,500 people including 900 adults (410 men and 490 women), 1,500 young people (710 men and 790 women); b) Training: 15 people per cercle (province), giving a total of 45 people (35 men and 10 women) including technical officials and administrators of the cercles involved; local bodies, officials of the chambers of agriculture, religious / community leaders and traditional authorities: 10 people per cercle, giving a total of 30 people (25 men and 5 women). Indirect beneficiaries were estimated at approximately 300,000 people³¹.

The VIS project

The project of the NGO VIS "Action to combat irregular migration through support for local development in the region of Tambacounda (Senegal)" had a budget of 305,840 euros. The specific aim of the project was: the knowledge and professional skills of young people and women in the

²⁹ GCI project sheet

³⁰ LVIA project sheet

³¹ Terra Nuova project sheet

municipalities most affected by migration in the district of Tambacounda contribute to initiate business startups or self-employment as an alternative to irregular / informal migration.

The beneficiaries of the project are 225 young people employed in the informal sector (indirect beneficiaries: 3,825 members of the beneficiaries' households); 90 women already organised into 3 economic interest groups - 1 EIG in Tambacounda and 2 in Goudiry - and 60 young people organised in 3 EIGs in the municipality of Goudiry and Tambacounda (indirect beneficiaries: 270 women in EIGs or individually and 2,550 family members of young /female beneficiaries). For awareness-raising and information activities, approximately 7,775 people (broken down as follows: "causeries" and door-to-door encounters: 1,000 people met in the four project areas; events: 2,000 participants in events (1 in each municipality in the project area); schools: 4,000 primary and secondary school students; research sample: at least 400 people and beneficiaries of training and start-up initiatives for micro-entrepreneurship/self-employment (375)³².

3. Objective of the evaluation

3.1 Type, objective, and purpose of the evaluation

The general aim of this evaluation is to **verify the impact of the initiative as a whole, beginning with an analysis of the individual actions of the projects that compose it**. This report seeks, therefore, to analyse what economic, social, environmental and political effects the initiatives have produced in the medium term, and what transformation processes have been initiated in the areas involved.

The specific objectives of the evaluation are to: i) **ascertain the validity of entrusting specific actions to NGOs**; ii) highlight **good practices** to be replicated in the area of communication; iii) verify whether, in terms of **impact**, it was useful to divide the contribution between several countries; iv) identify **good practices to be replicated in the area of cross-border projects**; v) analyse the **procedural aspects of the initiative**, highlighting any critical issues and virtuous processes.

The evaluation is based on the principles of **usefulness, concreteness and reliability**. It was therefore designed to produce useful information and recommendations for the client and key stakeholders.

Publication of the results of this evaluation should make it possible to **report to parliament** on the use of funds allocated for official development assistance, and to Italian public opinion on the validity of allocating government resources to cooperation activities.

The evaluation also takes into account the indicators contained in each project's logical framework, in order to express a judgment on the relevance of their objectives as well as the effectiveness, efficiency, impact and sustainability of the interventions.

3.2 The evaluation process

The process of constructing the evaluation was marked by certain **key stages**, partially corresponding to the phases of the evaluation itself. Specifically:

- **the construction of a knowledge base about the context** in which the project was designed, formulated, and executed;

³² VIS project sheet

- the construction of a **shared knowledge base** about the resources mobilised, the stakeholders involved ³³and the actions carried out by the projects;
- the construction of a **shared knowledge base about the results achieved by the actions and the processes and events that occurred during their implementation**;
- **interpretation of the information gathered and understanding of the significance of actions for those** directly or indirectly affected and involved;
- **the overall interpretation of the processes carried out and the evaluation of the projects in terms of relevance, coherence, effectiveness, efficiency, sustainability, impact and visibility**;
- the **identification of best practices and viable measures for improving** the implementation of any future actions;
- the **formulation of recommendations**;
- **validation** of the evaluation and its recommendations through comparison and discussion among the various project stakeholders.

4. Theoretical and methodological framework

4.1 Evaluation criteria

Analysis of the projects and their implementation entailed use of the **categories proposed by the OCSE** according to the new definition of December 2019. The **new set of categories** adopted is as follows:

- **Relevance**: The extent to which the objectives and the design of the intervention respond to needs, policies and priorities of beneficiaries, the country, the international community and partners/institutions, and are relevant also in changing circumstances. This criterion answers the question: *“Does the intervention respond to the problem?”*.
- **Coherence**: The extent to which the intervention is compatible with other interventions performed in the country and the same sector. This criterion answers the question: *“Does the intervention fit in with other interventions?”*.
- **Effectiveness**: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. This criterion answers the question: *“Does the intervention achieve its goals?”*.
- **Efficiency**: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. This criterion answers the question: *“How well are resources being used?”*.
- **Impact**: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. This criterion answers the question: *“What difference is the intervention making?”*.
- **Sustainability**: The extent to which the net benefits of the intervention continue, or are likely to continue. This criterion answers the question: *“Will benefits last over time?”*

In addition to the application of the six OECD/DAC criteria, the **visibility/communication** criterion was considered. In fact, the aspect of communication played an important central role in the intervention implementation, since it constituted an essential tool for the impact on the phenomenon of irregular immigration and on the conditions of the context that feed it.

³³ All the NGOs involved - both their country representatives and the heads of their Italian offices - were contacted on more than one occasion to discuss the initiatives and obtain their views on the results, obstacles and lessons learned.

As far as visibility is concerned, its correct application was verified in the use of the logo and symbols used in communication, and the perception of the main stakeholders regarding the **provenance of funding** of Italian Cooperation allocated to the initiative and to seven projects in which it is divided.

The evaluation also examined the **logic and coherence of planning** and its overall validity, methods of implementation, coordination between partners and results obtained by the implementation of the project. In particular, the evaluation considered how and to what extent the projects contributed to altering the conditions that favour the phenomenon of irregular migration, in terms of increasing opportunities for the social and economic integration of potential migrants and the reintegration of returnees. To this end, the **direct and indirect** effects of the interventions on the **condition of women and on the respect for and protection of human rights** were examined.

Finally, the **synergic effects, both positive and negative**, between the seven projects were considered, in order to identify joint and convergent effects by ascertaining whether there was coordination between these projects and other initiatives in the sector, including those of other funding bodies, within the country and in accordance with the principle of complementarity.

4.2 Evaluation questions

On the basis of the indications contained in the Terms of Reference, the technical proposal presented a set of **evaluation questions** relating to the various evaluation criteria, and a set of **indicators** functional to the evaluation exercise. Following an initial stage of analysing documents and some interviews conducted during the first phase of the work, these sets of questions were reviewed by means of improved calibration, both of the evaluation questions and of the indicators.

The table in Appendix 2 contains the set of evaluation questions and indicators that guided the entire evaluation process of the initiative and of seven projects through which it is articulated.

4.3 The methodology adopted, its application and difficulties encountered

4.3.1 Methodological principles

The evaluation adhered to some **methodological principles**, in particular:

- **Contextualisation.** Although the intervention consists of a set of coordinated activities - realised through the seven projects which compose it -, based on specific goals and expected results, the evaluation attempted to determine the extent to which these activities have helped to support and/or steer ongoing change processes (economics, technological, environmental, social and political). If one failed to consider the relationship between project “activities” and ongoing processes it would not be possible to assess either the relevance of the projects or their effectiveness (which relates not simply to the performance of activities but also to the development of new technological modalities, economic action, communication, organisation and management of territory) or their impact.
- **An approach to recognising the persons involved.** The actions of the interventions considered involved and continue to involve a diverse set of subjects and actors, including agencies and organisations (at local, national and international level), informal groups (such as productive and involved in economic activities, mainly of women and youth), and individuals. During the evaluation an attempt was made to identify the subjects “affected” by the projects in order to ascertain the extent to which and how these different subjects were involved in actions. The non-involvement of some subjects could result in limitations in terms of relevance, effectiveness, sustainability and impact of actions or even – in some cases – a reduction in their efficiency (e.g., due to divergent messages or even to emerging conflicts).

The non-involvement of some important subjects might also play a part in lowering the quality of planning.

- A **participatory approach**. Migration issue is closely linked to the management of multiple systems, from agricultural to environmental ones, from economic ones and resource management, to those linked to communication, from access to basic services to security issues. Such systems, which strictly relate to the deeper causes of migration, are based on the interaction between different subjects, each of which perceives different aspects of reality and is affected differently by the operating modalities of the systems. This is why we have encouraged the active participation of these various actors in all phases of the evaluation process not simply as “information sources” but also and above all as stakeholders bringing different needs, interests and knowledge, relevant for gaining an overall understanding of the initiative and of the seven projects in their articulations and complexity.
- An **approach based on the reconstruction and analysis of events and factual elements**, rather than on the simple level of “satisfaction” expressed by the various actors. While the opinions and level of satisfaction regarding project activities as a whole are indispensable for the evaluation (providing important information on sustainability and on the project's impact), any evaluation based solely on the views of the subjects involved is inadequate given the complexity of the projects. There are numerous aspects of the project that cannot be “seen” or “perceived” at first sight. There are also processes that have a bearing on satisfaction levels that are often unconnected with the project itself. During the evaluation, therefore, examination of the level of satisfaction and the opinions expressed by the various actors involved regarding the projects was flanked by an analysis of factual elements and events occurring related to planned and completed activities.

Adoption of the principles outlined above allowed the evaluation exercise to **be in line** with:

- **international standards** of reference and **the guidelines regulating Italian Cooperation** (on which the proponent has conducted a work of revision over the past few years);
- the **principles of utility, credibility, independence, impartiality, transparency, ethicality and professionalism**, (including those relating to human rights, gender equality and “*leave no-one behind*”);
- **standards of integrity and respect for civil law, customs, human rights and gender equality, and the “do no harm” principle**; this is particularly relevant in consideration of both the plurality of the interests of the subjects involved in the initiatives, and of the “complex” contexts which are characterised by the presence of latent and non-latent ethnic and political conflicts;
- the **principles and practice of the *Human Rights-Based Approach*** (since, rather than on the provision of services, the team's attention focused on the promotion, recognition and exercise of rights by the beneficiaries, which seems particularly important in relation to the fact that, although the projects were originally conceived with reference to the Millennium Goals, they are now in the context of the Sustainable Development Goals, in which the issue of migration is no longer only expressed in terms of a phenomenon to be countered, but also in terms of “rights” of the vulnerable populations with very limited, if not absent, access to resources, services and opportunities).

As became clear both from the indicator systems proposed in the previous paragraph, and the identification of the sources covered in the following paragraphs, a method of evaluation consistent with the “**Results-Based Approach (RBA)**” was adopted.

As previously outlined, rather than focusing the evaluation on the simple judgments of the subjects involved, reference was made to the integration of factual elements and elements relating to the representations and knowledge of the various subjects, so as to consider the “results” in their objective

aspects and cognitive environment change aspects (which appears particularly important in a context such as that of the analysed initiative, which is oriented not only to discourage illegal immigration, but also to support the social and legal recognition of potential migrants in terms of rights to access services and opportunities).

The evaluation exercise also fully complied with the OECD / DAC Quality Standards for Development Evaluation and, given the nature of the initiative being evaluated, took into account the OECD Guidance for Evaluating Humanitarian Assistance in Complex Emergencies / DAC.

Lastly, the evaluation was strongly geared to produce **information and recommendations useful for the improvement of the identification/formulation**, and/or for the management of other cooperation interventions in progress, in the four countries of the Sahel region concerning migration in its different aspects.

4.3.2 Difficulties encountered

Thanks to the full collaboration of the NGOs that executed the projects, the mission was able to minimise certain difficulties caused mainly by Covid -19 prevention measures and the volatile situation of some locations, particularly in Mali and, to a lesser extent, in Senegal, Guinea and Guinea Bissau.

Regarding aspects related to the pandemic, the mission had to strictly limit the use of focus groups, which would have required gatherings of people in closed places and non-compliance with prevention measures imposed by the health authorities of the countries involved.

In terms of security, the team had to forgo some field visits, also in compliance with the instructions of the MAECI offices and in particular of the Crisis Unit³⁴. In particular, as far as Mali is concerned, it was not possible to carry out in-person activities in Gao, Mopti and Bandiagara in the north of the country, because of extreme danger due to the presence of radicalised terrorist groups operating in these areas. The Sikasso region in the south, which has recently been affected by the infiltration of radicalised groups from Ivory Coast, was also not possible to visit. In all cases, the activities carried out in these areas were the subject of remote interviews.

For Senegal and Guinea Bissau, although there are no situations of imminent danger, a cautious approach was preferred, as suggested and recommended by MAECI. For actions carried out in the region of Matam in Senegal and the city of Cacheu in Guinea Bissau, remote evaluation methods were preferred, firstly because of their close proximity to the regions of Mali and Mauritania affected by the presence of terrorist groups, and secondly because of their proximity to areas characterised by turbulence and autonomist claims. However, as previously mentioned, these difficulties were brilliantly overcome, thanks to the collaboration and transparency of all the stakeholders involved in the initiative, especially the seven NGOs executing the projects, and to the comprehensive documentation made available to the team by the NGOs.

4.4 Information sources and technical tools

The evaluation used a variety of information sources and data collection and analysis tools. In particular, both quantitative and qualitative methodologies have been adopted.

³⁴ Prior to his mission to Senegal, the team leader benefited from an in-person security briefing at the MAECI Crisis Unit.

The following table shows, for each type of source, the technical tools that were used for the collection and analysis of information and data. As regards the documentary sources, a complete list is given in Annex 4 to this report, while persons and institutions consulted are listed in Annex 3.

Specific sources	Instruments for the collection and analysis of information and data
Documentary sources	
Documents relating to the projects and their execution (regular reports, correspondence between MAECI - DGCS, AICS, the seven implementing NGOs and their local partners, local operators etc).	<ul style="list-style-type: none"> - Document analysis grid - List of obstacles and facilitating factors that emerged during the implementation of the project - List of actions carried out, individuals involved and results achieved by the initiative - List of measures implemented by the project for the mitigation of risk - List of relevant individuals for the management of migration in its various aspects - List of individuals involved in the initiative - List of good practices - List of legislative and policy initiatives - List of actions by other operators geared to the management of migration in the areas considered - List of ongoing transformation phenomena in relation to migration initiatives and policies, including return migration
Reports on the individual activities carried out within the framework of the seven projects; Report on research work; Report on communication activities at central level and within the framework of the seven projects in the four countries concerned	
Records and statistical data regarding activities carried out and services offered	
Documents and publications produced within the initiative and by the organisations involved	
Documents and reports on the situation of migration in the four countries, particularly regarding its causes etc, as well as return migration	
Monitoring and evaluation reports	
Live sources	
Representatives of the bodies involved in promoting and managing the initiative as a whole (across the seven projects)	Semi-structured in-depth interviews with NGO representatives (Italian and in-country offices)
Representatives of local and international organisations involved in the execution of the initiative	Semi-structured in-depth interviews
Representatives of local governments, departments with expertise in migration and relevant authorities in the locations affected by the interventions	Semi-structured in-depth interviews
Representatives of relevant national governments	Semi-structured in-depth interviews
Representatives of relevant international organisations (IOM, EU, bilateral cooperation, etc.)	Semi-structured in-depth interviews
Representatives of civil society organisations (NGOs and platforms) which intervene on migration policy at national and regional levels	Semi-structured in-depth interviews
Direct beneficiaries of the seven projects (youth associations, women's associations, family farms, micro enterprises, young people in casual employment)	Semi-structured in-depth interviews
Returning migrants in the four countries	Semi-structured in-depth interviews
Spokespersons for the diaspora in Italy	Semi-structured in-depth interviews
Direct observation	
Offices of the organisations involved in the intervention	<ul style="list-style-type: none"> Observation grid Informal interviews
Intervention sites (irrigated areas, horticultural areas, micro enterprises, youth associations etc)	
Sites of service provision to beneficiaries of the projects (service centres and offices)	

Finally, with regard to the degree of **reliability of information**, the technique of **triangulation of sources** was systematically adopted when data from documents or information collected from live sources required verification. This was facilitated both by the detailed and comprehensive documentation provided by the NGOs and by the in-depth knowledge of the experts who were part of the evaluation team, each of whom worked in their own country.

Finally, it should be noted that the large number of interviews, both with direct beneficiaries and with other individuals indirectly involved in the seven projects, further ensured a **high degree of reliability** in the information collected.

4.5 Some data on the consultation of direct sources

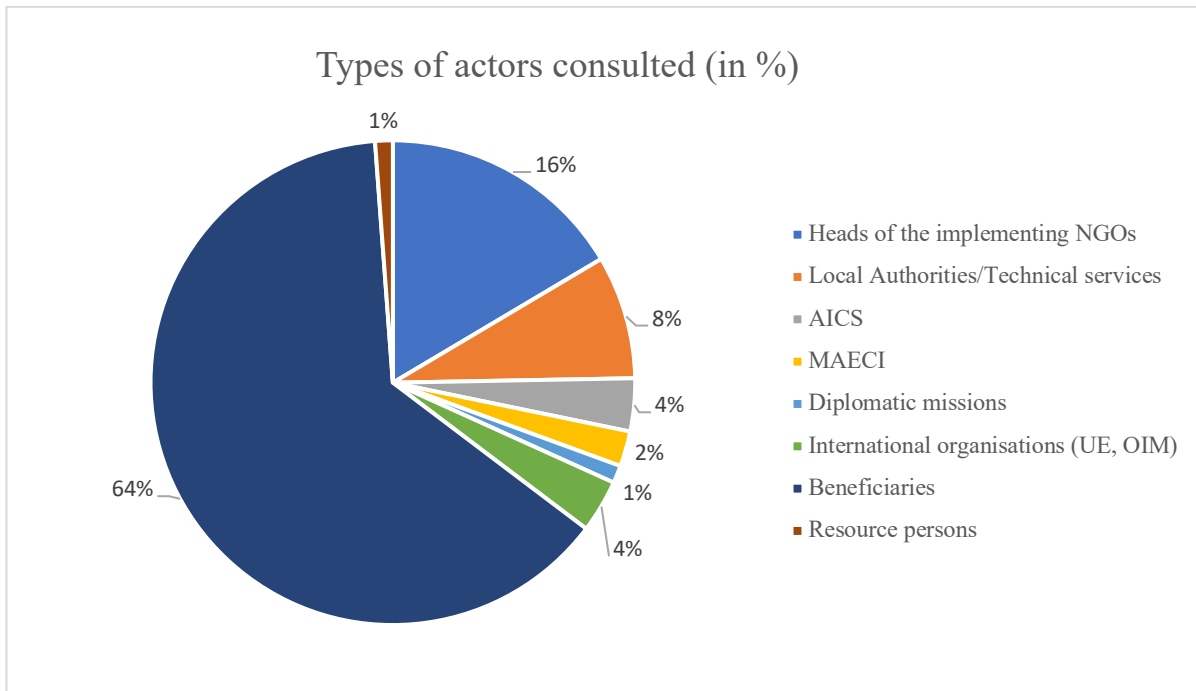
Consultation with the beneficiaries and institutional stakeholders involved in the seven projects in the four countries took place under optimal conditions for the experts of the evaluation team. In particular, thanks to the excellent collaboration with the implementing NGOs, the team was able to consult comprehensive and detailed documentation in almost all cases. Thanks to their helpful attitude - evidenced by meetings with 28 representatives of the NGOs - it was possible to directly investigate many aspects of the implementation of the seven projects.

Representatives of the implementing NGOs met							
Implementing NGOs	In presence					Remotely	Total
	Senegal	Mali	Guinea	G. Bissau	Italy		
ACCRA/Mani Tese	1	-	-	1	-	3	5
CISV	2	-	1	-	-	1	4
ENGIM	-	1	-	1	-	1	3
GCI	-	-	-	-	-	3	3
LVIA	1	-	-	1	-	2	4
TERRANUOVA	-	3	-	-	-	2	5
VIS	1	-	-	-	3	-	4
Total per Country	5	4	1	3	3	12	28

Overall, 170 stakeholders of different kinds and involved in various ways were consulted. The table below gives an overview of the stakeholders consulted.

Actors involved in the evaluation process							
Types of actors	In presence					Remotely	Total
	Senegal	Mali	Guinea	G. Bissau	Italy		
Heads of the implementing NGOs	5	4	1	3	3	12	28
Local Authorities/Technical services	12	1	-	1	-	-	14
AICS	4	-	-	-	-	2	6
MAECI	-	-	-	-	1	3	4
Diplomatic missions	2	-	-	-	-	-	2
International organisations (UE, OIM)	4	-	1	1	-	-	6
Beneficiaries	52	33	20	3	-	-	108
Resource persons	1	-	-	-	-	1	2
GLOBAL TOTAL	80	38	22	8	4	18	170

As can be seen, 64% of the stakeholders involved in the evaluation process fall into the category of beneficiaries.



5. Results of the evaluation

This chapter contains the results of the evaluation. The structure chosen takes into account the performance for each of the evaluation criteria, both for individual projects and for the initiative as a whole.

5.1 Relevance

Summarised judgment of relevance

Analysis on the basis of relevance highlighted paradoxical results: while in general the seven projects obtained positive or very positive outcomes, the same cannot be said for the initiative as a whole which, in terms of relevance, showed serious shortcomings.

More specifically, the relevance of the seven projects appears to be on average good, with some projects showing excellent or outstanding performance (such as the projects of the NGOs CISV, Terra Nuova and VIS) and other projects for which the relevance, though lower, appears sufficient or good (projects of the NGOs ACRA, ENGIM and LVIA). Only one project - that of the NGO GCI - appears highly inadequate.

Positive aspects concern, in general, the link between the dismantling of the migration myth and communication aimed at young people; the production of knowledge, by means of research and socio-anthropological surveys, on the migration phenomenon in the areas where the projects operated; the full involvement of local, traditional and religious authorities; partnerships, including for service provision, with local institutions and organisations; the use of business incubators and mentors to support the creation or development of micro-enterprises; the adoption of cogent strategies to create alternatives for potential migrants; training directly linked to local market and private sector demand.

Among the less positive aspects in terms of relevance, the following can be cited: the introduction of production and marketing systems not particularly suited to the context, in particular poultry farming; underestimation of the maintenance and repair needs of machinery; underestimation of the dynamics of the market and/or private sector at local level; adoption of selection criteria for beneficiaries that are not defined in detail; a poor conception of agroecology in the name of which real "technological revolutions" were proposed, rather than gradual solutions more suited to a process of "technological transition".

Almost all the projects (except that of the NGO VIS) show shortcomings at the level of their logical frameworks, which are often vitiated by a circular logic where the result coincides with the activities, the latter with the indicators and so on. In general, the indicators are not measurable and refer only to the implementation of the activity.

Regarding the initiative as a whole, its relevance is insufficient, mainly due to the adoption of procedures, rationales and mechanisms typical of emergency interventions to address issues - such as migration - that are structural in nature and deeply rooted in the society and culture of West African populations. This approach imposed timescales incompatible with the implementation of activities which, with the exception of communication, require time to have an appreciable impact in terms of changing the underlying conditions that favour migration. Therefore, despite defining itself as a "pilot scheme" or "laboratory" to trial new ways of combating the phenomenon of migration, in particular illegal migration, the initiative was actually of little relevance, precisely because in reality action to change the drivers of illegal migration is linked to logical, semantic and temporal aspects of local development. In fact, the seven NGOs implemented real local development interventions, although the initiative arose in the context of an emergency.

5.1.1. ACRA Project

The project has a medium degree of relevance. Positive aspects include the targeting of the actions, research work on the phenomenon of migration and, lastly, the involvement of local authorities.

Taking the first of these, targeting young people by dismantling the myth of migration is undoubtedly a strategy that takes into account the reality and the dynamics of the areas involved in the project. A range of communication activities (radio broadcasts, music concerts and film screenings) were carried out in the three countries to raise awareness about the risks of irregular migration.

The research, which consisted of an attempt to establish a *baseline* for the phenomenon of migration, also appears to be an extremely positive factor in the project's design, despite the fact that the research almost exclusively concerned an analysis - albeit very useful - of an anthropological type that perhaps should have been supplemented by a quantitative analysis useful for estimating the scale of the phenomenon. In terms of the involvement of local authorities, the project's operation was extremely positive, thanks partly to the fact that the NGO and its partners have been present for some time in the areas concerned.

However, the relevance of the ACRA project appears to be lower in aspects related to outcome 3 "*The capacity of local youth and women's associations to produce, conserve and market agricultural and poultry products has improved.*" In fact, although this outcome is highly relevant to the phenomenon of irregular migration, in the case of the project it is unrealistic to expect that changes in production, conservation and marketing could occur in a few months. In fact, such aspects require technological, social and cultural change that pertain to the deepest structural layers of agriculture and livestock farming. Moreover, as far as marketing is concerned, the project does not seem to have taken into consideration the market variables, which are linked to a multiplicity of factors, many of them difficult to control. The evaluation team expresses some doubts about the relevance of certain actions, particularly poultry houses which are, in general, subject to many critical issues in the Sahel region, with high mortality rates often recorded due to high temperatures and the difficulty of preventing and effectively managing epidemics. It should be noted that the project is continuing its activities in the same area of Kolda/Sédhiou through a subsequent AICS emergency initiative (AID 11472). Finally, the logical framework have several major shortcomings, especially in terms of indicators, which frequently coincide with activities.

5.1.2. CISV Project

The project of the NGO CISV is judged to be high in relevance. The aims and results are clearly expressed and take into account both the specific context of the three countries in which the project

operates and the realistic likelihood of change in the limited time available for its implementation. Of particular importance is the issue of access to land, in which the plan is to involve local administrations and authorities (down to the level of village heads).

Although time-limited, the project's actions are directly linked to the fight against poverty and the factors that encourage irregular migration, and therefore appropriate to facilitate responses to the achievement of Millennium Development Goal no.1.

The project is fully immersed in the specific circumstances of the countries involved, in which partnerships are envisaged with the leading organisations in each area.

The only comment that can be made is the lack of reference to systems and methods for the maintenance and repair, where needed, of the agricultural machinery and equipment donated by the project (particularly in Guinea Bissau).

The logical framework are well thought-out, with no semantic overlap between goals, outcomes, activities and indicators.

5.1.3. ENGIM Project

The ENGIM project has a high degree of relevance. The objectives and results are clearly formulated and fully in line both with national policies in Mali and Guinea Bissau and with Millennium Development Goal no. 1. Local authorities are fully involved at every stage of implementation.

The project addresses the issue of the causes of migration in a full and comprehensive manner in terms of social and economic integration, and includes many activities that are complementary to each other, from the involvement of young people to the testimonies of migrants who have arrived in Italy, communication campaigns, the involvement of the diaspora and awareness-raising among schools in Italy.

Also of particular relevance is the use of business incubators in the two countries concerned to facilitate support activities for local micro-enterprises. The latter is the favoured instrument to "*promote the lasting integration in the socio-economic fabric of young people, women and men returning to northern Mali, by preventing social conflict and worsening living conditions in those areas*".

The logical framework is also well designed and include clearly formulated indicators. However, it should be noted that there is no indication of the criteria for selecting beneficiaries.

5.1.4. GCI Project

The GCI project has some issues with relevance.

The project consisted of an "integrated intervention in the Matam region to enhance territorial resilience through the introduction of innovative and sustainable agricultural systems based on water and energy conservation, which can increase the prospects for welfare, inclusive employment and income on the ground in order to combat irregular migration from the target areas."

In fact, the introduction of highly innovative technologies may not be particularly relevant given the very short period of time available and the fact that the Matam area is several hundred kilometres from the nearest cities (Saint Louis and Tambacounda). Even the benefit of water and energy savings seems somewhat irrelevant compared to the difficulty of transferring highly sophisticated technologies.

Although environmental issues are of fundamental importance for the preservation of current ecosystems - a key aspect for the resilience of populations - actions such as the installation of photovoltaic systems and pumps are probably not the most appropriate for the changing agricultural patterns of an area traditionally isolated from the rest of the country. However, in regions of Senegal that are much better prepared in terms of the possibility of maintaining and repairing the systems introduced by the project, the new technologies have encountered enormous difficulties in becoming established, both because of issues with maintenance and repair, and due to the inadequacy of these technologies with respect to the climatic and environmental context, and finally due to farmers' ability to adapt to high-tech systems.

It should be added that there is no reflection on the fact that the introduction of new technologies such as those proposed by the project very often involves the expulsion of unskilled labour from certain tasks, sometimes producing the paradox that actions conceived for one purpose actually result in the opposite. In our case, in the event that the technologies were successful, a clear reflection would have been desirable on the fate of those who, employed as unskilled labour in the field of water supply for irrigation purposes, risk feeding the phenomenon of emigration, and irregular emigration in particular.

Moreover, crop diversification does not appear to be sufficiently prioritised, apart from a few training activities. In this sense, there is no trace of any study on the introduction of new crops into an area known to be isolated from normal commercial circuits.

Furthermore, it should be noted that the new crops introduced include some fruit trees such as bananas (a total of 2056), mangoes and lemons, which have a very high water requirement (particularly bananas). This choice appears to have low relevance in an environment characterised by a climate unlikely to be suitable for such crops.

Finally, the logical framework is extremely loose, with little distinction between activities, outcomes and indicators. The few indicators mentioned are difficult to measure.

In conclusion, in terms of relevance, despite the priority of the Matam area (among the regions with the highest migration rates in the country), the core strategy of the project is not appropriate for the region in which it was implemented.

5.1.5. LVIA Project

The project appears to have a good level of relevance. Actions are specifically targeted at migrants voluntarily returning to Senegal.

The project included good engagement with local authorities, and is undoubtedly linked to Millennium Development Goal no. 1. However, activities related to business creation would require the adoption of extremely well-defined selection criteria, which do not seem to be present. This aspect partly limits the project's relevance, which would otherwise have been extremely high, partly in light of the fact that resources for the extremely important issue of returning migrants are obviously limited. Indeed, in the absence of specific criteria, the project was later forced to make a distinction between small business owners and vulnerable cases, although these two definitions remain rather vague and overly open to subjective interpretation.

In reality, the project could have diversified the forms of social and economic reintegration from the outset by providing alternatives to the creation of businesses. Prioritising the latter actually means assisting the most talented returnees who already have strong business skills or, in any case, a predisposition for such activities. However, returning migrants with business skills are likely in a position to plan their own return and probably - as is often the case - already have small amounts of capital to start new businesses in their home countries once they return.

Of course, it would be difficult to imagine that the favoured form of reintegration for returnees could only be that of micro-entrepreneurship, since this solution - as previously stated - could not be generalised, nor would it be possible in a rural context, which is typical for a large proportion of potential migrants.

For the Mali component of the project, the choice of the Gao area for providing assistance to migrants in transit towards Europe does not seem particularly well thought out, since this area has been subject to strong tensions between the central government, gangs of common criminals and the world of violent extremism for at least fifteen years.

The involvement of diaspora organisations in three Italian regions (Lombardy, Piedmont and Tuscany) is one aspect that increases the relevance of the project.

Finally, for the logical framework, the indicators could have been better defined according to impact rather than merely the quantitative aspect of the activities carried out.

5.1.6. Terra Nuova Project

The Terra Nuova project has high overall relevance. In fact, the issue of creating remunerative activities for young people in rural areas is addressed through the use of multiple instruments, from small artisan activities to micro- enterprises and agriculture. These activities are rightly considered as local alternatives to migration, and are fully in line with Millennium Development Goal no. 1.

Collaboration with local authorities, as well as national and international partners, is adequate. The project's strategy is strengthened by close collaboration with the National Confederation of Farmers' Organizations of Mali (CNOP).

The training programme is highly relevant, especially the decision to extend these activities to public officials in the technical and administrative services of the *cercles* involved, local authorities, officials of the Chambers of Agriculture and religious/community leaders, traditional village authorities and local opinion makers in general. In addition, it is worth mentioning the training of 50 relais farmers in agroecological practices in each *cercle*, as reference points for improving production. The project included market surveys to guide beneficiary micro-enterprises.

The logical framework could be better defined, especially in terms of indicators.

5.1.7. VIS Project

The NGO VIS project has excellent relevance. The objective - *"The knowledge and professional skills of young people and women in the municipalities of the Tambacounda district most affected by migration, assisted by start-up incentives, help to initiate processes for business creation or self-employment as a conscious alternative to irregular/informal migration"* - fully responds to one of the main causes of irregular migration among young people: the lack of professional skills to bring to the domestic labour market.

The formulation of the project considers, on the one hand, the issue of access to vocational skills training, and on the other, the link between such skills and the specific demand for skills in the Tambacounda region. All initiatives, in fact, are linked to outcome 1 of the project: *"Short-term vocational training is made accessible to young people (returning migrants and potential candidates for migration from the municipalities of Tambacounda, Goudiry, Macakoulibantan and Missirah), who are trained and supported in the initiation or consolidation of professions connected to the local market "*.

To demonstrate the project's high degree of relevance, it is useful to quote a passage from the NGO's final report: "*...The advanced training course (which is adequate in terms of the target group's needs and learning times, but can be greatly improved if circumstances permit) was calibrated on the actual skills of the young people, characterised by insufficient previous training, despite the fact that they have been practising informally for years. This confirms the relevance of the project intervention aimed at professional development, in view of the low degree of awareness of their skills shown by many young workers in the region, which leads them to work for years for low pay in occupations that they are in fact not trained for...*".

It is therefore not only a matter of organising training courses, but also of taking into account, on the one hand, the participants' uneven technical knowledge and, on the other, the real employment prospects for young people in the region's various economic and productive sectors. In other words, the project acts in full alignment with the external reality, and is geared to matching supply and demand. An example of such a link is the mechanical supply chain, which, to quote from the project's final report, "*...The mechanical supply chain is a vital strategic sector for the region and for Senegal, with a considerable number of positions currently unfilled...*". Similarly for the photovoltaic industry, the report highlights how this sector "*... is promising, as it focuses on a sector whose demand is expanding, even outside the city of Tambacounda, unlike the electro-mechanical industry, which is concentrated in the capital. Extending solar power into disadvantaged areas creates real jobs and a real alternative to migration for technical personnel....*"

From the outset, therefore, the project set itself the task of offering young people in the Tambacounda region genuine alternatives to migration, not only through vocational training courses but also through concrete job opportunities, either in the form of internships or as real jobs in artisan micro-enterprises or other businesses in leading sectors of the regional economy. The project also placed great importance on relations with local authorities. These stakeholders were fully involved in every activity. However, a slight weakness lies in the choice of partnership with ANPEJ (³⁵National Agency for the Promotion of Youth Employment), which did not fully carry out the role of facilitating employment expected by the project, due to issues unrelated to the initiative itself.

Lastly, regarding his logical framework, the project is also highly satisfactory.

5.1.8. Relevance of the initiative as a whole

The issue of overall relevance merits particular attention because the evaluation team's judgment revealed a serious gap between this and the relevance of the individual projects. In fact, while for the other evaluation criteria, the judgment of individual projects tends to positively influence that of the initiative as a whole, in the case of relevance, the situation could be described as paradoxical.

Indeed, **although the individual projects are deemed to have extremely high relevance on average, the initiative overall is characterised by a series of problems**, which are explored in the following pages.

- a) **An emergency intervention is not compatible with addressing complex phenomena such as migration**, which have such structural relevance that for some countries, particularly Senegal, one might speak of a "culture of irregular migration". Within this culture, encouraging irregular migration does not mean complicity in breaking the rules, but rather involves a broad and widespread network of individuals beyond the extended family and including village authorities and influential people, in what is considered a real investment (economic diversification), both for the family and for the community as a whole. In the well-known case of the Senegal river

³⁵ Agence Nationale pour l'Emploi des Jeunes

valley, especially around the towns of Richard Toll and Podor, a series of initiatives have been implemented since the 1990s to modernise agriculture, in particular tomato growing, thanks to the use of electric pumps purchased with remittances from migrants³⁶. In the Senegalese diaspora, it is very common to create informal associations with the aim of fostering the development of migrants' native villages or regions. In some areas of Senegal, improvements in the quality of life of the population are due more to the remittances of emigrants than to the actions of international development cooperation. Although the latter can be far more substantial, they have the disadvantage of occasionality or, rather, of being strictly time-limited, as opposed to emigrants' remittances, which are perhaps more moderate but certainly continuous and, above all, not subject to complicated procedures and conditions that are often imposed without taking into account the social and cultural context³⁷.

In cases where the migrant succeeds in reaching his or her goal, irregular emigration is therefore a phenomenon not only endemic in many areas of West Africa, but often **highly functional to the survival of extended family units and** the development of entire territories. Certainly, economic conditions, lack of prospects especially for young people, difficult access to land, and climate change linked to extremely dry agricultural seasons are all factors that have a major impact on migration, particularly irregular migration. However, to attribute irregular migration to these causes would be extremely reductive, since this phenomenon cannot be seen as an immediate - and desperate - response to a crisis situation, but rather as a considered response of the social and cultural system in terms of its structural approach to development issues³⁸.

Moreover, the extreme complexity of irregular migration is demonstrated by the fact that emigrants are often a valuable source of income for African countries, and for West Africa in particular. In this regard, Gambia is a particularly interesting example. In an article published on 3/3/2021 in the newspaper "La Repubblica", journalist Marcel Leubecher reported a recent statement by Adama Barrow, president of Gambia: *"Germany was the place to go to earn money. I was 23 years old and eager to make money fast."* The journalist went on to say: *"...With these words, Adama Barrow explained clearly on TV why he sought safety in Germany as a young man. Today, aged 56, that expelled and repatriated asylum seeker has been the president of Gambia - the smallest African country - for four years. Under his government, the state, which has two million inhabitants and is one of the poorest in the world, is highly successful in defending its interests against Germany. The primary aim is to accept as few repatriations as possible of citizens refused asylum by Germany. Most deportation orders, which almost exclusively concern rejected asylum seekers, are not carried out. More than half (3361) of the Gambians forced to repatriate (6569) are granted "tolerance for lack of travel documents". Their obligation to leave Germany therefore remains, but the state informs them that they cannot be deported for the moment. They are not permitted to engage in employment. Since the migrants' state of origin does not issue travel documents, Germany cannot repatriate them. Complicating matters is the fact that 98% of Gambians entering Germany are without an identity document. The German authorities therefore depend on the cooperation of the Gambian embassy in order to obtain their personal data. If the migrants are not recognised as Gambian citizens, Germany's hands are tied. There is considerable solidarity with "backways boys", as the Gambians call migrants who enter the EU through the "back door" of the asylum system. No African government gains consensus by authorising large numbers of repatriations. Barrow is also in difficulties, and every plane load of deportees provokes street demonstrations and angry reactions online. Gambia depends heavily*

³⁶ Among many references, see the text by Daria Quatrada, "Grandi progetti di sviluppo e risposte locali. L'irrigazione nella valle del Senegal", Franco Angeli, Milan, 2012.

³⁷ idem

³⁸ See <https://www.ismu.org/africa-migrazioni-sviluppo-ai-tempi-del-covid-criticita>

on remittances from emigrants, which amount to around 15% of the country's economy. The expert Yorck Wurms identifies this figure as a major cause of the country's limited willingness to accept repatriations. "No state looks favourably on the reduction of its main source of income," says the director of Irara, the organization that supports deported asylum seekers reintegrating in their homeland...³⁹.

Among other things, a genuine economic " **supply chain**" has developed around irregular emigration, including transporters, drivers, mechanics, street vendors of drinking water and prepared meals, sellers of medicines and telephone cards, money changers and even, for the more fortunate with greater economic resources, room rentals at transit stations along routes leading to the Mediterranean.

Moreover, we cannot escape the fact that very often the links of this chain are managed by organised crime, and that for some years now, the traffic of migrants has been controlled by radicalised terrorist groups in the same "entrepreneurial" way as traditional drug trafficking across the Sahara desert. Furthermore, these groups do not limit their activities to managing the routes to Europe, but are increasingly involved in the recruitment of potential migrants in their areas of origin⁴⁰.

In other words, the phenomenon of migration, including irregular migration, cannot be dealt with as an emergency, since the temporary approach is completely incompatible with the structural nature of the phenomenon. In this regard, it is interesting to quote some passages from the final report of the NGO ACRA, which intervened in Senegal and Guinea Bissau and which perfectly illustrate this problem: "... *It would be appropriate to develop more constant and long-term programmes to monitor migration flows, and support these with investment policies that can develop youth micro-enterprises directly in the villages, in order to combat the emptying of rural areas and restore dignity to the primary sector in a land with great agricultural potential and with increasing problems related to desertification and poor water supply...*". And: "... among the project's weaknesses, we highlight the short time period available (9 months) to implement a project with such complex activities which require supporting work in the long term to be fully effective..."⁴¹.

- b) An initiative such as the one under examination, whose general objective is to "*facilitate the improvement of living conditions for the population in areas of high migration potential and of migrants, displaced persons and refugees, in order to combat the phenomenon of irregular migration*", and whose specific objective is to "*help to mitigate the main causes of irregular migration through specific local development action for job creation, basic services and protection of the **most vulnerable groups, and the circulation of information campaigns aimed at combating irregular migration***", would have required a **baseline survey to measure the real impact of the actions carried out**. Although, due to the "irregular" nature of migration, it is generally difficult to detect any changes that have occurred, it would nevertheless have been fundamentally important - even in the **hypothetical case of pilot schemes - to be able to define the starting situation for each area involved**, as well as setting up a monitoring system with at least a medium-term outlook. Of course, the extremely short duration of the initiative and its very limited resources risk being in contradiction - in terms of relevance - with the need to understand and address the deep-rooted causes of irregular migration, as well as to trial methods appropriate to the complexity of the issues.

³⁹ Marcel Leubecher, "Espulso dalla Germania, oggi sono presidente", article in "La Repubblica", 3 March 2021

⁴⁰ [pdf002.pdf \(camera.it\)](#)

⁴¹ ACRA, final project report

- c) With regard to complexity, the decision to address issues that appear closely related but are actually very different - **irregular migration, refugees and returning migrants** - seems somewhat irrelevant. In fact, the three phenomena are not only very different from a logical and conceptual perspective, but require completely different instruments and methods of intervention. For example, while with irregular migration an entire community mobilises to obtain the resources and failure is one of the potential risks, for returning migrants one of the major difficulties faced is the feeling of shame (towards self, family and community) for having successfully arrived in Europe but being unable to take advantage of what is considered a great opportunity. Regarding refugees, it is very often a question of guaranteeing favourable conditions - with the obvious and necessary involvement of the host populations - to rebuild the identity of people who have lost not only their points of reference but also all their rights. According to the evaluation team, it would have been more prudent to avoid addressing such disparate issues under the same initiative.
- d) Regarding the issue of **returning migrants**, the involvement of several migrants' associations in Italy is an important element of the initiative, and undoubtedly good practice to be replicated in similar interventions. However, on a conceptual - but also operational - level, it would have been more appropriate for the initiative to make a clearer distinction between migrant associations abroad and diaspora. In fact, there are different ways of understanding diaspora: as the dispersion of members of a community in countries other than their own, or as a group of individuals from the same community of origin who establish relationships for mutual support. In the first case the individuals, albeit acknowledging their roots and maintaining connections with their homeland, have left their country forever, while in the second case, they are often migrants who see their time in Europe as a mere phase of their lives, of shorter or longer duration. For the latter, the goal is to return to their home country. In fact, in almost all cases the family does not follow the migrant to the new destination, even when the migrant manages to change their legal status from irregular or clandestine immigrant to legitimate resident of a European country. This difference is not insignificant, because although the involvement of emigrant communities abroad seems highly relevant to an initiative geared to encouraging return migration, it is important that such involvement is based on the prominence of individuals who have maintained close contact with their homeland and are therefore able to fully understand the social, cultural and economic problems of those who wish to return, especially those who have not achieved the desired success. It is vitally important, moreover, to make full use of the potential of the associations for mutual support which operate - nearly always on an informal basis - in various European countries. However, it is equally true that diaspora communities can simultaneously facilitate the migratory process towards Europe by establishing themselves as a supportive social network to replace the family and community networks of irregular migrants.

Therefore, **in terms of relevance, there remains the underlying ambiguity of having addressed a structural issue with approaches and methods typical of emergency interventions.** Indeed, it is one thing to trial pilot initiatives that can provide information on the phenomenon and on the methods and approaches needed to deal with it, but quite another to attempt to mitigate *the main causes of irregular migration through specific local development actions, as stated* in the specific objective of the initiative. In reality, it is **not a question of rescuing irregular migrants at sea or intervening in a situation of health emergency, but rather of changing systems of perception, behavioural patterns and a genuine culture of irregular migration, which requires time and an in-depth structural approach.** And this also relates to the group that is closest to an emergency situation: refugees. In this case too, however, the real challenge is not solely to assist refugees, but also to facilitate the activation of social and legislative processes which can transform the reception of refugees from a problem for governments and host populations into an issue of human rights.

In this context, the conception and quality of the design of the initiative and the seven projects through which it is delivered present many weaknesses, which become even more evident from an analysis of the logical frameworks formulated by the seven grant recipients. These logical frameworks are nearly always characterised by a kind of "circular logic" in which objectives often coincide with outcomes, and these with activities; as for the indicators, with very few exceptions, these are no more than a list of activities carried out. In other words, the wealth of documentation produced - which is undoubtedly a very positive aspect compared to what often happens in emergency programmes - makes it possible to gather information on what has been achieved - indeed, often far beyond what was predicted - but it is clearly not possible to gain any information at all on the initiative's impact on the phenomenon of irregular migration.

In reality, although the **initiative as a whole had the explicit goal of reducing irregular migration, in fact the seven projects have no direct connection with this phenomenon**, since most are initiatives - albeit often innovative and well-implemented - for local development. Therefore, while on the one hand it cannot be denied that there is some connection between underlying local problems and the phenomenon of irregular migration, on the other hand, the seven projects seem to move in a different direction, rightly placing more emphasis on improving living conditions in areas with high potential migration than on the phenomenon of migration in itself. The latter is addressed mainly through public communication using a method that could be described as indirect, namely the testimonies of individuals who have experienced the problems of travel to Europe, or who have experienced failure, to their cost, with more or less forced return to their departure point.

In this sense, it is useful to note that the **problems of relevance affecting the initiative as a whole caused a kind of fracture at the level of individual projects between the issue of migration and that of development**. In fact, from the information collected - from both documentary analysis and interviews with live sources - a separation can be detected, more or less clear depending on the case, between **communication and awareness-raising actions and local development actions**. In fact, although in the former case the issue of irregular migration is addressed directly and very often targets an audience of tens of thousands, in the latter, concrete local development action geared to changing the underlying conditions that contribute to irregular migration towards Europe is necessarily directed at a very small number of beneficiaries, due to the extremely limited economic and time resources available. Ultimately, this concrete action for social and economic development is almost never connected with the phenomenon of migration. In other words, due to the issues of relevance of the initiative as a whole, each of the seven projects - with the exception of that of the NGO LVIA, which is solely concerned with returning migrants - has two **semantic registers that are not necessarily linked: the issue of irregular migration, addressed through communication, and action for local development**. However, **both registers used by the seven NGOs refer to semantic universes linked to the issue of migration as a structural phenomenon which has nothing to do with the scope of the emergency**.

Moreover, the very NGOs entrusted with the seven projects appear to distance themselves from the emergency approach, not only in comments in their final reports about the duration of the actions and the impossibility of achieving in a very limited time even minimal results regarding the phenomenon of irregular migration, but also, and above all, about the nature and complexity of this phenomenon. In this regard, research carried out as part of the ACRA⁴² project illustrates this complexity in an exemplary manner: "*... the rhetoric of institutional stakeholders insists on commercial agriculture, particularly rice farming, as an alternative to migration. In practice, however, commercial agriculture is only made possible by the financial support of migrants: the largest rice producer in Kabendou is a returnee from France. Although he successfully farms more than two hundred hectares*

⁴² Alice Bellagamba and Viviana Toro, « LAAWOL LEY » – « La route en bas » - Frontiere, Migrazione e Sviluppo Locale: una ricerca storico-antropologica., Milan, September 2017

of rice fields in the irrigated Ananbé basin, his business would be economically unsustainable without the regular funding provided by his brother, still in France...". And: "...The political, social and economic impact of returnees is also evident, if we consider that Bambou Girassy, the previous mayor of the municipality of Diaobé-Kabendou, was a former migrant who invested substantially in property and business in the area...". Another passage, about the village of Saré Bourang in the Kolda region of Senegal, states: " ... migrants' remittances have supported domestic groups, contributing to the construction of solid, if spartan, buildings and to the maintenance and development of livestock herds, which are a distinctive aspect of the economy of Saré Bourang, originally a pastoralist village. Some investment has also been made in the community, with the construction of an elementary school ...".

In fact, the issue of investment plays an important role in the phenomenon of irregular migration. ACRA's research states that " ...some of the most active stakeholders in Diaobé's weekly market nevertheless saw fit to invest in the migration of one of their children, in order to diversify the family's economic base...".

The complexity of migration in general and irregular migration in particular is the focus of another interesting passage in the research: "*... The marriage eligibility of young men today is closely linked to migration. Although more and more parents tend to respect their children's choice of spouse rather than interfering, as was customary even just two decades ago, the prospective husband must still meet the approval of the woman's family and vice versa. Marriage between cousins, including distant cousins, remains the preferred option. As agriculture entered a crisis and the possibility of carving out an income from farming and herding diminished, the attitudes of young women - and their mothers - to choosing a partner also changed. Preferred candidates are salaried workers, civil servants and, above all, migrants, preferably with legal status overseas and potentially able to sponsor the wife's migration, but acceptable even if irregular. In the summer of 2016, Ibrahima Baldè from the village of Sre Bourang decided to propose marriage to a second cousin. Ibrahima worked in a large supermarket in Dakar, where he received a monthly salary of some 300,000 CFA francs. The prospects for the cousin were respectable: residence in an apartment in Dakar, which Ibrahima was taking care of for the owner, a maternal uncle living in France; a regular monthly salary, and the lifestyle of a well-educated young man who, although careful with money, would have provided his bride with luxuries unthinkable in the village: internet connection, cable TV and other comforts of city life, such as electricity. But on the recommendation of the girl's mother, who was also his father's cousin, Ibrahima was turned down. The woman hoped her daughter would marry another older cousin, who had been in the US for several years. The fact that this cousin was undocumented made it unlikely that he could facilitate the young woman's migration. Even so, the mother considered him a better prospect than Ibrahima... "*

Comments made by VIS about its own project also refer to the complexity of the phenomenon of migration: " ... **Returning migrants** need to be mapped on the ground. Without a restructuring of the BAOS, a state body set up to study the phenomenon (a restructuring which is currently a long way off), analysis of needs and identification of beneficiaries by non-institutional bodies risk being biased, distorted and less impactful. Identifying returning migrants, selecting priority cases and ascertaining their professional qualities is an extremely time-consuming and complex operation, particularly in an emergency intervention. A hypothesis of technical partnership and capacity building of BAOS, as an intermediate long-term strategy, should be considered, and steps in this direction have already been taken by VIS Senegal in collaboration with the DGSE. In-depth reflection is required on the methods of intervention for returnees and the **risks** associated with their incorrect use. It is not uncommon for migrants to undertake the journey in the knowledge that they can subsequently benefit from support as returning migrants in the event of failure (in this case, the intervention for their benefit becomes an encouragement to leave). Reflection is also necessary on the actual possibility of verifying the true status of returning migrants, linked by its very nature to irregularity and lack of traces and evidence. A shift away from occasionality and a stable structuring of organisations and, in particular, institutions dealing with the phenomenon is urgently needed. The category of **potential migrant** is extremely broad, suffering from the converse problem to that of the return migrant, namely

being too large (including almost all - 90% is the figure that emerges in the VIS baseline study of the 2015 StopTratta Senegal programme - normal, healthy men under 40). Unlike the first category, potential migrants spontaneously apply to benefit from activities proposed to them, and there is a real risk of these having insufficient impact to divert individuals from the course of irregular migration ...".

Now that irregular migration affects large numbers in the areas most affected by the phenomenon, this is also demonstrated by the aforementioned socio-anthropological study carried out as part of the ACRA project. According to the results of this study, "...it can be concluded, as a conservative estimate, that around 20% of the male population aged between 20 and 35 emigrates...". Although this is an estimate, the scale of the phenomenon makes it clear that the goal of the initiative examined by this evaluation is illusory since, as already mentioned, it aims to " *help to mitigate the main causes of irregular migration through specific local development action for job creation, basic services and protection of the most vulnerable groups, and the dissemination of information campaigns aimed at combating irregular migration.*

It is therefore possible to state that, in terms of **the relevance of the initiative as a whole, the objectives do not seem to be appropriate to the breadth and scope of the phenomenon, which demands far more substantial resources and strategies**, precisely because issues related to migration, in addition to being enormously complex, concern the deepest layers of social and cultural organisation. In light of these reflections, the judgment on the relevance of the initiative as a whole is negatively affected by the approach and instruments used, which are more typical of emergency interventions, while it would have been much more appropriate to adopt paradigms and operating methods typical of development interventions.

In reality, the **coexistence of diametrically opposed rationales - those of the initiative as a whole, which follow the emergency paradigm, and those of the seven projects, whose rationale is typically geared towards the development paradigm**, risks creating a paradoxical situation in terms of objectives and outcomes overall. In fact, partly due to administrative procedures and rules, the initiative as a whole tends to prioritise the execution of individual actions, which in this sense constitute success or failure for the projects, according to a logic that is therefore short term only. Conversely, the seven NGOs - precisely because they are aware of the complexity and structural nature of migration - tend to consider processes that can only be understood and managed in a medium or long term timeframe.

On the other hand, given the urgency of the initiative, the perspective of Italian Cooperation is understandably linked to the need to obtain tangible results for the use of its resources. Therefore, in the fight against irregular migration, or even for the improvement of underlying conditions that can help mitigate the phenomenon, it is unimaginable that significant change can be detected in a time period as short as that covered by the initiative.

Nor, for the purposes of assessing relevance, can the fact that the initiative under examination was followed by two others on a similar theme - as shown in the following table - be considered a mitigating factor.

Implementing bodies of the 3 emergency projects funded by AICS between 2017 and 2020 on the issue of migration in Senegal, Mali, Guinea, Gambia and Guinea Bissau.		
AID 10733	AID 11274	AID 11659
Implementation period: 2017 (duration 12 months)	Implementation period: 2018-2020 (24 months) ⁴³	Implementation period: 2020-2022 (24 months) ⁴⁴
3,000,000	3,000,000	5,000,000
Terra Nuova		
GCI		
VIS		VIS
ACRA/Mani Tese	Mani Tese	Mani Tese
LVIA		LVIA
CISV	CISV	
ENGIM	ENGIM	ENGIM
	COSPE	COSPE
	COOPI	COOPI
	AIFO	
	ARKDR	

Even though most of the NGOs are effectively able to continue their programmes thanks to two further initiatives, these are still emergency interventions whose timeframe is never longer than 24 months. Among other things, there is no guarantee that one initiative will be followed by another. An example of this is the NGO LVIA, whose project was not selected, despite having been put forward for the second initiative.

This approach inevitably makes it impossible for NGOs to plan medium and long term strategies to impact the conditions that drive irregular migration. Of course, without an adequate timeframe, the risk is that NGOs are unable to develop an overall strategy, but only a series of short-term or very short-term actions that do not go beyond their limited duration. However, as can be seen from the table, some NGOs - such as VIS - were able to benefit from the first and third initiatives while others, such as Terra Nuova and GCI, only took part in the first; others were involved only in the second and third and, in some cases, new Italian NGOs are involved in initiatives subsequent to the one evaluated here.

In this context, therefore, if the purpose of the initiative was to **trial** a number of actions in view of more structural medium or long-term interventions, then its relevance could also be judged more positively, since it is vitally important to identify the most appropriate way to deal with an issue as complex as irregular migration. However, precisely because of the intrinsic characteristics of the initiative, i.e. its extremely limited timeframe, we can state that many actions carried out - in some cases involving innovative practices - probably contributed or have the potential to contribute to local development processes, but we have little idea about the extent to which such actions have reduced irregular migration and facilitated return migration.

Finally, regarding communication and awareness-raising, the relevance of the initiative appears to be high, both in terms of the communication channels chosen and of the content, which takes the form of a genuine "counter-narrative" on the risks of irregular migration. Also regarding return migration, the relevance of communication and awareness-raising actions appears fairly high, due particularly to the involvement of migrants' associations in Italy, while for refugees the project's relevance appears much lower.

⁴³ Extended to 31 months

⁴⁴ Extended to 28 months

5.2 Coherence

Summarised judgment of coherence

The coherence of the projects is on average very high for issues related to local development, but less high for migration issues. For the initiative as a whole, coherence is low.

Specifically, four of the seven projects are characterised by an excellent or very good level of coherence (the projects run by the NGOs CISV, ENGIM, Terra Nuova and VIS), while two projects have an average level of coherence (ACRA and LVIA). The GCI project is also seriously lacking in coherence.

Positive aspects worth mentioning are the involvement of local institutions and local partners to achieve greater alignment with national and local policies; the involvement of supranational organisations and bilateral and multilateral cooperation agencies on the issue of local development and, to a lesser extent, migration; the involvement of organisations from manufacturing and the private sector and the signing of formal agreements with these stakeholders for a better relationship between supply and demand in the labour market.

Less positive aspects include the absence of relationships with state and local authorities, or with regional development agencies (limited to one project); and the use of farming practices (herbicides and pesticides) that contradict the aims of the project (limited to one project).

Regarding the coherence of the initiative as a whole, it does not appear to be connected to other Italian Cooperation interventions in the countries concerned, or rather there are no clear links with programmes that are already under way. There also seems to be a lack of connection to central governments and relevant policymakers in the four countries, in terms of both local development and migration. Finally, the level of coherence is low due to a failure to capitalise on the experience gained by the initiative. Indeed, if the initiative was intended to serve as a laboratory, as stated in the project documents, it would have been logical - and above all coherent - that the trials carried out by the seven projects should be the object of reflection and capitalisation; however, these were completely absent.

Regarding the criterion of coherence, judgment can only be expressed on the basis of what was achieved by the seven projects, regardless of the issue that is central to the initiative. As already explained, in actual fact the projects carried out within the framework of the initiative are more closely linked to local development than to migration, and irregular migration in particular.

In this sense, the judgement of coherence for each individual project therefore refers to its conception and realisation independently of its link with the initiative as a whole which, on the other hand, does focus on the issue of migration. The coherence of the projects is therefore very high on average for issues related to local development, and less so for those related to migration.

5.2.1. ACRA Project

The ACRA project has an adequate level of coherence. Indeed, as the final report states, "*...In Senegal, the activities supported the dynamics of decentralisation of responsibility for local development processes by supporting active exchange and participation with officials of the municipalities and the Regional Development Agency (RDA). In particular, the RDA made itself available, through a partnership agreement, to support awareness-raising activities in local neighborhoods, and also offer training opportunities for members of the local team that later replaced the RDA team...*".

The activities, especially those related to awareness/communication and land allocation, were carried out in close collaboration with local authorities and in compliance with national policy.

As stated by the NGO, the project benefited from positive synergy with another project implemented by Mani Tese and funded by the IOM for returning migrants and their social and economic reintegration. The EU delegation in Guinea Bissau, which supports the work of Mani Tese in the

poultry sector, has shown interest in learning about the organisational and production model and proposing it to other bodies it funds.

5.2.2. CISV Project

This project has a high level of coherence.

Referring in particular to the actions carried out in Senegal, the three municipalities of Ross Bethio, Gnith and Ronkh allocated land to young people and women. To this end, an agreement was signed between the mayor, the Municipal Youth Council and the beneficiaries in each municipality. The rural communities were therefore fully involved, despite the difficulties of the Senegalese land system.

The selection of beneficiaries was characterised by the active participation of ASESCAW (Amicale socio-éducative, sportive et culturelle des agriculteurs du Walo) in confirming the pre-selection of beneficiaries with experience as small farmers denied access to land. Moreover, the SAED (Société Nationale d'Aménagement des Terres du Delta et de la Vallée du Fleuve Sénégal) was involved in providing additional irrigation equipment. CISV and ASESCAW celebrate 30 years of partnership this year.

In Guinea, the CNOPG (National Confederation of Farmers' Organizations of Guinea) also played an active role in identifying technical trainers and the content of training modules provided for beneficiaries: management of the horticultural area at Siguiri and joint management of 60 hectares planted with mangoes. In Kankan, CNOPG also handled the technical training of the 107 direct beneficiaries of the horticultural area in Siguiri and the 30 mango growers. In addition, the representative of the departmental technical service - RDA - actively participated in the project, in synergy with its local counterpart CNOPG.

In Guinea Bissau, the action was limited to the existing *Centres for Rural Services* of the Oio, Cacheu and Tombali regions and to the state rice seed multiplication centre in Carantabà.

The actions are therefore fully coherent with the work of the state institutions and private entities involved in the area of local development, and especially agriculture. With regard to immigration, the coherence of the project is less evident.

5.2.3. ENGIM Project

The ENGIM project has a high degree of coherence.

Its extremely fruitful dialogue with the French Cultural Institute (ICF) is particularly noteworthy. Close relations were established with the EU in Bissau for another local development programme. Equally noteworthy is the relationship between the project and the World Bank.

In Mopti, the project team also began a fruitful collaboration with the local APEJ (Agence pour la Promotion de l'Emploi des Jeunes).

It is worth mentioning an interesting collaboration in the area of communication which arose during the implementation of activities, between ENGIM and the French Institute of Mali (IFM) through the French Language Cultural Centre (CCF).

Lastly, fruitful relations in Mali with the IOM and MINUSMA, embassies, relevant ministries, associations and other national and international NGOs operating in the country, as well as with the Nigerian and Mauritanian embassies in Bamako, should be noted.

Coherence is therefore very high for local development issues, in terms of the main stakeholders active in that area, while for migration issues it appears lower.

5.2.4. GCI Project

From the documentation analysed and the interviews conducted, it is clear that the project showed an inadequate level of coherence. Even the local authorities and technical services do not appear to have been satisfactorily involved, except for some specific work with the RDA of Matam on some activities related to migration. In fact, local authorities and institutions were involved - as stated by the NGO itself in its final report - only in simple courtesy visits.

There are no specific partnerships with other donors or institutions, with the exception of ENEA, which collaborated on the technical aspects of the project, FAFD (Federation of Associations of Fouta) and Cultivert. Effectively, the OMVS (Organisation pour la mise en valeur du fleuve Sénégal) and the ISRA (Senegalese National Research Institute), in theory official partners of the project which could have ensured strong links with national agricultural policies, including those geared to technological innovation, were excluded and their functions entrusted to FAFD and Cultivert.

In its final report, the NGO states that it worked in synergy with other *donors* in the region, particularly with projects funded by the EU and Spanish Cooperation. However, none of the documents analysed reveals explicit collaborations with these institutions and agencies. Even GCI's statement about a commonality of objectives with interventions by USAID and the French Agency for Cooperation and Development (ACTED) is not objectively and concretely reflected in the project's activities.

Lastly, it is worth noting one aspect that the evaluation team felt was contradictory to the stated objectives of the project. In fact, while on the one hand the project focuses on environmental issues, and even the indicators are expressed in "*litres of diesel not used in agriculture and tonnes of CO2 emissions less per year*" and "*litres of water saved per year compared to those used for traditional crops*", it is undoubtedly quite strange that the activities to benefit farmers included the large-scale distribution of herbicides and pesticides, as evidenced by the final report.

Such a practice has an extremely strong negative impact on a very fragile ecosystem such as the one where the project took place, with the potential pollution of the area's water table and the nearby Senegal river. It should be remembered, among other things, that just downstream of the Matam area are unique nature reserves, essential for the reproduction of several species of migratory birds (including the Parc National des Oiseaux de Djoudj).

The paradox created by lower consumption of CO2 and water saving on the one hand and, on the other, the use of herbicides and pesticides, is another element that negatively influences the degree of coherence of the project, which is already seriously lacking due to the other aspects outlined. If the price to be paid for saving CO2 - which in any case was never really measured by the project management team - is to pollute a territory with a very fragile environmental balance, while at the same time compromising entire territories along the Senegal river, including natural parks of great importance for wildlife, then we have to question whether it is worth replacing traditional farming methods by high-tech systems that are undoubtedly more efficient but which show disregard for the environment they were intended to protect.

5.2.5. LVIA Project

This project has a very high level of coherence. In fact, the activities were carried out in close agreement with the RDA and the municipal authorities, with 1 regional workshop and 8 municipal

workshops implemented directly by the RDA. Diaspora organisations in Italy were fully involved, both as official partners and as organisations and associations, such as COSSAN and SUNUGAL.

Unfortunately, the collaboration with IOM Mali could not go ahead, partly due to reasons of security in the Gao region. Awareness-raising events and the opening of information centres for migrants in transit in the region were cancelled, and activities to support the return of migrants to their points of departure could not be carried out, due to the fact that IOM Mali did not provide the list of Senegalese migrants it had promised, despite its initial willingness.

Despite this lack of collaboration, the team considers the coherence of the project to be very high.

5.2.6. Terra Nuova Project

The project achieves an excellent level of coherence, due to its perfect alignment with national policies. In this sense, the full involvement of national and international stakeholders should be noted.

Entirely executed in Mali, from the outset the project involved the prefectures and provincial councils in the areas of implementation. In addition, the provincial delegations of the Ministry for Rural Development (MDR) and the Ministry for Social Development and Economic Solidarity (MDES) directly provided information for the implementation of actions in the various fields involved (agriculture and food security, protection of vulnerable families, movements and migration risk).

The CNOP (National Federation of Farmers' Organizations) mobilised farmers' associations in the provinces of Sikasso and Koulikoro, and the local NGOs MOLIBEMO and PDCO in the provinces of Bandiagara and Koro.

In terms of relations with the NGOs present and the international organisations IOM, FAO and WFP, these were ensured by the Italian NGOs Terra Nuova/RETE/ISCOS. Moreover, the project participated in the food security cluster in coordination with humanitarian stakeholders present in the areas covered by the project.

5.2.7. VIS Project

This project has an excellent level of coherence.

The numerous stakeholders are all directly functional to the implementation of the project actions and their coherence with both the local authorities and the economic and social circumstances of the region concerned. In particular, the following are worth mentioning:

- RDA of Tambacounda
- BAOS (Bureau d'Appui, Orientation et Suivi) for Senegalese abroad, in Tambacounda
- Municipalities of Tamba, Missirah, Maca Coulibantan and Goudiry
- ANPEJ of Tambacounda
- Tambacounda Chamber of Trades
- Tambacounda Chamber of Commerce

Stakeholders, as well as local government authorities (governorate, prefecture, municipalities), were involved in the project by means of continuous information on activities in preparation or in progress in their respective areas of expertise.

The excellent level of coherence is also evidenced by the tendency to enter into more structured and long-lasting agreements or partnerships with all the institutions involved, not limited to emergency interventions only. In particular, an agreement was concluded between the Don Bosco Centre and the ANPEJ of Tambacounda which, albeit with some difficulties, contributed to the integration of the centre's students. The agreement was concluded in partnership with VIS as part of support for the

project, and enabled a strategic link to be created for the implementation of the activities of the Salesian community and VIS in the region.

5.2.8. Coherence of the initiative as a whole

The coherence of the initiative as a whole merits some reflections that are somewhat similar to those made for the criterion of relevance. In fact, as already stated, although the initiative was conceived as an emergency response in terms of both rationale and timescale, it is actually structured through seven projects which follow the typical approach of development, in particular local development.

The first consideration to be made is that the initiative **does not appear to be fully connected with other Italian Cooperation interventions** in the area, particularly in Senegal where, during the period of implementation (late 2016 and most of 2017), two rural development programmes - PAPSEN and PAIS - were ongoing in several of the regions covered by the initiative. In this sense, not only is there no contact between these programmes and the initiative, but any kind of relationship with Senegalese institutions, such as the Ministry of Agriculture and Rural Equipment (MAER) and the ISRA, an important agricultural research institute, seems to be lacking. If connections had been sought between the various initiatives of Italian Cooperation, the seven projects could probably have limited some of the technical issues, such as the introduction of new technologies (a typical example is problems emerging with the introduction of new crops or the adoption of new farming techniques, especially in vegetable, rice and fruit growing, as well as poultry farming in general). Lastly, it should be pointed out that there are no particular relations between AICS and governmental institutions in the countries concerned on the issue of migration. The initiative as a whole, therefore, also suffered from a lack of structured relationships with the governments of the four countries. However, it should be noted that the Italian NGOs involved in the initiative, most of which have been present for some time in their respective areas, have established on average very good relations with local institutions.

Furthermore, there are no relations, synergy or complementarity with the projects of other cooperation agencies, except occasionally at individual project level. And this is in spite of the presence in the area of a number of bilateral and multilateral cooperation operators active in migration and local development issues. The IOM would have been a powerful interlocutor among such agencies, but unfortunately, even where its involvement was planned - such as in Mali - the failure to activate it led to the cancellation of some activities related to assistance for Senegalese migrants in transit in the northern regions of Mopti and, above all, Gao. However, Italian Cooperation's participation in the meetings of the emergency/migration cluster coordinated by the Swiss Embassy should be positively reported.

Secondly, if the initiative was intended, as stated, to be a laboratory for trialling new ways of social and economic integration to mitigate the phenomenon of irregular migration, then it would have been **appropriate to introduce activities to capitalise** on the experience, in order to ascertain what could feasibly be replicated and what should be avoided in the future. Nevertheless the NGO reports - particularly the final reports - were extremely clear, both about successful actions and problems encountered. Greater emphasis on capitalisation could have been expressed at the meeting between AICS and the NGOs at the conclusion of the initiative.

In short, there **was a lack of reflection on the results of an initiative intended as a laboratory and a trailblazer**, since it was the first AICS emergency initiative on the issue of migration in the area. Such a reflection, which should have had a strategic purpose for future interventions, is naturally excluded from any analysis geared to evaluation. The latter has another function that cannot concern itself with reflection on methods and strategies, except for possible recommendations. Capitalising on the experience would, moreover, have allowed for improved targeting in the formulation of the other two emergency migration programmes that have followed between 2018 and the present. In other words, **the initiative was not coherent with itself**, because to present itself as an experiential

laboratory and then fail to encourage reflection or capitalisation of the experiments conducted is to deny its own function.

Thirdly, opportunities for direct comparison between the NGOs implementing the projects - with the exception, naturally, of the consolidated relationships between several of them due to their longstanding presence in the four countries - could have been more frequent and more focused on capitalisation. In fact, according to the evaluation analysis, the instigators of the initiative convened a meeting in February 2017 that covered procedural and administrative aspects and issues related to indicators, particularly gender. It would actually have been appropriate for the seven NGOs to meet under the umbrella of the initiative to illustrate how each one had interpreted its action, particularly on the issue of irregular migration and the local development conditions that might affect the phenomenon. It would have been a matter not of standardising actions but of identifying common traits, albeit with differences in the specific methods and experience of the NGOs and the areas in which they operated. Moreover, in Mali and Guinea Bissau, and to some extent Senegal, many of the actions of the seven projects were implemented in the same local area or region (as in the case of Gabù in Guinea Bissau). A second AICS-sponsored meeting with the implementing NGOs was held in late 2017 at the conclusion of the initiative, but although this meeting was more structured than the previous one, it did not include any specific capitalisation exercises.

The outcome of these reflections could have lessened the problem of defining and promoting Italian Cooperation intervention strategies to support refugees, migrants and vulnerable populations in a framework of emergency. In fact, given that the seven projects deliberately adopted a development framework, while rejecting that of emergency, it would at least have been possible to attempt to correct the course for subsequent cooperation initiatives.

Unfortunately, a lack of reflection and comparison prevented capitalisation of the experience gained from the seven projects which, despite difficulties due to the emergency framework adopted by the initiative, achieved on average very interesting and undoubtedly positive results.

5.3 Efficiency

Summarised judgement of efficiency

Analysis of the seven projects' efficiency revealed a very good average level, with three projects showing very good or excellent (the projects of the NGOs CISV, LVIA and, above all, VIS); three projects with a good level (the NGOs ACRA, ENGIM and Terra Nuova) and one project that was seriously inadequate (GCI).

Positive aspects include full utilisation of the resources made available; adherence to the timeframe for actions; economies that enabled the implementation of additional activities that were not initially envisaged; the use of regular monitoring activities and field visits, as well as coordination meetings between project partners; excellent command of the logical framework; and the completeness of activity reports.

Negative aspects include failure to adhere to the timeframe; failure to comply with administrative and accounting procedures; the use of local partners who lacked the skills required for the job.

While on average, the efficiency of the seven projects can be considered good (with points of excellence, as in the case of VIS, but also with extremely problematic cases such as GCI), the efficiency of the initiative as a whole is less positive, for at least four reasons: shortcomings in the logical framework of the projects; the lack of relevant indicators; the absence of information about the monitoring of actions; the overlap between the agricultural season and project activities.

5.3.1. ACRA Project

The project resources were fully utilised, but there were several delays and some unforeseen events which mean that the project's level of efficiency was average. In Senegal in particular, there were

delays in the distribution of mills, specifically in the selection of suitable suppliers and the allocation of land.

Also in Senegal, there was further delay in connecting the three processing units for agricultural produce to the electricity network, meaning that the units were still not in operation at the end of August. Electric-powered processing units were actually chosen in order to avoid using diesel and decrease environmental impact. Unfortunately, in some Sahelian countries this choice is not always efficient, both because of the high cost of electricity and because of its irregular supply, often subject to interruptions of varying length. Moreover, we may wonder whether electric-powered machinery is really such an environmentally friendly choice, since that electricity is produced by diesel-powered generators. In addition, we should bear in mind that in Senegal, as in many neighbouring countries, electricity is far more expensive than diesel. In this regard, it is worth mentioning that the experience of the agricultural modernisation projects PAPSEN and PAIS in Senegal, funded by Italian Cooperation, showed how the high cost of electricity for water supply was among the factors that led some beneficiary farmers to abandon the activities because they were no longer viable.

In terms of monitoring and its frequency, the project ensured regular field visits (on average three days a week). Joint coordination meetings with local *partners* were not held regularly.

However, it should be noted that two exchange visits took place which - according to the NGO report - provided an opportunity to share good practices and difficulties encountered in the implementation of activities.

5.3.2. CISV Project

The project carried out by the NGO CISV has a very high level of efficiency. Moreover, the timings of the project's implementation in three countries (Senegal, Guinea and Guinea Bissau) were studied and adhered to extremely efficiently, despite the ongoing political instability in Guinea Bissau.

Except for some brief delays in Guinea Bissau due to the aforementioned political situation, modes of coordination with local partners were characterised by intense activity: field visits every ten days; weekly joint coordination meetings with local partners; weekly individual coordination meetings with local partners.

Regarding the use of resources, the project also demonstrated high efficiency, to the extent that for the execution of infrastructure work at the Carantabà Centre in Gabu, Guinea Bissau, the financial balance was positive, despite the fact that the work was carried out in adherence with the timeframe and - above all - the contract specifications. Such economies made it possible to restore a two-family house, on the recommendation of the centre's management and the Ministry of Agriculture, in order to be in a position to accommodate the ministry's technical experts during their training / monitoring visits to seed multipliers, or other seed multipliers on exchange visits to Carantabà.

5.3.3. ENGIM Project

The ENGIM project showed very high efficiency. All activities were implemented without delay, despite the fact that the security situation in the northern regions of Mali was extremely problematic.

The use of all the resources allocated for the Mopti region, affected by an extremely unstable situation, undoubtedly demonstrates a high degree of efficiency.

Monitoring activities were also affected by the unstable situation in Northern Mali, while for Guinea Bissau they were very good overall.

5.3.4. GCI Project

The efficiency of this project is poor, mainly due to long delays in its start-up and later in the implementation of activities. In particular, as the final report states, *"...unfortunately, the serious delay in the installation of technology slowed down some training in new agricultural techniques, and effectively prevented the economic impact being fully calculated, although a very good estimate can be made based on the previous campaign..."*.

The photovoltaic/hydraulic work began in mid-May, five and a half months after the project started on 12/01/2016, and four months after it was officially closed (19/09/2017). This delay resulted in the pumping systems being completed close to the end date of operations.

Due to this delay, the only training session on PV systems took place on 7-9 September 2017, ten days before the project ended. The purpose of the training was to *"...make beneficiaries aware of the added value of the equipment available to them, train participants in the components and operation of the system, and train participants in the maintenance of the various elements of the system..."*. That a training course of this importance was carried out within days of the end of the activities testifies to the poor efficiency of the project.

Also with regard to the introduction of new crops, e.g. fruit trees such as bananas (a total of 2056), mangoes and lemons, this choice does not seem at all efficient given their high water requirement, which seems to contradict the project's aim of seeking more efficient solutions geared to saving irrigation water.

Monitoring activities do not appear to have produced appreciable results since, partly due to the delays mentioned, there are no accurate data available on the effects of the project, but only generic estimates not supported by reliable quantitative data.

Lastly, the project's lack of efficiency can in no way be mitigated by the fact that the NGO had another project - called CREA - in the same area, financed by the Italian Ministry of the Interior, which GCI intended to use to remedy the shortcomings and delays manifested. Moreover, although verification of the project's accountability is not part of the mandate of this evaluation, concerns about an alarming overlap - including in administrative matters - between the two interventions are not at all unjustified, since in reality the beneficiary villages and EIGs are exactly the same, despite the fact that the localities involved in the CREA project, albeit in the same region, should have been different.

5.3.5. LVIA Project

This project has good efficiency.

Close, personalised support was guaranteed for every individual beneficiary.

According to the NGO's final report , *"...Project monitoring was organised in the form of bi-weekly meetings of the Coordination Committee (consisting of LVIA and Caritas coordinators, LVIA's migration expert and the project managers of ARD's Jappando and Sunugal Sénégal) and field visits by the project coordinator. Monitoring of the activities from Italy took place via monthly Skype meetings with the project coordinator, the migration expert and the representatives of LVIA Torino and partners in Italy. The LVIA office in Italy provided administrative support and monitoring..."*.

It was not possible to carry out the planned activities in Mali, for reasons not attributable to the NGO. In fact, according to LVIA's report, *"...given the difficulty of intervention in the Gao area and the extreme risk of terrorism, the partnership with the NGO Tassaght did not happen, but the decision was made to collaborate directly with IOM Mali. However, during the 9 months of the project, the*

latter did not report any potential beneficiaries for support in returning to Senegal, and for this reason the activity was cancelled...".

5.3.6. Terra Nuova Project

The Terra Nuova project has adequate efficiency. The judgment of the evaluation team would have been more positive if some issues had not emerged with the Malian partner OBES which, according to the NGO, was unequal to the tasks entrusted to it. OBES was replaced by other partners (Afribone, ASG and Donko Seko) but despite Terra Nuova's responsiveness, the issue remains that it chose a partner that was absolutely unable to fulfill its role, as the NGO itself admitted.

An additional problem, specifically the freezing of the project accounts for approximately two months due to non-compliance with administrative procedures, caused delays in purchases and some activities.

Nevertheless, it should be noted that the project showed excellent frequency of monitoring and support for beneficiaries.

5.3.7. VIS Project

This project has a very high level of efficiency. Every aspect of the activities was carefully monitored and thorough.

Monitoring activities were accurate and continuous, but their high quality in particular helps to make efficiency one of the strengths of this project.

Of note is an excellent standard of activity reporting and complete mastery of the logical framework. The critical analysis conducted in the various reports on the NGO's own actions and more generally those of the initiative is a rare example of lucidity and awareness.

The contents of these analyses should be capitalised and circulated, particularly regarding the link between local development issues and the phenomenon of migration, especially irregular.

5.3.8. Efficiency of the initiative as a whole

While the average efficiency of the seven projects can be considered good (with levels of excellence, as in the case of VIS, but also with highly problematic situations, as in the case of GCI), the efficiency of the initiative as a whole is less positive.

In fact, beyond what could have been done to better train the NGOs in the correct application of administrative procedures and more accurate bookkeeping, at least four aspects can be mentioned that are of enormous importance for the purposes of judging efficiency.

The first aspect concerns the projects' logical framework. In fact, with the exception of VIS, **the logical framework of the projects implementing the initiative show major problems.** Outcomes often coincide with activities, which in turn coincide with indicators, in a sort of circular logic that ultimately encourages a reductionist and mechanistic interpretation of the actual situation.

Without citing a particular project, an example can be given in the area of communication about the risks of migration, an essential tool common to all the actions of the initiative: in this case the outcome is expressed as "1000 young people in Region X are sensitised on the risks of irregular migration", while the activity is expressed as "sensitisation of 1000 young people in Area X on the risks of irregular migration" and, finally, the indicator is defined as "at least 1000 young people in Area X sensitised on the risks of irregular migration". Here, therefore, there is a complete match between outcome, activity and indicator.

According to the evaluation team, **the initiative as a whole was inefficient because it accepted logical framework for each project that were essentially inapplicable, and consequently provided no indication of project performance in relation to objectives, or of the outcomes of each action.** It would probably have been useful to carry out a joint exercise with the NGOs involved prior to signing the contracts, in order to establish truly useful logical framework for the initiative.

The second aspect is closely related to the first and concerns the **formulation and function of indicators.** In fact, almost all the indicators used for interim and final reports (both of the initiative as a whole and of the projects) refer to activities and, at best, to results. These are what is commonly referred to as outcome indicators, in which the approach is purely administrative, i.e. whether or not actions have been implemented.

In this context, therefore, the important thing is solely accounting compliance with expectations: in the case of training, the indicator often used by the projects is the number of participants on the course, as evidenced by the attendance register; it therefore matters little whether the participants learn anything, because what counts is their mere presence in the classroom. **What the indicators detect are therefore not processes of change initiated or societal changes, but only the accounting fact of the number of participants.** In this sense, therefore, the initiative as a whole is deficient in terms of the efficiency of the tools used to measure the achievement of objectives.

The third aspect, closely related to the previous two, concerns the core functions of the initiative as a whole from a **monitoring** perspective. In fact, given the importance of the issues addressed by the activities in the four countries, and particularly in view of the initiative's intended nature as a laboratory, it would have been useful to establish a monitoring system based on continuous exchange of experiences between the various projects, thus creating a virtuous circle of horizontal communication in order to share problems emerging and possible solutions. In fact, only highly efficient monitoring could have ensured valorisation of the laboratory nature of the initiative, and this did not occur.

Fourthly and lastly, it was not anticipated that the concluding phase of the initiative would coincide with the **agricultural season.** The overlap between the agricultural season, which in most areas of the four countries is very short, and the activities of the projects resulted in varying degrees of delay in the planned actions. Therefore, the decision to start the projects in December and conclude them in September the following year did not display an adequate level of efficiency.

5.4 Effectiveness

Summarised judgment of effectiveness

The analysis of effectiveness highlighted generally very good performance, with four projects achieving excellent or very good levels (those run by the NGOs CISV, ENGIM and VIS); two projects with average levels (ACRA and LVIA), while only one project was characterised by insufficient levels of effectiveness (GCI).

Positive aspects in terms of effectiveness include: the actions were carried out as planned and in some cases even exceeded; the use of a wide range of communication tools adapted to the local context; the technical content of agricultural activities was compatible with social and institutional aspects; the link with the private sector for marketing activities; tutoring for agricultural and livestock activities; the use of "relais" beneficiaries to multiply the effects of interventions; the involvement of primary and secondary schools in Italy and in the countries concerned on migration issues.

Negative aspects include: the problematic nature of poultry farming with high mortality rates; the very partial involvement of the diaspora; unclear criteria for selecting beneficiaries; the introduction of overly sophisticated

agricultural technologies; the ideological conception of agroecology; the priority given to return migrants who are better off economically at the expense of those who lack resources.

With regard to the initiative as a whole, the criterion of effectiveness was positive from a "pilot initiative" or "laboratory initiative" perspective. Aspects with a high degree of effectiveness include: the focus on a better understanding of migration at territorial level; training activities directly linked to market demand or, more generally, to the context; addressing the land issue by ensuring access to land for those who are normally excluded from it; the involvement of local authorities and partnerships with local centres of expertise; the valorisation of micro enterprises, artisan businesses and self-employment; the involvement of the diaspora in Italy and its organisations; and, above all, the trialing of extremely innovative forms of communication and awareness-raising.

Among the less positive aspects, it is worth mentioning: inadequate relations (on the issue of migration) with national administrations in the four countries involved; the introduction of crops and cultivation (and livestock breeding) systems that are not suitable for some areas with extreme climates; a conception of agroecology based on ideological positions rather than on the reality of individual areas; the introduction of sophisticated technologies that did not take into account the actual management capacity of the beneficiary populations.

5.4.1. ACRA Project

Most of the actions were implemented as expected, and some went further, while others encountered difficulties. On average, therefore, the level of project effectiveness is satisfactory.

In particular, regarding the initial diagnostic work, despite collaboration with the University of Milano-Bicocca and several researchers from Senegalese universities, a fair number of difficulties arose with the administration of questionnaires on migration. Of the 1,000 questionnaires planned, only 192 were completed, although this difficulty was partly offset by a higher number of focus groups (40 instead of the planned 20).

The project carried out a large number of communication activities using a wide variety of media, including music festivals, concerts, radio broadcasts, documentaries and "*causeries*" (chats), as well as a very impressive social media presence (particularly Facebook). All indicators for these activities appear to have been met, and in many cases exceeded. For the purposes of effectiveness, it is important to note the key role of direct testimonies from irregular migrants and their families, which were widely used in the communication campaign, helping it to reach a broad swathe of recipients. In fact, awareness-raising work reached many more beneficiaries than anticipated.

Regarding agricultural and small livestock activities, the target set for bio-intensive vegetable plots does not appear to have been met: of the 9 plots only 6 have been created, while high mortality rates were recorded in some (at least two) of the poultry houses constructed. This high mortality is the result both of techniques not fully assimilated by the beneficiaries and of the severe environmental conditions, especially high temperatures.

According to the indicators in the final report, training activities achieved very high effectiveness on average, with the exception of training associated with poultry farming, which did not produce the expected outcomes.

5.4.2. CISV Project

The project has a high level of effectiveness in both agricultural activities and communication and awareness raising on migration issues.

For agricultural activities, in addition to increasing the number of hectares available for distribution in Senegal (53 hectares instead of the planned 50), ensuring access to land by small farmers who had never previously had it is of particular importance. This is therefore a highly effective action which

focuses not only on technical aspects but also on the social and institutional dimension, which is often more important. In fact, lack of access to land in areas adjacent to or near the Senegal River is one of the main drivers of illegal emigration.

In Guinea too, action to support the 30 mango growers can be considered exemplary from a methodological viewpoint, both for the technologies introduced (highly compatible with the environment) and for the connection made between production and marketing through partnership with a private economic operator.

On the issue of migration, the development of a mobile app to offer services to migrants was not successful. Although it was an interesting idea for young students in Turin, the app for migrants' services actually turned out to be too complicated and not usable.

Regarding the communication campaign, numerous activities are worthy of note, including the organisation of 15 radio broadcasts in the Senegal River Valley (5), Upper Guinea (5) and Guinea Bissau (5) on the risks of irregular migration for adults and minors (within West Africa and to Europe). A total of 19 broadcasts were made in the project areas in Senegal (10 in Richard Toll, 5 in Louga and 4 on the outskirts of Dakar). In Guinea, the two selected radio stations, Radio Rurale and Radio Baobab, made 16 broadcasts. In Guinea Bissau, Radio Solmansí made 15 broadcasts.

Lastly, we note the creation of 3 theatre troupes on migrant routes in the three countries involved in the project. According to the final report, their shows in each of the three countries attracted large audiences who were attentive and engaged in the subject matter.

5.4.3. ENGIM Project

The ENGIM project also has a high degree of effectiveness.

Regarding the creation of small and micro enterprises, thanks to a methodology of intervention based on individual local circumstances, it was possible to support a range of businesses, from handicrafts to agriculture, livestock breeding to catering.

These activities were particularly effective, partly thanks to the introduction of a tutoring scheme that ensured close monitoring; among other things, this multiplied the benefits, since the beneficiaries were able to take on staff for their businesses.

However, there is clearly an issue with the need to adopt selection criteria for beneficiaries which avoid problems with unsuccessful applicants, given that demand - especially in the northern regions of Mali, such as Mopti - is far greater than supply. This problem intensifies when, as in the case of the ENGIM project, the resources available are fairly limited compared to the enormous demand for support.

Finally, a significant presence of women is noted among the beneficiaries of support schemes for micro enterprises and training courses.

In terms of communication, an excellent job was done, both quantitatively and qualitatively, to convey, among other things, messages on highly sensitive aspects of migration such as its links with the violent extremist groups who manage trafficking to Europe.

Methods of communication included national newspapers and radio, blogs, web tv, monthly online magazines, national television channels etc; with the involvement of 8 journalists who continued to work beyond the tasks assigned to them by the project. In addition, numerous reports with extremely effective messages should be noted, including:

- "Au Centre du Mali, les passagers vivent le calvaire à Djenné Carrefour".⁴⁵
- "Mopti : sale temps pour les cabs".⁴⁶
- "Au Centre du Mali, les extrémistes décrètent l'école "haram"⁴⁷
- "Mopti : entre précarité et radicalisme, partir reste une alternative".⁴⁸
- "Une cause de divorce"⁴⁹
- "Migration : Les femmes dans l'attente de leurs hommes".⁵⁰
- "Relation à distance. Une situation difficile pour les épouses"⁵¹
- "Leurs époux absents depuis 3, 4, 5 ans !" ⁵²a dossier on migration, focusing on the difficult situation of women and children whose men (husbands and fathers), having migrated to Europe, remain far from home for years.

Also worth mentioning is the "Reportage Théâtral contre l'émigration clandestine"⁵³, broadcasted by Radio Benkan, a magazine of in-depth analysis in the Bambara language, and numerous articles in the national press, including "Les Maliens du bout du monde"⁵⁴, Journal du Mali - l'Hebdo, on the migration of Malians to South America.

Finally, it is worth mentioning the large-scale outreach campaign involving 610 students from 24 classes of middle and secondary schools, 5 in the province of Turin and 1 in the province of Aosta. The initiative aimed to contribute to young people's awareness and education on issues related to development cooperation and the condition of migrants and refugees, through educational courses geared to providing correct information and overcoming prejudice and discrimination.

5.4.4. GCI Project

The effectiveness of the GCI project was inadequate due to a number of factors, all related on the one hand to the long delays accumulated by the project, and on the other to the introduction of technology for the use of photovoltaic energy, and crop varieties unsuitable for the area's geography and climate.

As the NGO itself admits, "... In this increasingly desert area, climate change caused a percentage of seedlings to die while waiting to be planted; the women actually used the old system, which did not work well in any case; then there is the well-known delay, which unavoidably affected this aspect of agricultural resilience, as well as the management of water resources, and which was partially recovered in the final 3 months of the project...". While there is no doubt that the time factor impacted the project's effectiveness, it seems far-fetched, to say the least, to imagine that radical changes in agricultural techniques can be easily introduced. In fact, in its final report, GCI itself states that "... The difficulties of implementation, due to the short time available for an extremely complex project, will be resolved thanks to the Ministry of the Interior's CREA project, which will focus on the same areas until October 2018. Precisely because this NGO was very much aware that the populations should be supported as much as possible to acquire the necessary know-how to self-manage and govern the processes of transferring to a photovoltaic system...".

⁴⁵ Translation: "In the centre of Mali, passengers experience the ordeal at Djenné Carrefour."

⁴⁶ Translation: "Mopti: hard times for taxis."

⁴⁷ Translation: "In the centre of Mali, extremists proclaim school 'haram'."

⁴⁸ Translation: "Mopti: amidst precariousness and radicalism, leaving remains an alternative."

⁴⁹ Translation: "A cause for divorce"

⁵⁰ Translation: "Migration: women waiting for their men."

⁵¹ Translation: "Long-distance relationships. A difficult situation for wives."

⁵² Translation: "Their husbands absent for 3, 4, 5 years!"

⁵³ Translation: "Theatrical reportage against illegal emigration".

⁵⁴ Translation: "Maliens at the end of the world"

The central issue, therefore, is that introducing revolutionary processes into agricultural systems without going through intermediate steps can create major difficulties that ultimately undermine the effectiveness of actions. Nor, as previously stated, can other projects - in this specific case the CREA project, which also has a limited duration - be handed the responsibility of managing technological processes as sophisticated as those introduced by GCI.

Lastly, on the issue of migration, activities seem rather limited compared to what could have been achieved.

5.4.5. LVIA Project

The project shows good effectiveness which, however, could have been better in light of the excellent quantitative results achieved. In fact, as shown in the table below, many of the activities to support returning migrants far exceeded the targets set.

Planned	Executed
15 municipalities are involved in the identification of RMs (Returning Migrants)	15 municipalities were involved in the identification of RMs
150 RMs are identified and their cases examined	502 RMs were identified and their cases examined
100 RMs attend the various training courses	335 RMs attended the various training courses
50 requests for funding are processed and submitted to LVIA/CARITAS by RMs	178 projects were pre-selected and received evaluation visits from the LVIA/CARITAS team for potential funding
25 grants are awarded to RMs by LVIA	30 grants were awarded to RMs by LVIA
25 RM projects are launched and supported during their initial phase	30 RM projects were launched and supported during their initial phase

The communication and awareness campaign aimed at potential returning migrants in Piedmont, Lombardy and Tuscany, focusing on opportunities for their professional reintegration in Senegal, also went far beyond expectations, as shown in the following table.

Planned	Executed
150 Senegalese emigrants in Italy take part in awareness-raising events	308 Senegalese emigrants in Italy took part in awareness-raising events
50 Senegalese emigrants contact LVIA to discuss their return to Senegal	289 migrants contacted LVIA and its partners for information about returning to Senegal

Regarding communication and outreach activities geared to RMs, many initiatives were carried out in both Italy and Senegal, in particular:

- Graphic design and production of printed and online information material in Italian and French, and its circulation in municipalities, the Chamber of Commerce of Thiès, the offices of partners (in Senegal and Italy), the INCA office (Dakar) and other places of transit for returning migrants;
- Creation and animation of a Facebook page dedicated to the project: "Leaving and coming back: an enterprise for life";
- Screening of the web documentary "Demal Te Niew. Go and come back" (winner of the 2016 Journalism Grant) at municipal workshops and events held in Italy;
- Screening of the film "La Pirogue" by Moussa Touré at information and awareness days organised by Sunugal;
- Production of a video for the event held on 12 February in Milan, organised by Sunugal;
- Screening of photographs and an interview with a beneficiary at the event held on 27 May in Turin;
- Presentation of the project on national television and radio stations (TFM, Ngaye FM and Best FM);

- Publication of an article about the project in "La Cooperazione italiana informa" (May 2017);
- Presentation of the project in Italian media, including La Repubblica, Avvenire, TgR Tuscany and Piedmont, UniMondo, Intellego TV (Lombardy), as well as an article in Corriere della Sera;
- Creation and circulation on social media of a video and a photographic reportage about the project (1,200 views).

The project, therefore, expected to reach at least 150 migrants returning to Senegal, but at its closure the number far exceeded expectations (502, of whom 335 participated in the training courses and 30 benefited from support and funding provided by the project). In addition, the plan was to reach at least 150 emigrants in Italy (Piedmont, Lombardy and Tuscany) through information and outreach activities. During the nine-month duration of the project, 289 people made contact with LVIA, Sunugal and COSSAN thanks to the information desks made available and awareness-raising events.

Finally, according to the figures above, the total number of direct beneficiaries, estimated at the start of the project to be 350, increased by the end of the period to 791, more than double this number.

The high level of effectiveness of the activities in Senegal was lessened by two issues affecting the two countries involved in the project. In fact, in Senegal, due to extremely limited time, training activities for returning migrants were entrusted to an external provider instead of the regional training agency. The second aspect that strongly impacted the project's very high level of effectiveness was the cancellation of planned activities in Mali, which included awareness-raising among Senegalese migrants en route to Europe and in transit in Gao and, if requested by them, assistance and support on their return to Senegal; and the opening of two information desks in Gao and Bamako, to enable potential RMs to contact LVIA. In fact, these activities were not carried out for security reasons and because the NGO decided to collaborate with IOM Mali, which should have directly provided the names of Senegalese migrants applying to return. As reported by LVIA, IOM did not report any beneficiaries, and the activity was cancelled.

5.4.6. Terra Nuova Project

Despite the restructuring of some activities and the consequent reduction in the number of beneficiaries, the project's level of effectiveness is high. In fact, the project decided to adopt a different strategy from that planned in terms of "agriculture and food security": of 350 beneficiaries, split between two separate training courses on two different themes, namely agroecological practices for the improvement of agricultural and livestock production and processing techniques / marketing of agricultural and animal products, by the end of the project only 150 had been trained. In fact, precisely in order to achieve greater effectiveness, Terra Nuova decided to reduce the number of beneficiaries, but at the same time have them attend both courses and thus receive more comprehensive training.

Particularly interesting in terms of effectiveness is the introduction of the figure of the relais farmer, i.e. a farmer who, appropriately trained by the project, becomes a point of reference for the entire community, thus increasing the effectiveness of the training activity and ultimately its impact.

It should be noted that for the other activities of this component, targets were exceeded beyond what was forecasted (e.g. 1,042 households instead of 1,000 received equipment and technical assistance for livestock activities); the exception is trade agreements (none achieved compared to 3 planned).

The project also conducted training courses on migration issues for local public officials responsible for social development and youth policies, religious leaders and community leaders.

Regarding communication and awareness-raising on the risks of irregular migration, the activities not only reached, and in some cases exceeded the targets set, but were particularly effective in the

transmission of messages, which were conveyed through numerous innovative communication tools, thanks to the collaboration of diaspora associations in Italy. A noteworthy part of this was the creation of a website linked to a Facebook page and other social networks, to ensure the online dissemination of information and experiences of the migration process.

5.4.7. VIS Project

The VIS project also performed excellently on the criterion of effectiveness. All targets were met, and in many cases exceeded.

By the end of the project, of the 232 young people trained on the four topics covered by four courses, 41% were apprentices in artisan and production enterprises or had started their own business. However, this figure is affected by the outcome of an atypical training course - the driving school; otherwise the data would be much higher, as shown in the following table.

Training course	Employed at the end of the project
Mechanics	44%
Repair of photovoltaic panels	53%
IT	63%
Driving school	0

These data alone can testify to the excellent effectiveness of the work carried out by VIS, with the exception of the driving school.

In terms of communication and awareness activities, the project also stood out for its very high effectiveness.

It should be remembered, however, that the performance of VIS is partly due both to the lengthy experience - more than 40 years - of the Don Bosco vocational school in Tambacounda, and to the abilities and initiative of the people working at BAOS within the Tambacounda RDA.

5.4.8. Effectiveness of the initiative as a whole

Judging the effectiveness of the initiative as a whole is undoubtedly more complex than the other evaluation criteria, due to both the influence of the time factor and the extremely varied performance of individual projects.

Undoubtedly, **communication activities managed both centrally and at individual project level were, on average, extremely effective in conveying messages about the risks of irregular migration.** The initiative's decision to carry out research in order to gain a greater understanding of migration in individual areas also testifies to its effectiveness.

Regarding other aspects, in particular the reduction of irregular migration by improving the general conditions in the countries, and also the social and economic integration of potential migrants, or the reintegration of returnees, **analysis can be conducted from two different perspectives.**

The first of these concerns the effectiveness of the initiative in mitigating the phenomenon of migration by altering the underlying conditions that encourage it. From this angle, partly due to the scattered nature of the different projects, **the contribution of the initiative seems irrelevant in view of the magnitude of the phenomenon.** Furthermore, as previously mentioned, the time factor plays a key role, because it is utterly ineffective to approach a complex structural issue such as migration with an emergency framework and tools. In this sense, we could point to the contradiction in the fact that the initiative aims to address the issue of migration by acting on its causes, i.e. development problems, through the perspective of emergency, which ultimately negates the priorities of development issues.

The second perspective, however, is in clear contrast to this. In fact, if the initiative is considered solely as a pilot experience, or rather as a genuine "laboratory", then its effectiveness is undoubtedly far more positive. Naturally, from a methodological point of view, when looking at trialling innovative ways to approach development issues it is necessary to set aside both issues linked to the adoption of an emergency approach, and any calculation or estimate of the number of direct or indirect beneficiaries.

In fact, in terms of the "laboratory" approach, the important thing is to test the effectiveness of certain solutions for the social and economic integration of potential migrants. Following such reasoning, then, the effectiveness of the initiative is undoubtedly positive in many respects, but much less so in others.

Among the aspects showing a high degree of effectiveness, the following should certainly be mentioned: the focus on greater understanding of the migration phenomenon at territorial level; training activities directly linked to market demand or more generally to the context; addressing the land issue through access to land for people who are normally excluded; the involvement of local authorities and partnerships with local centres of expertise; the valorisation of micro-enterprises, artisan businesses and self-employment; the involvement of the diaspora in Italy and its organisations and, above all, the trialling of highly innovative forms of communication and awareness-raising.

Unfortunately, these positive experiences were often offset by negative aspects which undermined the effectiveness of the initiative as a whole. These aspects include: **poor relations with national administrations in the four countries** involved; **the introduction of crops and cultivation** (and livestock) **systems unsuitable** for certain areas with extreme climates; a **conception of agroecology based on ideological positions rather than on the reality of individual territories**; the introduction of sophisticated technologies that did not take into account the actual management ability of the beneficiary populations.

5.5 Impact

Summarised judgement of impact

An evaluation of the impact of the initiative's projects cannot exclude its consideration as a laboratory which trialled methods of intervening on the phenomenon of migration, beginning with the underlying conditions that encourage it. Indeed, an evaluation of the impact based on a decrease in irregular migration would not be possible for three reasons: i) because the initial situation of the individual territories is not known, and there are no reliable official statistics on this; ii) the very few official statistics available refer to the visible portion of migration and certainly not to the submerged - or irregular - part; iii) because the initiative was characterised by a high level of dispersion over different areas in the four countries.

Generally speaking, the impact of the seven projects varies enormously, both in terms of the projects themselves and in relation to the three main categories whose impact was considered: economic, social and environmental.

Regarding economic impact, the seven projects produced good results on average, but it should be noted that some projects achieved excellent performance, others much less good and even, in one case, the outcome was decidedly negative.

Positive aspects for economic impact include actions to support business creation, the introduction of agroecology, the rationalisation of agricultural practices and the processing of agricultural products, small ruminant breeding, vocational training, the reintegration of returning migrants, and the link between market supply and demand.

Problematic aspects of economic impact include the introduction of technologies not appropriate for the context, activities related to poultry and fish farming, underestimation of the dynamics of the market and the private sector, and maintenance and repair of agricultural machinery and equipment.

In terms of social impact, performance is generally very high and concerns, in particular, the recognition of the status of women with a view to their greater centrality within their families and communities, the dynamization or re-dynamization of associations (such as EIGs, particularly of women), the social reintegration of returning migrants and individuals fleeing from conflict and insecurity (especially in the northern regions of Mali). Issues that emerged regarding social impact include the frustration of potential beneficiaries excluded from project support, and the conflict that arose due to the consequences of some particularly unsuccessful activities such as poultry farming.

With the exception of a few cases, environmental impact does not appear to have been a particular priority of the seven projects, and consequently performance in this regard is on average low. In fact, even activities that were particularly successful in terms of economic impact, such as support for collective enterprises for waste collection, do not place adequate attention on certain environmental issues, such as the absence of properly managed landfill sites for waste disposal. Other projects simply ignored the issue of environmental impact, and even went so far as to introduce chemical pesticides and herbicides in areas with a fragile ecological balance. Among the positive aspects, mention should undoubtedly be made of the introduction of agroecological practices which, moreover, was highly successful and had excellent impact among the beneficiaries.

Regarding illegal migration, the activities of the seven projects and the initiative have not produced - at least in an evident manner - a reduction in the phenomenon, partly due to the limited economic impact of some activities. However, even where activities had a good impact, cases of beneficiaries who, despite positive changes in their lives, have not given up the idea of emigrating, sometimes even by illegal means, are not at all rare.

Finally, with regard to the initiative as a whole, beyond the considerations previously outlined regarding the limited duration which inevitably affected the impact and even in the absence of precise data, it is possible to hypothesize the major impact of the communication activities, which stood out for the effectiveness of the tools used, the originality of the messages and the number and variety of the recipients reached.

An evaluation of the impact of the initiative's projects cannot exclude its consideration as a laboratory which trialled methods of intervening on the phenomenon of migration, beginning with the underlying conditions that encourage it.

Indeed, an evaluation of the impact based on a decrease in irregular migration would not be possible for three reasons: i) because the initial situation of the individual territories is not known, and there are no reliable official statistics on this; ii) the very few official statistics available refer to the visible portion of migration and certainly not to the submerged - or irregular - part; iii) because the initiative was characterised by a high level of dispersion over different areas in the four countries.

Data on the impact must therefore be relativised, in the sense that it is not possible to make inferences by generalising a situation characteristic of an extremely micro level. In fact, the information gathered does not serve to detect either a decrease or an increase in migration in a given area, or a change in the general contextual conditions in terms of offering greater opportunities and therefore alternatives to departure. The analysis can only detect changes in the personal circumstances of the direct beneficiaries and those who, for example, were employed in the business initiatives that received support.

However, analysis of the impact can highlight the results of the experimentation implemented by the projects in terms of new ways to deal with an extremely complex phenomenon such as migration.

The findings below are based on two types of sources related to surveys conducted in two separate time periods: individual project reports drafted by the implementing NGOs in autumn 2017, and the field survey conducted in spring 2021.

5.5.1. ACRA Project

In terms of impact, the project in Senegal was characterised by fairly varied performance, depending on the activities carried out.

Aviculture in Senegal

This activity experienced a great deal of difficulty in achieving its objectives. Firstly, climate risk proved to be uncontrollable by beneficiaries. Although the project imparted specific skills related to poultry farming (marketing, sales techniques, good governance and maintenance of poultry houses), the beneficiaries nevertheless faced enormous difficulties at the beginning of the project, and their lack of control over climate risk was the greatest obstacle. The stock of poultry was massively affected by the severe heat, resulting in nearly 300 deaths during the first brood of 450 birds. The Kabendou chicken shed experienced the loss of 300 individuals out of 450 in just 24 hours. The second brood recorded a loss of 100 out of 450 birds. For the third brood, Dutch Blue chickens were used but, having spent three months in the poultry houses, they were not sold due to lack of market demand. Therefore, this sudden change did not prove to be strategic for the project, and there were also major issues with growth rates among the birds.

Secondly, the organisational factor played an important part in the difficulties that emerged. In fact, the project initially targeted 10 youth associations in Diaoubé, but the associations came together and requested that they all be included in the project. Negotiations were held between the associations, ACRA and its local partner GUNE, and the project was eventually expanded to 20 beneficiary associations. Management of the poultry houses was difficult with 20 associations involved, and this had a negative impact on the project's efficiency and sustainability. The excessive expansion in the number of beneficiaries therefore contributed to the mismanagement of materials and investment.

Thirdly, the issue of transparency in the financial management of poultry houses by the beneficiaries themselves was of some importance. And this was despite the training the beneficiaries had received on financial management, poultry farm operation and sales techniques.

Finally, a fourth factor that negatively affected impact is the project's failure to consider the communication aspect. This also made risk avoidance more difficult, even though the beneficiaries were trained in sales techniques. Populations did not take sufficient control of the targets for poultry houses, and beneficiaries explained that this did not facilitate control of market competition.

Only three out of five poultry houses are still functioning. Seventeen direct jobs have been created in the poultry houses since the start of the project. The beneficiaries themselves maintain the buildings and equipment. In the poultry house visited (currently operating), the equipment was not maintained, and training in marketing and management was not adequate to keep the site in an acceptable sanitary condition.

In Dioubé Kebendou, the beneficiaries interviewed certainly appreciated the project's efforts to build poultry houses; however, this was not a decisive factor in keeping young people in their local area. Some beneficiaries felt the positive effects of the project, but according to several observers, the poultry houses did not make a big difference to their lives. In fact, some interviewees expressed a desire to leave or return to Europe, but this time via regular routes. Other beneficiary farmers interviewed had considered going to Europe. One of them travelled to Libya by sea and, while positive about the outcome of the project, many remain convinced that they will attempt clandestine emigration if another opportunity arises.

Mill activities in Senegal

The president of the partner association GUNE believes that the process, and the provision of the mills themselves, were not really appropriate for the context. Difficulties with the management of mills caused problems of coordination between ACRA and GUNE, and this affected the relevance and credibility of the project. The many issues encountered by the project particularly concerned the level of maintenance of rice polishing plants and grain mills. In any case, the rice polishing plant and a millet mill visited during the survey are no longer operational.

The project manager did not fail to highlight the absence of a communication strategy that should have accompanied the project, in view of the economic and social circumstances of the municipality. In fact, this failure had negative effects on the beneficiaries' ability to handle the complexity of the Diaoubé market, in terms of competition and quality of service.

Horticulture in Senegal

In the horticultural area, the few beneficiaries present since 2016 welcomed the initiative and shared the positive effect of the project, which has improved their socioeconomic integration and offered them many opportunities. The beneficiaries interviewed in the horticultural area found the positive effects of the project to be an increase in income and a consequent improvement in family circumstances and children's education. Thanks to the project, many female beneficiaries are able to cover their families' day-to-day expenses by selling their fruit and vegetables at Diaoubé market. The horticultural area visited in Diaoubé is still operational and well-maintained. The area visited was worked by 107 people, of which 6 men and 101 women in 2017. Today the area is worked by 84 people; this decrease is due to the workforce required by the irrigated area.

Regarding the economic impact of the horticultural area, since this is an individual occupation, income depends on the production capacity of each farmer. In 2017, income was low because the only crops produced were okra and sorrel; so income might reach 30,000 CFA francs. In 2020, one of the beneficiaries achieved an income of 45,000 CFA francs, while another produced 20 sacks of onions which sold at 15,000 CFA francs per sack, giving a total of 300,000 CFA francs.

Regarding the project activities in Guinea Bissau, similar difficulties were experienced as in Senegal, particularly in poultry farming.

Poultry farming by the EIG "Nô djunta mon".

This EIG received a poultry start-up kit from the project: laying hens, chicks and feed.

Before receiving support from the ACRA/Mani Tese project, the association collaborated with the Ministry of Health for the cleaning of the site, and the person in charge of the EIG was a baker with no prior knowledge of poultry farming.

The operation of the poultry house stopped several months ago because the EIG wants to carry out an evaluation to understand the actual profitability of poultry farming. In fact, the association believes that the cost of feed is extremely high, thus considerably reducing the profit from the sale of chickens.

Poultry farming by AJASP - Associação de Jovens Agricultores do Setor de Pirada

This association also benefited from the start-up kit for poultry farming: laying hens, chicks and materials for the construction of the poultry house (labour was provided by the association). The EIG poultry house in Pirada appears to be operational, but it is unclear whether it is a significant source of income for members. The decision to request project support to start the poultry business was based on the observation that there was a great local demand for eggs, because until then they were imported from Senegal. The project offered a vegetable garden or a poultry house, and the EIG preferred the

latter, in response to the need to provide eggs for the Pirada area. Again, therefore, no one in the EIG had previous experience or basic poultry skills.

Currently, although the poultry house is theoretically in operation, business has drastically reduced: while in 2017 there were 120 chicks and 85 laying hens, in 2021 only chicks are raised. Therefore egg production, which was the motivation to embark on the activity, has completely ceased. The EIG stopped raising laying hens because of the costs associated with their production.

In summary, the impact of the ACRA project proved to be quite variable across activities. Poultry activities have not yielded any results and much of the equipment and infrastructure is currently abandoned. Two out of the five poultry houses in Senegal are no longer operational, and the other three are experiencing multiple difficulties in terms of both production and sales of poultry products on the market. Similar difficulties affected supported poultry operations in Guinea Bissau. The rice polishing plant and the millet mill in Senegal are also experiencing difficulties, while the horticultural areas have had a significant impact.

5.5.2. CISV Project

At the end of its project, CISV carried out a survey on the impact of its support to beneficiaries (direct and indirect), in order to understand the initiative's real effect on the social and economic circumstances of the women involved. The results of the survey reported some positive trends, such as a 70% increase in the income of direct beneficiaries in 2017 and, in the same year, greater autonomy of female farmers, giving them an average sum of about 300 euros each, to cover care and consumption.

From the various stakeholders interviewed, it appears that the project has helped to meet beneficiaries' expectations in several areas, including:

- access (including temporary) to land,
- access to initial funding,
- easier access to seeds and farm equipment,
- increased income from agriculture,
- the opportunity to undertake non-agricultural activities,
- the maintenance and continuity of agricultural production throughout the year, thanks to farm equipment and systems funded by the project; in particular, this helped to reduce seasonal cross-border migration from Senegal to Mauritania, in this case during the rainy season, when⁵⁵ many young people tended to go to Mauritania to work as day labourers carrying out phytosanitary treatments or field management,
- job creation and boosting local employment through the developed agricultural areas,
- the training received by beneficiaries allowed them to acquire practical tools, but also to transfer theoretical knowledge to real situations in everyday life; they also benefited from working methods and skills that allowed them to carry out activities independently,
- increased self-confidence in young people as a result of the project, due to the experience (gained or strengthened) and training received (organisation, financial and accounting management, management of agricultural areas, risk management) during its implementation,
- diversification and multiplication of crop types in the agricultural areas: rice, tomato, bell pepper, okra, onion, chilli pepper, melon,
- the emergence of new agricultural practices such as the use of organic fertilisers and the reduction of chemical substances,

⁵⁵ In Ronkh, for example, where crops are predominantly irrigated, farm work was suspended during the rainy season due to low rainfall. The project therefore made it possible for the young people to continue farming even during the rainy season.

- the arrival of other projects facilitated by the CISV project,
- improvement of food quality through the increased availability of vegetables for households,
- improvement/increase in the incomes of direct beneficiaries, but also of day labourers, especially during the harvest period,
- the opportunity for some beneficiaries to build their own houses, thanks to the proceeds obtained from the exploitation of their agricultural land,
- the purchase of livestock for domestic breeding,
- the purchase of household appliances and transportation, as well as other personal equipment (bicycles, televisions, etc).

At the two sites visited in Senegal, activities supported by the project have experienced significant further development since its conclusion, namely:

- in Ronkh and Ross Béthio: continuation of rice growing, alternating with horticulture;
- in Ross Béthio: after the end of the project a local steering committee was established to ensure continuity of operations and allow other young people to benefit from initial access to land, in order to start or resume an activity.

In terms of economic impact, it is interesting to note that the success of the project financially, specifically by providing income for the beneficiaries, subsequently triggered a need for advice on how to use the income obtained more effectively and efficiently. Concretely, in terms of income, the following was found:

- In Ronkh, the average annual income of direct beneficiaries of the project is between 800,000 and 1,000,000 CFA francs. One beneficiary interviewed in Ronkh said "*...Before the project, I could not afford to buy seeds and inputs; but today I can guarantee the purchase of all inputs for 2 hectares of rice and half a hectare of horticulture. What's more, I was able to buy an ox....*".
- In Ross Béthio, a beneficiary indicated that the project provided him with financial capital that means he can rent 0.3 hectares of land and purchase the inputs and seeds necessary for its development. In general, exploitation of half a hectare yields the production of 50 to 60 sacks of rice and a profit of 400,000 to 600,000 CFA francs per season.

Similarly, in Guinea, the CISV project had quite a remarkable impact. Regarding support for mango growers, beneficiaries mentioned the following effects on their business:

- considerable reduction in costs (fewer transport workers etc);
- speed of work, due to the rotation initiated by the project;
- ease of transporting products to markets and fairs;
- rapid flow of products thanks to group sales by farmers;
- increase in production and farmer income;
- the enthusiastic resumption of work on long-abandoned plantations.

Farmers also highlight the following general effects:

- the strengthening of social ties and good coexistence among producers;
- improved living conditions for producers;
- increase in production through the implementation of a solar-powered irrigation system;
- reduction in household chores (difficulties accessing water);
- protection of plants (in the growing area) from wild animals through the installation of a metal fence;
- increasing the number of vegetable farmers by facilitating access to water.

Currently, the annual income of the beneficiaries of the PUCEI project is considerably higher compared to the pre-project period. While annual production used to be 99 tonnes, today it is 414 tonnes.

Following the project intervention to build capacity in beneficiaries, 89 young people were employed as follows: 39 in Kobikoro and 50 in Boussouran plantations in Kankan prefecture.

For Fode TRAORE of Boussouran, "*... Because of the project, the way we work has changed and now the work is no longer individual; we have come together as a group, because being in a group facilitates the work and reduces our suffering. PUCEI taught us this. Today we realise that strength lies in unity...*". According to Abdoulaye DIAKITE, a farmer from Kibokôrô, "*... Support in the form of materials and equipment encouraged farmers, reduced labour and achieved excellent production and a substantial income ...*". The testimony of another beneficiary is also very revealing: "*...my name is Sikidi SANOH. I'm 32 years old and I had decided to go to Europe, but not having enough money I started my trip in the gold mines in Siguiri, but I was unsuccessful and I was forced to return to the village and tell my father to sell part of the farm so that I could make the trip to Europe, but it happened to coincide with the arrival of the PUCEI project through the outreach of an NGO called THED and also the support of the project in our village through the group of farmers that my father belongs to. In the end my father asked me to stay so we can work together this year, and after that we'll see. Today, thanks to support from the project, I can easily make ends meet, and what's more, I'm married, I'm the father of a beautiful little girl and I have a motorbike that I drive as a taxi...*".

Beneficiaries also point to a significant social impact in terms of reducing conflict between herders and farmers through the installation of a galvanized wire fence, and reducing the rate of irregular migration due to easier horticulture (improved access to water). According to the President of the Siguiri Horticulture Union "*... Today, with the installation of the water system with solar panels and the construction of the fence, the PUCEI project by the Consortium of Italian NGOs has not only really reduced our costs, but has encouraged young people to embark on horticulture instead of leaving the country for an uncertain destination and future...*".

Since the end of the project, 15 young people have been recruited for activities in the area.

In terms of production, although there has been a very significant increase, this varies by crop type:

- prior to support by the project, annual onion production was approximately 1 to 2 tonnes per year, but today it is between 4 and 5 tonnes;
- for aubergines, prior to project support, annual production was between 4 and 4.5 tonnes, but is now between 10 and 12 tonnes;
- for cabbage, annual production was previously between 2 and 3 tonnes; now it is 7 to 9 tonnes;
- annual production of chillies used to be 20 sacks; now it is over 85 sacks a year.

However, it should be noted that the solar-powered irrigation systems are currently out of service.

In Guinea Bissau, the impact of the project seems to follow the same positive trend as in Senegal and Guinea.

The project supported the Carantabá Rice Growing Centre and the Centre for Rural Services (CSR) in Bafatá, run by the Misti Tarbadju Youth Association (AJMT).

Regarding the Carantabá Centre, thanks partly to the construction of a warehouse for the storage of rice and by-products of the rice chain, i.e. seeds and flour, the centre is still fully operational and, in fact, is a national reference point for the supply of seeds, counting among its regular customers international organisations such as WFP and FAO.

For the Bafatá Centre for Rural Services, the project supported its operations through the provision of a threshing machine. When rice production is good, the Centre's services are in high demand. Nevertheless, production is sometimes not sufficient to provide services; at these times members of the Centre have to turn to their families for additional income.

5.5.3. Progetto ENGIM

According to the final report of the ENGIM project, analysis of the data collected during the last monitoring period shows that for most beneficiaries, there were positive results in terms of both monthly income and jobs created. Monthly incomes of the 9 beneficiaries (5 men and 4 women) in the Kita area (Kayes region) in Mali experienced an 80% increase (with peaks of 133% for the waste collection business run by an EIG), while 19 jobs were created, 9 of them in the EIG business alone.

Data collected from 4 beneficiaries in Kita and 2 in Mopti, Mali, showed a very high average impact. All the supported businesses are still operating as of May 2021. In addition, all six businesses examined during this evaluation developed/diversified, with the exception of the one in Mopti, due to family issues (accommodating displaced relatives).

The six beneficiaries consulted noted that the impact of the ENGIM project was related to the fact that, in addition to material support, they had access to a business incubator to support them and provide mentors, whereas other projects and cooperation programmes support already-established businesses.

For the six beneficiaries interviewed on the ground, there was a 515% increase in staff as a result of project support, as shown in the table below.

<i>Project</i>	<i>Location</i>	Employees before the project (permanent + temporary)	Employees after the project (permanent + temporary)
<i>Poultry farming</i>	Kita	1	4
<i>Internet café</i>	Kita	2	4
<i>Sewing</i>	Kita	3	7
<i>Sanitation and hygiene services</i>	Kita	8	70
<i>Irrigation system</i>	Mopti	0	8
<i>Dyeing</i>	Mopti	6	10
<i>Total</i>		20	103

Of the six beneficiaries interviewed, only one (irrigation, Mopti) claims to have considered heading to Europe across the Sahara due to lack of prospects. He currently has plans to travel to Europe, but to find partners and suppliers in his area of expertise.

Four years after the end of the project, the six beneficiaries visited saw their income increase from 580,000 CFA francs to 3,206,000 CFA francs, a 553% increase on the pre-project level.

<i>Project</i>	<i>Location</i>	Estimated average income before the project	Estimated current average income
<i>Poultry farming</i>	Kita	25,000	100,000
<i>Internet café</i>	Kita	100,000	250,000
<i>Sewing</i>	Kita	100,000	200,000
<i>Sanitation and hygiene services</i>	Kita	350,000	1,936,000
<i>Irrigation system</i>	Mopti	0	700,000
<i>Dyeing</i>	Mopti	5,000	20,000
<i>Total</i>		580,000	3,206,000

In particular, the number of employees in the EIG operating the waste collection business in the municipality of Kita has increased from 8 prior to the project to the current 20, leading to an increase in the volume of business and a diversification of the services offered, which now include security. The total number of contract workers for all the businesses is currently around fifty. The EIG also purchased a tractor for the sum of 12,690,000 CFA francs in 2020. This tractor is intended for rental, and in May 2021 alone, for example, 600 requests for ploughing were registered at a rate of 20,000 CFA francs each, i.e. a theoretical sum of 12,000,000 CFA francs, which is almost the price paid for the tractor. The importance of social impact should also be highlighted: as stated by a member of the beneficiary EIG, *"...We are highly regarded in town, we're the people who collect the rubbish from all the administrative buildings, and we have 968 users who pay between 1,500 and 10,000 CFA francs per month. The average monthly salary of the workers has increased from 20,000 CFA francs before the project to 55,000 today, thanks to support from the project..."*

Another beneficiary, running a cyber café also in Kita, said *"...The income of the business before the project's support was estimated at 100,000 CFA francs, and after assistance it is 250,000. This was made possible primarily by the support and afterwards by my hard work. Prior to project support my employee was paid 40,000 CFA francs, but is now paid 75,000. Even the new workers I hired in 2017 at 40,000 CFA francs have now risen to 50,000...."*

The owner of another supported project - a sewing workshop in Kita - said *"...I had about 20 dressmaking students before the grant, but currently I have around 50. I had three employees, and after the project I took on 7 more. I was making a profit of about 100,000 a month after costs. After the project this figure is around 200,000, and thanks to the support I was able to build premises..."*.

Finally, for the fourth poultry rearing project visited in Kita, the beneficiary stated *"...Thanks to the growth of my business, I bought some cattle; today I have 8. In 2017, I had no cattle. Subsequently, I was able to fund my livestock engineering course at the Rural Polytechnic Institute. This training allows me to make innovations such as combining fish farming with horticulture; I have this project going on. Changes after the project include being able to get married, and also to build a house. I was also able to take on more people; I had one worker but now I have four. Buying the cattle also enabled me to start selling milk: I have three cows that give 5 to 8 litres of milk per day at 350 CFA francs per litre. All this improves my living conditions. I was also able to buy a 96-egg incubator to produce even more eggs. My income is now 100,000, while before it was 25,000. I currently have over a hundred chickens that I'm raising on the farm. And I had 15 before the project. I've also started production of rabbits, goats (15), sheep (4), all thanks to the initial support of the project...."*

The two projects in Mopti, which were evaluated remotely, also yielded positive results in terms of impact. The owner of the dry cleaner's supported by the project said *"...I left Tombouktou for Mopti; I had nothing and the project materials allowed me to earn a living. We went from 6 employees to 10 employees at a monthly wage of 20,000, compared with 5,000 before the project...."* Note that the business was unable to grow much, due to the arrival of several relatives from Timbuktu who were dependent on the owner of the business.

Finally, the second project analysed in Mopti aimed at innovation in agriculture in the Mopti region with the invention of an irrigation system controlled remotely by cell phone. This invention is currently being marketed in Bamako (two vegetable farms are using the technology). The business owner stated: *"...I have a business, I provide a service and I live better; it's a visible effect. Before the project, I wasn't working, but now I have an income, I've got married, bought a car, I have children, etc. All of this is visible and concrete...."*

Despite the remarkably positive impact, it should be noted that all the beneficiaries interviewed raised the point that the project had been unable to grant them working capital for their businesses.

According to these beneficiaries, if there had been a small revolving fund, the impact would have been much greater.

Similarly, regarding activities carried out in Guinea Bissau, the impact of the project seems considerable. According to the final narrative report, support for 8 micro-enterprises in the country resulted in 36 new jobs.

The two female entrepreneurs interviewed started their own businesses after intensive training and a five-month follow-up on the launch of their businesses. The two companies are still trading, continue to create (mostly temporary) job opportunities, and appear to be financially sound. Both companies have a well-defined brand image and advertise their services on social networks (both companies have a Facebook page). ENGIM maintains contact with these entrepreneurs through business mentors, conducting regular follow-up visits to assess the state of the businesses and identify any difficulties they may be experiencing.

The first company, Mpilis Serviços, offers laundry, cleaning and house moving support, as well as babysitting. In the pre-COVID-19 period, it employed up to 50 people as service providers; with the pandemic, turnover has fallen considerably. The business has slowly begun to recover, with an increase in demand for its services.

The second business produces clothing and accessories in African fabrics and traditional textile weaving. Business has remained stable, although there was an increase in production during the COVID-19 pandemic, to meet a large demand for face masks (main customers: international organisations such as WFP and UNDP).

One possible reason for these success stories is the methodology used by ENGIM, which is fairly demanding and therefore retains only people who are truly motivated to start a business. It is worth noting that the two entrepreneurs interviewed already had their own businesses when they approached ENGIM for support. This support has mainly served to leverage existing, but informal and unstructured businesses.

In summary, the impact rating for the ENGIM project is excellent from both an economic and social perspective. The environmental impact, on the other hand, appears lower, given the absence of environmental analysis by the project. In fact, even in the most positive actions, insufficient attention is given to environmental issues. This is the case of the EIG in Kita (Mali), which is responsible for the collection of household waste: while it is true that hygiene in the city has improved, it is also true that the project did not provide a landfill site where the collected waste could be deposited. In this sense, even the solution adopted by the EIG after the end of the project, i.e. the purchase of a site to be used as a landfill, may have quite negative effects, both in terms of potential pollution of the aquifer and, more generally, on the health of people living in the surrounding area.

5.5.4. GCI Project

The implementation of the project allowed the beneficiaries - exclusively female EIGs - to purchase a range of agricultural equipment and materials and to have easier access to water for their farms. Among the effects of the project, the following are worth mentioning:

- reduced agricultural costs and less arduous farm work;
- increased production resulting in improved income for beneficiaries and a greater ability to meet personal and family expenses.

Thanks to the support of the project, it can be assumed that there has been an improvement in the nutritional status of individuals and families as a result of the greater availability and accessibility of agricultural produce, and consequently more regular consumption of fruits and vegetables.

Members of the Kawral EIG in Sinthiou Diam Dior said they have increased production and storage capacity for their vegetables, thanks to the installation of a cold storage room by the project.

However, the introduction of fruit trees experienced a number of problems/shortcomings, for example at the Sinthio Diam Dior and Sadel sites. In Sinthiou Diam Dior, the failure was due to the presence of animals (who ate the plants) and the lack of fencing around the new plantation. In Sadel, the failure to introduce fruit trees is primarily due to the plantation's distance from the pumping station, which does not allow for a good water supply. As for banana plantations, these were only introduced at the Sadel site, but their introduction was unsuccessful. This failure is explained by the fact that the banana plantations - which require a lot of water - were located in areas distant from the water pumping station; this led to a low inflow rate and reduced irrigation capacity.

Some beneficiaries were able to purchase small ruminants that they raised and then sold to buy oxen, which they fattened for their own consumption or to sell at a profit. Other beneficiaries who had no steady income prior to the project can now contribute to family expenses (education, healthcare).

In terms of new jobs created at the Balel Pathé site, 3 people not associated with the EIG were hired: 1 day supervisor, 1 night guard, and 1 irrigation pump expert. For the Kawral EIG in Sinthiou Diam Dior, 6 people were recruited not belonging to the EIG, including 2 pump operators, each paid 30,000 CFA francs/month, 2 area irrigation experts, each paid 35,000 CFA francs/month and 2 maintenance workers for the cold storage unit, paid a percentage of the income generated by the unit. There are also 3 employees paid in kind on the site, namely: 2 workers responsible for the maintenance of perimeter fencing, paid in seeds and fertilisers; and 1 individual responsible for informing EIG members of upcoming activities, to whom a plot of land has been allocated. Day labourers - in this case the village men - are employed for land preparation, weeding or other work, and can earn between 2,000 and 2,500 CFA francs / day.

In terms of economic impact, prior to the arrival of the project, women's net income after each harvest was estimated at between 25,000 and 30,000 CFA francs per person (depending on the area and the crops grown); with the implementation of the project, incomes are now estimated at between 75,000 and 150,000 CFA francs/person (especially for women growing cabbage and chilli), and between 50,000 and 75,000 CFA francs (for onions).

However, these positive results in terms of economic impact are partly the result of the project's introduction of chemical pesticides and herbicides, which poses a significant problem in terms of environmental impact. Indeed, the harmful effect of these products on groundwater, soil, river water and farms downstream of the sites must be taken into account. We add that the waters of the same river feed one of the planet's most important destination sites for migratory birds. This is therefore an extremely fragile environment which has been put at risk by the introduction of products that have nothing to do with the area's traditional practices.

In addition to the distribution of seeds and other inputs, the project included the introduction of micro drip irrigation systems powered by photovoltaic panels. In fact, the drip irrigation originally planned by the project has been replaced by the so-called California system. The drip system is very costly for beneficiaries in terms of investment and maintenance. The California system, consisting of primary and secondary irrigation lines, has the advantage of lowering maintenance costs while also helping to reduce the need for irrigation. The sites still use the photovoltaic system, which has been joined by a traditional one with diesel pumps.

However, if, as the project intended, the impact were to be measured in lower CO₂ production due to the use of solar power, the project would not produce an appreciable impact, especially as the diesel pumps are still in use.

With regard to the phenomenon of illegal migration, which in this region concerns only men, in reality the project addressed only women belonging to five EIGs. So there was no significant impact on the phenomenon.

In summary, while the project obtained positive results in terms of economic impact and consequently the nutritional situation of beneficiaries, due to the introduction of chemical pesticides and herbicides, this was achieved at the expense of human and animal health on the one hand, and the probable contamination of an extremely fragile environment with a precarious ecological balance.

In terms of environmental impact, therefore, the project introduced agricultural practices that could have extremely negative effects not only on the sites supported by GCI but, due to the presence of the Senegal River, also in downstream areas. In addition, it is difficult to understand the rationale for the use of chemicals in a context where they are not only not traditionally used, but also entail fairly high costs in comparison to traditional methods. This is all the more paradoxical given the project's ambition to introduce the principles of agroecology, both to improve agricultural production and to better protect the environment.

We add that in terms of social impact, we have to take into account the potential frustration caused by the failed introduction of certain fruit trees such as banana, which are totally unsuited to the region's climate.

5.5.5. LVIA Project

The project's economic and social impact on the returning migrants assisted appears to be positive.

Objectively, the six beneficiaries interviewed appreciated the inclusive and holistic approach of the project, which involved them in the purchase of materials and equipment and provided technical and management training. This approach allowed the beneficiaries to develop their skills and professionalism.

On a personal and psychological level, support by the project gave the beneficiaries the strength to continue their projects as returnees and to succeed in their economic and social reintegration, with the motto "Oser le retour"⁵⁶. An unforeseen but particularly important effect should be noted, namely of the creation of a consultation framework in the form of an association - called NDAARI - which brings together migrants supported by the project.

The positive effects of this support are also apparent in the economic and social spheres. In fact, the beneficiaries hire staff and employ a significant number of service providers, mostly women, on their farms. Moreover, the micro-enterprises are resilient and have outlived the project, despite the negative impact of the Covid-19 pandemic and social constraints. In addition, backed by the project's training and support, the beneficiaries have professional skills that encourage them to protect the agroecological environment of their businesses.

The project has instilled a strategy of partnership among the beneficiaries, who are able to seize opportunities to grow their micro-enterprises.

On the negative side, support and coaching from technical partners was withdrawn too early, due to the project implementation period being deemed too short. In addition, the low level of some funding had a negative impact on the growth of some micro-enterprises.

⁵⁶ Translation: "Daring to return"

5.5.6. Terra Nuova Project

Despite an extremely interesting approach, the project's impact is average. The activities visited, in fact, highlighted some critical issues in terms of economic impact, while performance in terms of social and environmental impact appears more positive.

Production of fruit juices

The fruit juice processing plant established by the EIG of the Siby Sokourani area, consisting of members of the Djèkafo cooperative of Sokourani, with the financial support of Terra Nova and in partnership with CNOP, has had a fairly positive impact. Members of the cooperative were trained in juice extraction techniques, but also in business planning. The unit was provided with the equipment needed for the activity.

The immediate effect of the project was the revival of the Djèkafo cooperative, originally formed around the cultivation of cotton. Members of the cooperative had abandoned cotton farming in favour of horticulture, which is a more profitable and sustainable source of income. But with the advent of the project's processing plant, they took the opportunity to come together and build an income-generating business for themselves, but also to support the village with social events or collective activities.

An organisational structure was quickly put in place according to the social division of labour in the village. Many young women have invested in horticulture. This reduced the rural exodus to the major Malian cities and Europe for a certain time. However, this cannot be measured in terms of reducing large-scale migration. Nevertheless, it is an encouraging sign that proves that developing migrants' departure areas can be a factor in reducing irregular migration. The same applies to the impact of the processing plant, which proved to be a factor in the revitalisation of a cooperative previously created on the basis of cotton, which had been in crisis.

The Sokourani processing plant has been operational since its establishment in 2017, and its production capacity has increased. Since the initial allocation of one freezer, the unit has purchased a second freezer. The two machines allow the extracted juices to be correctly stored before they reach the retail market. A generator was purchased with the unit's own funds, and is providing a valuable service to the village. To better conserve solar energy and reduce electricity costs, the four original 120V batteries were replaced with two 220V batteries.

The project has not implemented a capacity-building policy, so that the unit has control over the maintenance of its machinery. The processing plant opted to carry out maintenance on site because the cooperative members had not received any training in this field. To this end, it employs engineers from Bamako for issues with solar panels and freezers. But the unit has also turned to home-grown solutions, such as hiring a young man from the village who is a DIY expert to troubleshoot the solar power systems or the generator.

In terms of social impact, the project has improved gender relations. *"In fact, the project has enabled women to become more independent. Men and women work together in the factory. No man has objected to his wife working. Gender relations in this sector are undergoing changes. During factory management meetings, women have the right to speak. They intervene and give their opinions on all aspects of the unit's operation. Women are also involved in marketing the products, and earn an income from their work in the factory"*.

A social dynamic was renewed as a result of the project. Social cohesion exists not only among members of the cooperative, but also at village level. The factory's contribution to the community is extremely important. This ensures that the cooperative receives all the community support and respect it merits in return. Added to this is the know-how made available to members by the various training courses delivered by the project, which constitutes valuable social capital. Members are constantly called upon to attend to village affairs, and are also consulted on issues related to agroecology and processing methods in nearby villages.

Finally, in terms of the juice factory's sustainability, it has proved to be fully autonomous and self-sufficient, operating for four years without receiving any external support.

Compost production

The production of solid and liquid compost by the economic unit of the Baguineda Zone (Tanima) encountered several problems in terms of its impact. The compost produced comes from crop residues, livestock waste (cattle, sheep, goats, etc) and poultry farms. The first batch of 20 tonnes of compost was purchased by the project and distributed to 125 poor families in the village of Tanima and 120 families in Mouzoun. The money from this sale was used to build working capital for the unit. This allowed the unit to produce an additional 10 tonnes of compost. But of these 10 tonnes, only 3 tonnes were sold, while the remaining 7 did not find a buyer. The remaining product was distributed among relais growers to improve their horticultural activities.

Currently, the composting business is still carried out by the cooperative's relais farmers, but is no longer run collectively. After learning the technique of composting, each member makes compost for their own cereal or vegetable farms. The business is therefore no longer in operation, but the members were able to develop a group dynamic that allows them to gain from the know-how acquired through training funded by the project. The cooperative has funds of 250,000 CFA francs (approximately €382).

The economic impact is therefore limited to the relais cooperative members, who master the production of compost and use it for their own profit. The compost production plant, in fact, has been unable to capture the market share for fertilisers in an area mainly devoted to agriculture (rice, arboriculture and horticulture). However, even on a small scale, this composting contributes to the economic profitability of agrobiological waste.

In terms of social impact, the business encouraged good social dynamism within the cooperative. The project allowed less well-off families to improve their living conditions withstand the dry season without too many difficulties. But this humanitarian aid operation was time-limited. The cooperative's social investment at village level remains limited, because its participation in or contribution to community-based social activities was not reported.

Lastly, on environmental impact, agrobiological techniques improve soil quality and the nutritional value of food through the use of compost.

Support for the Nyeleni International Centre for Training in Agricultural Agroecology (CIFAN)

The project supported the centre with equipment: 1 hulling machine, 2 mills, rice processing machinery, 4 solar dryers for fonio processing - 2 ovens for smoking fish and chicken (not currently in use).

Provision of equipment for steam cooking allowed the centre to add another activity, which had not been possible prior to the project.

The rice hulling machine generates income for the centre (1 sack is hulled at 650 CFA francs, with an average of 250 sacks per year, giving revenue in excess of 150,000 CFA francs).

Thanks to the subsidy, the centre was able to boost the quality of learning, diversify training activities, and increase revenue sources. In addition, in terms of impact, we can highlight the following:

- the hulling machine reduces losses due to hulling and improves the quality of the rice, with less residue.
- the oven limits the use of firewood by the unit;
- 4 young women are trained specifically in rice processing;

- in exchange for their work, the women receive rams for fattening, and the men chickens for poultry breeding;
- residues from rice husking are recovered as compost for use in vegetable plots.

Support for CNOP member associations

In Sikasso, the project supported associations belonging to CNOP. There are three types of beneficiary organisations, namely: COFERSA (Convergence des Femmes Rurales pour la Souveraineté Alimentaire); the CNOP regional commission of agroecology relais farmers (women, men and young farmers); and about thirty associations adhering to the CNOP.

Project support to CNOP members in Sikasso consisted of:

- basic training for 75 farmers and relais farmers in agroecology (AEP), from production to the processing and marketing of agricultural produce;
- rice processing equipment: one hulling machine and various items of rice processing equipment; 5 above-ground fish tanks; 1 solar-powered dryer.

Poultry farming, rice processing and agro-ecological techniques are continued on a regular basis by the beneficiaries.

Most of the beneficiaries trained manage to produce their own compost and natural treatments for their livestock, fields and vegetable plots. However, fish farming with above-ground tanks was unsuccessful. Small-scale sheep farming was also less successful, because the animals were imported from other areas and mortality rates were high. Smoking materials for fish and chicken were not obtained as originally planned by the project.

However, according to the managers interviewed, positive aspects of the impact include:

- 70% of the women beneficiaries know how to process rice, produce solid compost, cultivate their fields using agroecological techniques, and are familiar with issues related to organic farming;
- 65% of women enrolled in COFERSA participate in family decisions and have access to farmland;
- advocacy actions enabled cooperatives to access land (2 hectares) for productive activities in 15 villages (e.g. 30 hectares of land for COFERSA cooperatives);
- 35% of women are heads of households and participate in village life, because the various training courses taught them to defend their interests, particularly in public management;
- 75% of the female members contribute to the education of their children, attend health centres and produce food for their families on the land acquired;
- 35% of the women are fully responsible for raising their children and grandchildren, providing food for themselves and their dependents;
- the production of compost to nourish the soil;
- tree planting;
- the development of agroforestry by some relais farmers.

Fonio transformation

The Terra Nuova project also supported the Yanakaye association of Koro (Mopti region), which was created in 2015 with 35 women founders. The project's contribution consisted of materials and equipment for fonio *and* peanut processing, fish farming equipment, training for beneficiaries in various topics such as agroecology, erosion control, poultry farming, livestock fattening, food hygiene and composting.

The impact of these activities is variable. In fact, the impact of processing and farming activities was good: provision of equipment made it possible to improve the processing of grains, thus facilitating cooking and saving wood (approximately 40% savings). In agriculture, the use of composting greatly improved the yields of various crops, as stated by a female member of the beneficiary association:

"...Thanks to the training on composting, I bring more than 15 loads of compost to my field every year, and it no longer needs fertiliser. I can confirm that at least 50% of our members use compost as a fertiliser in their fields...."

Processing of agricultural produce, fish farming and livestock breeding in Mopti

Conversely, the fish farming activity was unsuccessful, and after the first harvests the farming was stopped due to lack of information about the fry market and lack of monitoring of the project; therefore the material and equipment are currently no longer in use. Problems also emerged in poultry farming, due to diseases that cause high mortality at certain times of year.

In contrast, small ruminant farming, using the agricultural and processing activities mentioned, has had a good impact in households, especially among young women and their husbands.

In Bandiagara in the Malian region of Mopti, the Terra Nuova project also supported the Ambara association by means of training in erosion control, poultry breeding, livestock fattening and feeding and agroecology, as well as food hygiene. The project also provided support in the form of equipment for fonio processing.

Prior to the project, the association had received a little support from another Italian project in the form of equipment for drying fonio. The same project also provided management training for the association's members. The association also manages the tontine schemes whose funds were used to extend credit to members and for income-generating activities.

These different actions by the project increased the association's visibility, which resulted in the extension of support to other partners, in particular the Molibomo association, which coordinates the farmers' associations of the Bandiagara Plateau; the NGO Care Mali and the PDAR and PEDAZAN projects. Support from these different bodies allowed the association to triple in size, from 44 members to 103 members today.

In conclusion, the positive impact of the project should be highlighted, with particular emphasis on social and environmental impact and somewhat less on economic impact. On a social level, taking into account the gender aspect contributed to the success: indeed, women have been key to the projects' success because they play a leading role in their implementation even though, on the other hand, it is regrettable that leadership of the various projects is very often male-dominated.

Regarding environmental impact, the technologies introduced also contributed to the success of the projects and to respect for the environment. The projects also opted for technologies that could be controlled by the beneficiaries, who in this context had the option to resort to endogenous solutions in the event of breakdowns. However, the issues of poultry farming expose problems also experienced by other projects. Similarly, fish farming had no impact, due to the need for a supply chain capable of guaranteeing various technical and supply aspects, which are problematic for beneficiaries with extremely limited skills.

5.5.7. VIS Project

The impact of the VIS project registered excellent performance, which could have been far higher if the duration of the project had been longer.

Activities in Goudiry

In Goudiry in the region of Tambacounda, training provided by the project contributed to the professional development of beneficiaries in their respective economic activities (training in soap making, agroforestry and entrepreneurship (an agricultural value chain lasting 45 days for the EIGs of Goudiry). The soap produced by the women was intended only for domestic use, while today, thanks to the training received, the beneficiaries produce numerous varieties of soap from local raw materials

(palm oil products, baobab oil, shea, date palm, soumpou and moringa). Through the project, the beneficiaries also achieved new standards of quality by improving the mechanisms of product preservation through good water efficiency. The soap factory, therefore, has had an extremely positive impact on the Goudiry EIGs, which have been able to develop their business, become more professional, collaborate with larger enterprises to boost their capacity for action, and have the possibility of receiving funds from financial institutions.

In Goudiry, EIG beneficiaries valued the socioeconomic effects. In fact, they have been able to diversify their operations and carry out regular social activities, because they also address the issue of malnutrition by producing flour to feed children. Every month they produce and distribute free food packs to malnourished children. They valued the discovery of the benefits of moringa leaves for the health and well-being of the population; moringa is produced in quantity and organically, while respecting quality and hygiene.

Vocational training (Tambacounda)

In interviews, the young beneficiaries of computer training at the Don Bosco centre in Tambacounda valued the content of the training course, which enabled them to improve their skills in active job seeking, although integration remains difficult four years into the project. Three of the beneficiaries interviewed were able to find work thanks to the project: one was able to open his own business in the village of Missira, another emigrated to Dakar for work and another is now a manager in an internet cafe.

The students who received the training raised several points of dissatisfaction. Firstly, only one meeting was held between the beneficiaries and ANPEJ, and unfortunately it was not followed up. The participants believe they have been effectively trained, but the course was not able to meet their need for professional integration.

However, they reported that most of their promoters were unable to sign an employment contract or find an internship. After the integration training, a meeting was organised between VIS and the student beneficiaries of the project, but unfortunately the promised supervision and follow-up did not take place. This situation discouraged most of the beneficiaries, and the young people interviewed confirmed that some have attempted irregular migration again and others are still unemployed or have moved to the capital.

It is therefore clear that in this project, the issue of monitoring the partnership between VIS, ANPEJ and the chamber of commerce, in terms of managing the database of the unemployed, has not facilitated the integration of the beneficiaries, most of whom have not changed their socio-professional situation. On the other hand, the limited duration of the project meant it could only provide vocational training, as support and mentoring to find employment would have taken far longer than the time allowed by the initiative.

Grain processing plant

Implemented by the Khady Fall TALL EIG in Tambacounda, the activity has had a positive impact overall. With the support of the unit and the training received, some of the beneficiaries have passed the national examination of the CPS, "Specialist Vocational Centre", which allows them to easily enter the labour market. They have developed professionally and economically, manage to produce large quantities of grain at the plant, and can join forces with other partners to export their products abroad.

In summary, in the three EIGs of Tambacounda and Goudiry, the processing plants are still functioning and operations are ongoing, with significant economic and social impact.

The EIGs interviewed were satisfied with the processing plants, which provide them with ongoing employment and offer their members the opportunity to train for a trade and to benefit from the

solidarity of other EIG members.

For the young students trained at the Don Bosco centre, it emerges that most of the beneficiaries have been unable to enter the labour market, with the result that some have not changed their minds on the issue of irregular migration. This is mainly due to the extremely limited duration of the project, which did not allow all the young people to find work.

5.5.8. Impact of the initiative as a whole

The impact of the initiative as a whole is fairly uneven, partly due to the dispersion of activities over multiple areas in four different countries. With reference to the attenuation of migration and, in particular, irregular emigration, the initiative cannot be said to have produced effects except, indirectly, in some cases by altering the background conditions which favour migration.

In fact, although the impact of the seven projects is essentially good, in reality they are fairly limited situations whose effects have benefited a relatively small number of individuals compared to the size and breadth of the issues that characterise migration and local development. Obviously, the limits imposed by a modest budget and, above all, an extremely short duration, in addition to the geographical dispersion mentioned above, constitute a series of factors that have not helped the initiative to achieve a significant impact overall.

If, however, we change the perspective of observation and analyse the initiative as a "laboratory," then our reflection on impact can be enriched by other elements. In fact, the initiative as a whole was able to provide a wealth of valuable information about the impact of different modes of intervention. Very concretely, it can be stated that: (i) support for collectives generally has greater impact than support for individuals; (ii) the success of support for business creation depends on the extent to which the individual or collective already has an entrepreneurial spirit, both in terms of skills and predisposition to risk; (iii) support for improved farming practices generally has a good impact as long as there are no "technological revolutions" incompatible with the context; (iv) activities geared to the introduction of agroecology generally have a good impact; (v) poultry farming raised many problems and its impact was ultimately very disappointing; (vi) the introduction of sophisticated technologies had a fairly limited impact or no impact at all; (vii) impact was reduced in several cases by a lack of efficient maintenance and repair systems; (viii) the impact of communication activities was generally very high, and in some cases excellent; (ix) the impact is directly related to the duration of interventions which cannot, under any circumstances, be addressed with emergency frameworks and methods.

In general, it can be said that the economic impact of the initiative was average, while the social impact was much greater. In terms of environmental impact, the initiative was characterised by a lack of attention to these issues, which at times jeopardized positive outcomes.

On the other hand, although it is difficult to evaluate the impact of communication activities, the initiative undoubtedly reached a fairly wide audience with highly effective messages about illegal migration. In this sense, it can be assumed that in terms of communication, the impact of the initiative was very significant.

5.6 Sustainability

Summarised judgement of sustainability

The analysis of sustainability showed on average high performance by the seven projects. Specifically, four projects achieved excellent or very good levels (the NGOs CISV, LVIA, Terra Nuova and VIS), two achieved sufficient levels (ACRA and ENGIM), while only one project achieved a poor level of sustainability (GCI).

In particular, in terms of the positive aspects of sustainability, the following should be noted: the introduction of crop diversification; the introduction of horticulture during the wet season; access to land by those who were previously excluded from it; the involvement of local authorities, community leaders and religious leaders; the promotion of small businesses for the maintenance and repair of agricultural equipment; the use of new techniques and crop inputs (including improved seeds) appropriate for the local context; and the implementation of ad hoc market surveys to support farms and businesses.

Regarding negative aspects, the following are worth mentioning: the adoption of electric-powered processing systems for agricultural produce; the introduction of sophisticated and, above all, expensive technologies; the introduction of crop varieties not suitable for arid climates; the introduction of pesticides and herbicides in areas with a fragile eco-environmental balance and high costs; poultry farming in areas with extreme climatic conditions; the prioritisation of individual companies instead of community and collective ones.

Taking the initiative as a whole, sustainability is insufficient: the emergency rationale cannot be compatible with an approach suitable for an intervention aimed at local development or the reduction of migration. Even if the initiative were considered only as a "laboratory" for trialling new ways to influence the underlying conditions that favour illegal emigration, sustainability would be extremely inadequate, both because of the limited time, which certainly does not facilitate adequate trials of these new methods, and because it does not provide for any *exit strategy*.

The evaluation of sustainability did not consider the subsequent twin initiatives (AID 11274 and AID 11659) because firstly, there was no automatic link between the 3 different initiatives, and secondly, because the stakeholders were largely different between initiatives. In fact, the seven NGOs that implemented projects as part of the initiative under evaluation never had any certainty that they would be able to rely on additional funding to continue - or, in some cases, complete - the activities implemented under initiative 10733.

Undoubtedly, partly thanks to the "laboratory" initiative, some of the seven NGOs were able to capitalise on their experience with new missions on the same issues as 10733. An illustration of this is the case of the NGO ACRA, which operated as part of the AICS project, started in June 2018 with a three-year duration, on the issue of job creation /migration, or the EU-funded project (AMIF) for diaspora awareness in Europe (Italy, Spain and Belgium), or the case of LVIA, which was able to obtain substantial funding from the EU for mangrove rice cultivation in the coastal region of Guinea Bissau.

Although these developments are indirectly linked to the 10733 initiative, the judgment on sustainability can only be based on an analysis of what has been achieved by the individual projects.

5.6.1. ACRA Project

Sustainability analysis of the ACRA project highlighted some positive aspects and some problematic aspects.

Regarding action to support cereal processing by the distribution of mills, the decision to focus on mills powered by electricity instead of diesel in Senegal may paradoxically prove not to be sustainable. In fact, as previously pointed out in the analysis of the project's efficiency, access to electricity in some areas of the country - as well as in many other countries in the region - can be prohibitively expensive for farmers. In fact, on average, electricity is generally more expensive than diesel. In addition, the electricity supply is subject to frequent interruptions and shift patterns that can compromise processing activities by forcing women to work at times (e.g. at night) that are not compatible with family life (procuring food, preparing meals, housework etc). Furthermore, it must be remembered that electricity is produced by diesel-powered generators, which makes the choice even less sustainable, at least in some areas.

Conversely, the decision to use irrigation systems through the installation of eight fountains with tanks powered by solar pumps in the plots of Kabendou and Diaobé, again in Senegal, seems more sustainable, both for the use of renewable energy, and because in the areas concerned these technologies are fairly widespread, and maintenance and spare parts are available.

Action to promote crop diversification is also sustainable, both in terms of improved composition of the daily diet and to create economic alternatives - especially in Guinea Bissau - to dominant crops such as cashew.

Another positive aspect is the encouragement of horticultural production even during the rainy season, rather than only in the dry season. This practice allows farmers to increase their income and diversify their diet.

Lastly, poultry farming, promoted in both Senegal and Guinea Bissau, presents several sustainability issues. In fact, in addition to problems emerging during the implementation of the project in terms of excessive mortality rates at some sites due to high temperatures, the technologies involved in poultry farming are often characterised by a high degree of complexity. The management of a poultry house requires skills that are often difficult to acquire, due to the challenge of controlling many variables such as temperature, sanitary treatments, the easy spread of diseases - as in any type of intensive farming - the right amounts of feed and water, the availability of veterinarians and, last but not least, variables related to the market. Often, it only takes any one of these issues to undermine the hard work and investment of operators.

Based on the above considerations, the sustainability of the project can be considered average and open to significant improvement.

5.6.2. CISV Project

Thanks to some appropriately designed measures to permanently affect the social organisation of the territories involved, the CISV project achieved a high level of sustainability. Within this situation, there are several aspects worth highlighting.

The first relates to the issue of land in the Senegal River valley, one of the country's richest areas with the most problems of land access. Thanks to the involvement of the municipalities of Ross Bethio, Gnith and Ronkh, these areas allocated land to the project, to be used by young people and women from the three municipalities who, although farmers, did not have access to it. This concession was confirmed by the signing of an agreement in each municipality, between the mayor, the Conseil Communal de la Jeunesse and the beneficiaries.

The more technical aspects of agricultural water use in these areas were also designed for sustainability, such as the project's support for the artisan construction by a local producer of two motor pumps, which will be used in the three sites.

A further aspect that contributes to the high level of sustainability is the issue of agroecological transition, with the introduction of organic methods on newly settled plots, and improved rice seed to preserve the health of farmers and end consumers.

Another fundamental aspect is the training for beneficiary farmers and the establishment of management committees for the three areas.

Also worth mentioning is the role of local institutions and administrations, which were involved from the earliest stages of the project, such as the identification of beneficiaries and their access to land, as well as a focus on issues linked to the risks of irregular migration and support in the dissemination of the project's aims. Among the institutions involved, mention should also be made of SAED (Société

Nationale d'Aménagement des Terres du Delta et de la Vallée du Fleuve Sénégal) which was involved in providing additional irrigation equipment.

The Association of Senegalese in Turin, TOP IX (a consortium that has been active for over ten years on various fronts, from the management of internet infrastructure to a streaming platform in Turin) and the ONG 2.0 actively collaborated in the implementation of activities related to emigration, and will be an important reference point in the future.

In Guinea, the representative of the departmental technical service, RDA, took an active part in the project's work, in synergy with the agency's local counterpart, CNOP-G. In terms of support for the 30 mango growers, close collaboration was established with the *Guinée Fruit Corporation*, their largest customer, to use biostimulant products and biological control systems to combat mango whitefly.

In Guinea Bissau, close collaboration with the Platform of Rural Service Centres (RSC) was activated, partly in order to decide which were the most appropriate sites for the 6 threshing machines purchased by the project. In addition, particularly interesting in sustainability terms is the support for 10 seed multipliers, which acquires added value thanks to both the involvement of the Carantabà Centre and the potential to expand farmers' access to certified improved seeds.

All these elements result in a high degree of sustainability in the CISV project and its actions.

5.6.3. *ENGIM Project*

Despite the generally very good performance of the ENGIM project, regarding sustainability it is necessary to report some observations which may also apply to the initiative as a whole.

In fact, although on first analysis the results of the project are very good, several valuable indications emerge that could be taken into account for the identification, design and implementation of similar projects in the future. If all the 27 supported businesses are considered, it is evident that almost all of them are individuals who decided to start or expand an artisan or entrepreneurial activity.

Even if each individual business is able to create new jobs, the effects are still extremely limited compared to both the number of potential beneficiaries and the contribution such businesses can make to the economy of the area in which they operate. Moreover, in terms of sustainability, an important role is played by the decisions of individual entrepreneurs, who may in the future decide to expand their business, downsize or even close, if the activity proves no longer profitable.

On the other hand, if collective enterprises or, better, EIGs were supported, a multiplier effect could be achieved, increasing the impact and sustainability of the action. A clear example is the support work in the Kita area of Mali. In this area, the project supported 9 businesses, of which 8 are run by individuals and 1 by an EIG. Overall, this activity created 19 new jobs, 9 of which were for the EIG alone. In terms of increased turnover, the data seem to point in the same direction: while the average increase for the 9 companies is 80%, the EIG achieved an increase of 133%.

The EIG's performance was therefore much higher than that of the sole traders. Moreover, at the end of the project, the EIG in question - which deals with waste collection and disposal in the city of Kita - extended its services from 100 to 800 families, offering work to 15 young people; thus helping to keep the city clean, with positive effects on the health of the population.

Also in terms of sustainability, therefore, there can be considerable differences between support for individuals or collectives, the latter having the potential to act as multipliers on social and economic circumstances. This aspect can be decisive, in view of the fact that the resources available - as in the

case of funding made available to the initiative - are always extremely limited compared to the demand for support on the ground.

For the reasons stated, the project's sustainability is estimated to be average.

5.6.4. GCI Project

The sustainability of the GCI project is wholly inadequate, for multiple reasons partly described in the analysis of other evaluation criteria.

All its activities are characterised by the introduction of technologies that are ill-suited to the context, an area with extreme geo-climatic characteristics and isolated from the rest of the country, in need of a real revolution in agricultural practices. Specifically:

- the adoption of photovoltaic systems to power irrigation in a very isolated region cannot be considered sustainable, due both to the "technological leap" that such systems would require, and the distance from urban centres (Saint Louis 417 km and Tambacounda 251 km), which would entail considerable difficulties for maintenance work and the sourcing of spare parts; moreover, both maintenance and repairs would involve costs unaffordable for the farmers involved;
- the introduction of fruit trees, such as bananas and mangoes, with high water requirements does not appear sustainable in the particularly arid environment of the area;
- the use of pesticides and herbicides is not sustainable in an extreme context such as the Matam region and, moreover, their use entails costs that are unaffordable by farmers.

Moreover, the elimination of OMVS and ISRA as project partners exposes the beneficiaries to the sole assistance of a private company, Cultivert, for technical choices and procurement of inputs.

Finally, it should be mentioned that with regard to photovoltaic systems, no training was provided except for a short course 5 days after the close of the project. Lacking any kind of trial phase for the newly introduced technologies, the process of appropriation by beneficiaries was not considered at all by the project.

5.6.5. LVIA Project

LVIA's project, theoretically with an excellent degree of sustainability, is characterised by two aspects that lessen its performance.

The first aspect concerns the characteristics of migrants returning to Senegal. In fact, these are individuals most of whom, having made the decision to return to their country of origin, already had not only a strong predisposition to start a business or artisan activity, but probably had varying capital sums to do so.

By supporting such a decision, the project undoubtedly facilitated better conditions and guarantees for successful start-up activities. In this framework, sustainability can only be very high because it is based on desires and decisions that are deeply rooted in returning migrants. However, this approach effectively excludes those who wish to return but do not have the skills or the start-up capital to embark on a new business. In other words, the project runs the risk of favouring the "strongest" migrants, i.e. those who are better equipped in terms of skills and resources; in numerical terms, the majority.

The second aspect relates to the activities cancelled in Mali, Bamako and, especially, Gao, to support Senegalese migrants in transit to European destinations. Over and above security concerns due to the terrorist threat in northern Mali, which quite rightly prompted LVIA to suspend the activity, the

question arises whether such an action can be considered sustainable. The issue concerns the capacity of an NGO to manage this type of activity, for which a supranational organisation such as IOM would probably be more suitable.

In fact, the opening a help desk to assist migrants in transit should in itself guarantee a stable point of reference, and certainly not be limited to a project lasting a few months.

Despite the two issues mentioned, the sustainability of the project is considered as very good.

5.6.6. Terra Nuova Project

The Terra Nuova project has an excellent level of sustainability.

From the outset, each activity was designed with future sustainability in mind. To this end, beneficiaries were affiliated with cooperatives and technical partners, and training facilities were provided.

Farming and livestock businesses were able to benefit from relais beneficiaries, acting not only as multipliers of actions, but also as reference points for their entire communities.

The creation of micro-enterprises was also preceded by a careful assessment of sustainability, by means of targeted market surveys in their local areas.

Also notable is the implementation of numerous training activities aimed at local public officials responsible for social development and youth policy, religious leaders, community leaders etc. This involvement enabled the adoption of a community-based and collective approach to creating new employment opportunities, both in agriculture and in support for new micro-enterprises.

It is precisely this community-based, collective approach that gives the project a very high degree of sustainability.

5.6.7. VIS Project

Lastly, the VIS project has an excellent level of sustainability.

Training activities were designed in close collaboration with the world of work in the region through the Office of Job Placement, and the employment/apprenticeship opportunities this provides were a key aspect of the project's success and sustainability. The partnership with ANPEJ was an additional contributor to sustainability in this regard.

Regarding agro-forestry enterprises, the final project report states that "... the activities related to agricultural supply chains carried out by the local partner EXPERNA were already in place before the start of the project (with varying levels of formalisation and solidity), thanks partly to an effective network in the trial area. The provision of funding and cognitive tools, the purchase of tools, equipment and buildings, strategic planning and support from the partner farmers' organisation are more than adequate tools to ensure the project's sustainability..."

Finally, the presence of the Salesian religious order in the region for over a decade, and their widespread activities, together with those of EXPERNA; their in-depth knowledge of the territory and the reputation enjoyed by both, are an excellent guarantee of sustainability for the VIS project.

5.6.8. Sustainability of the initiative as a whole

In terms of the initiative as a whole, sustainability is insufficient. In fact, as already amply discussed, the rationale of emergency cannot be compatible with the requirements of an intervention aimed at local development and the reduction of migration.

In reality, even analysing the sustainability of an emergency initiative risks being a purely abstract and contradictory exercise, since the emergency approach does not consider the various aspects of sustainability, except in specific cases.

If we want to proceed to an analysis of sustainability, the initiative as a whole - partly intended as a laboratory for the trialling of new ways to affect the underlying conditions that encourage illegal migration - would be seriously lacking, due both to the limited time period, which certainly does not facilitate adequate testing of such new methods, and to the fact that it does not provide for any *exit strategy*.

5.7 Visibility and Communication

Summary judgment on the additional criteria of visibility and communication

Analysis of the additional criteria of communication and visibility revealed very high performance on average. In fact, 5 projects out of 7 obtained very positive ratings for both communication and visibility, while only two projects registered less positive outcomes, respectively CISV, whose level was average, and GCI, which was rated decidedly inadequate.

Positive aspects regarding communication include the use of a wide range of communication tools; the differentiation of messages on the basis of tools and audiences; the use of indirect communication based on the day-to-day difficulties of people left behind (wives, children, friends, migrant communities); informal "chats" and door-to-door awareness-raising; intensive use of social media for messages addressed specifically at young people; the use of traditional forms of communication such as travelling theatre; direct testimonies from migrants; the involvement of local journalists and professional communicators; the intensive use of radio broadcasts; the use of action research as a tool for knowledge and communication.

The few less positive or partially problematic aspects include the introduction of communication technologies that are too sophisticated to be used (e.g. an app for potential migrants); lower than expected involvement of the diaspora in Italy.

In terms of the initiative as a whole, communication was one of its greatest strengths. In fact, the initiative made use of an indirect style of communication aimed at conveying positive messages through the testimonies of young people, rather than direct and tragic descriptions of irregular emigration.

Finally, regarding visibility, both the initiative as a whole and almost all the seven projects helped to raise awareness of Italian Cooperation and its work.

Considering the additional criterion of communication, particular attention was paid to the innovative nature of the communication tools used and the originality of the messages, as well as - of course - the involvement of the families of individuals who are directly or indirectly affected by migration, especially irregular migration. This focus on the innovative nature of communication is consistent with the purpose of the initiative as a whole, which intends to offer its contribution as a pilot scheme, or "laboratory" experiment, in view of greater commitment to issues linked to managing migration.

In terms of visibility, given the time that has passed since the conclusion of the activities, the analysis was carried out solely through consultation of documents in various formats (reports, articles in the press, recordings of radio broadcasts etc).

5.7.1. ACRA Project

The project performed very well in both communication and visibility.

For communication, a number of tools were used: in Senegal, 1 radio programme broadcast weekly on a community radio station, 20 re-broadcasts on national and community radio, as well as 2 broadcasts to introduce and conclude the project respectively. In Guinea Bissau: 3 radio programmes (1 national and 2 community radio stations) with weekly broadcasts.

There were also 28 film screenings and a 7-day film forum, and 62 community debates.

The average number of women attending "causeries" ("chats") and film screenings was 42% of participants in Senegal and 34% in Guinea Bissau.

The visibility of Italian Cooperation as funder of the ACRA project is excellent. Both the project brochure and the information panels at sites of operation are clear and indicate Italian funding. The ACRA Facebook page is extremely comprehensive, as is the website of its partner Mani Tese, which gives beneficiaries a voice and reports a wide range of experiences. Also interesting is the awareness-raising poster created by Mani Tese in Guinea Bissau, "Ripartire restando" ("Start anew by staying").

5.7.2. CISV Project

Regarding communication, the innovative activities devised by the NGO were not implemented, due to the complexity of the systems introduced, which made them effectively unusable, particularly the migrant services phone app. However, the more traditional activities were carried out, such as radio broadcasts on the risks of irregular migration for adults and minors, and three travelling theatre companies.

In addition, it should be noted that the involvement of diaspora organisations in Italy was actually limited - contrary to what was indicated in the final report - to a generic collaboration with some leaders during the project planning phase.

The visibility of Italian Cooperation was adequate.

In summary, analysis of communication and visibility indicates an average level. The visibility of the CISV project is good. All training materials, such as the "formation en gestion de périmètres agricoles", or the business training manual, are also tools for visibility.

5.7.3. ENGIM Project

The project implemented excellent communication initiatives using a wide variety of tools and an innovative approach. The content of these activities takes the form of a genuine counter-narrative on the risks of irregular migration, addressing sensitive issues such as the consequences for families, the difficulties of married life at a distance and the inevitable cases of divorce and, last but not least, the relationship between young people and the process of radicalisation.

Communication activities carried out in Italy, with testimonies from immigrants residing in the Italian regions, are also extremely valuable.

The visibility of the ENGIM project is excellent, as the tools used to publicise the initiative are clear and diverse. In addition to a very useful brochure, a number of press releases were issued at various stages of the project. Additional visibility came from the discussion workshop on the issue of migration, with journalists and project beneficiaries. Also useful in terms of visibility is the video "Histoires des migrations", produced as part of the project.

In summary, the level of communication and visibility of the project is excellent.

5.7.4. GCI Project

The project's communication activities were of an adequate level, both quantitatively and qualitatively.

Seventeen focus groups took place, albeit as part of a survey on migration, and a theatre performance. Finally, 5 awareness-raising sessions were conducted, one for each of the villages involved in the project.

Visibility was seriously affected by the late execution (a few days before the end of the project) of the most important activities, such as the activation of the photovoltaic system to power irrigation and the overlap - and confusion - with the CREA project, funded by the Italian Ministry of the Interior. For these reasons, visibility cannot be judged sufficient.

5.7.5. LVIA Project

The communication activities of the project were good, both quantitatively and qualitatively, with important awareness-raising actions aimed also at local institutions.

The project's partnership with Caritas Thiès and other local associations helped to amplify its visibility. Visibility in Italy, through Senegalese diaspora associations in Lombardy, Piedmont and Tuscany, is also good.

Visibility of Italian Cooperation is also good considering the activities carried out.

5.7.6. Terra Nuova Project

Excellent level of communication by the Terra Nuova project, both in terms of the considerable number of communication actions, and for their innovative content, in which the involvement of two Malian operators in the sector (Afribone and Donko Seko) was decisive.

The visibility of the Terra Nuova initiative in Mali was very good. In addition to the high quality banner designed, the NGO's focus on the project's visibility in Italy is extremely positive. The "Quaderni migranti" ("Migrants' notebooks") published in Italy are of high quality and an interesting contribution to the debate on migration.

5.7.7. VIS Project

The activities of the VIS project were of an excellent standard, both in terms of the large number of actions carried out and beneficiaries engaged or reached by the messages, and for the innovative nature of the communication tools used.

Particularly noteworthy is the action research initiative involving 800 individuals. This tool is of great interest because it successfully combines the need to produce knowledge with awareness raising and communication of messages linked to specific themes, in our case the issue of irregular migration.

From a quantitative point of view, many other initiatives can be mentioned, including 4 music events; 22 forum theatre events; 5 radio broadcasts; numerous radio commercials; a constant social media presence; 61 community "causeries"; 318 doorstep encounters; 15 meetings in middle and secondary schools in the four municipalities involved etc. In total, the messages of the various communication activities reached several tens of thousands of individuals.

From a visibility standpoint, the project's performance is also excellent. The brochure is very clear, as are all the communication and visibility materials produced by the project. The visibility of Italian funding is also amplified by the activities run by the Don Bosco Vocational Training Centre.

5.7.8. Visibility of the initiative as a whole

The initiative as a whole had excellent communication.

Rather than conveying messages about the risks of irregular migration, communication focused on "inspiring stories of life and work," which proved to have immediate impact and great appeal to the target audience of potential migrants and their families. Basically, this was an indirect style of communication aimed at conveying positive messages through the testimonies of young people, rather than direct and tragic descriptions of irregular migration.

The campaign was carried out through radio broadcasts ("Foo Jem") and local TV. Moreover, this "Foo Jem" activity was replicated in the subsequent AID 11274 program. In this sense, it can be said that, in terms of communication, the initiative totally fulfilled its function as a "laboratory", with an activity that proved to be extremely effective and also useful for subsequent initiatives.

While Foo Jem was designed specifically for Senegal, and therefore highly innovative in content, "Cinemarena" is a standard initiative, which AICS replicates in several countries.

In terms of communication, therefore, the initiative as a whole undoubtedly achieved very important results that probably constitute the true innovation in a programme to address migration issues. However, it should be noted that communication did not focus on women, but only - albeit with excellent results - on positive testimonials aimed at young people.

Overall, the initiative achieved a good level of visibility in the areas covered by the various projects. The visibility of Italian and AICS funding is evident in almost all the communication and training tools used by the seven implementing NGOs.

The many communication activities carried out through radio, video, social media and training/awareness-raising workshops gave the initiative good visibility. This visibility was particularly evident in areas of initiative implementation, and less so at national level.

The successful involvement of local authorities (e.g. RDAs in Senegal) in the work of the seven projects undoubtedly enhanced visibility.

Finally, the communication activities implemented by AICS, i.e. the "Cinema Arena" and "Foo Jem" initiatives, resulted in good visibility for Italian Cooperation.

6. Conclusions, lessons learned and best practices

6.1 Conclusions

The analysis conducted thus far has highlighted a sort of paradox between the performance attributable to the initiative as a whole and that of the individual projects that composed it.

In fact, while the initiative as a whole displays quite a few critical points, especially in terms of its emergency rationale and approach, in reality the individual projects, with rare exceptions, achieved excellent performance, in some cases exceptional. This confirms the validity of relying on OCDs in the countries concerned, albeit within the limitations imposed by the short duration and emergency approach of the initiative.

In reality, the general success of the individual projects is mainly due to the fact that the implementing NGOs seem to have followed different rationales and approaches from those of the initiative overall, attributing greater importance to dynamics, methods and tools typical of the development approach - and local development in particular - rather than the semantic and organisational style typical of emergency interventions.

However, taking the initiative as a whole, two additional aspects must be considered, which largely explain the judgment made by the evaluation team. The first of these concerns the pilot nature of the initiative, whose purpose was to trial innovative methods of intervention on the issue of migration, and irregular migration in particular. This aspect has indeed provided important insights, especially with regard to communication methods.

The second aspect concerns the fact that these indications have not been the subject of a capitalisation exercise, which could have valorised the many successful experiences and good practices that emerged.

In terms of the performance of individual projects, this could have been improved if the time available had not been limited to nine months which - due to the dynamics of development - is a completely insufficient and inadequate timescale.

Despite the handicap of the extremely limited duration and some objective circumstances, such as having to operate under suboptimal security conditions (especially in Mali), the judgment remains generally positive. As can be seen from the table below, the values are all positive or very positive and in fact, with the exception of the GCI project, there are no cases of particular criticality. With regard to the latter, it should be noted that the failure is due to an underestimation of the complexity of introducing technologies that are excessively sophisticated for the context.

The following table summarises the ratings of the seven projects according to the evaluation criteria adopted. Green indicates a positive or very positive rating, while yellow indicates an average rating with some problems detected. Red indicates an inadequate or strongly inadequate rating.

	ACRA	CISV	ENGIM	GCI	LVIA	Terra Nuova	VIS
Relevance	Yellow	Green	Yellow	Red	Yellow	Green	Green
Coherence	Yellow	Green	Green	Red	Yellow	Green	Green
Efficiency	Yellow	Green	Yellow	Red	Green	Yellow	Green
Effectiveness	Yellow	Green	Green	Red	Yellow	Green	Green
Impact	Yellow	Green	Green	Red	Green	Yellow	Green
Sustainability	Yellow	Green	Yellow	Red	Green	Green	Green
Visibility	Green	Yellow	Green	Red	Green	Green	Green

6.1.1. Relevance

The relevance of the seven projects appears to be average to very good.

Positive aspects of the projects include, in general:

- the link between deconstructing the myth of migration and communication aimed at young people;
- the production of knowledge, through research and socio-anthropological surveys, on the phenomenon of migration in the areas covered by the projects;
- the full involvement of local, traditional and religious authorities;
- partnerships, including for the provision of services, with local institutions and businesses;
- the use of business incubators and mentors to support the creation or development of micro-enterprises;
- the adoption of well-structured strategies to create alternatives for potential migrants;

- training directly related to local market and private sector demand.

Less positive aspects concerning relevance include:

- the introduction of production and marketing systems that are not particularly suited to the context, particularly poultry farming;
- the underestimation of the importance of machinery maintenance and repair;
- the underestimation of market and/or private sector dynamics at local level;
- the adoption of selection criteria for beneficiaries which are not defined in detail;
- a misconception of agroecology, in the name of which real "technological revolutions" were proposed, rather than gradual solutions more appropriate for a process of "technological transition".

Almost all the projects (with the exception of the VIS project) have shortcomings in their logical frameworks. In general, indicators are not measurable and refer only to the implementation of the activity.

Regarding the initiative as a whole, relevance is insufficient, mainly due to the adoption of procedures, rationales and mechanisms typical of emergency interventions to address issues - such as migration - that are structural in nature and deeply rooted in the society and culture of West African populations. This approach imposed timescales incompatible with the implementation of activities which, with the exception of communication, require time to have an appreciable impact in terms of changing the underlying conditions that favour migration. Therefore, despite defining itself as a "pilot scheme" or "laboratory" to trial new ways of combating the phenomenon of migration, in particular illegal migration, the initiative was actually of little relevance, precisely because in reality action to change the drivers of illegal migration is linked to the logical, semantic and temporal aspects of local development. In fact, the seven NGOs implemented real local development interventions, although the initiative arose in the context of an emergency.

6.1.2. Coherence

The coherence of the seven projects is, on average, very high, while it is low for the initiative as a whole.

Positive aspects worth mentioning are:

- the involvement of local institutions and partners to achieve greater alignment with national and local policies;
- the involvement of supranational organisations and bilateral and multilateral cooperation agencies working in local development and, to a lesser extent, migration;
- the involvement of organisations from the world of production and the private sector, and the signing of formal agreements with these for a better relationship between supply and demand in the labour market.

As for the less positive aspects, the following should be mentioned:

- the absence of relationships with state and local governments, as well as regional development agencies (limited to one project);
- the use of cultivation practices (herbicides and pesticides) that contradict the objectives of the project (limited to one project).

The initiative as a whole does not appear to have been linked with other Italian Cooperation interventions in the countries concerned, nor were links established with projects already underway. Relationships with national authorities also seem to be absent, as are references to policies in place

in the four countries on issues of local development and migration. Finally, the level of coherence is low due to a failure to capitalise on the experience gained by the initiative.

6.1.3. Efficiency

The analysis of efficiency revealed a very good average level, albeit with major differences between the seven projects.

Positive aspects include:

- full use of the resources made available;
- adherence to the timeline of activities;
- savings that enabled additional unplanned activities;
- the implementation of regular monitoring activities and field visits, as well as coordination meetings between project partners;
- excellent command of the logical framework;
- the completeness of activity reports.

In terms of negative aspects, the following should be mentioned:

- non-compliance with the timeframe;
- failure to comply with administrative and accounting procedures;
- the choice of local partners who are inadequate to the tasks and skills required.

The efficiency of the initiative as a whole is less positive for at least four reasons: shortcomings in the logical framework of the implementing projects; the inapplicability of indicators; the absence of indications regarding the monitoring of the actions; the overlap between the agricultural season and the project activities.

6.1.4. Effectiveness

The projects' performance against the effectiveness criterion is generally very good, with some important variations.

Positive aspects of effectiveness include:

- actions were implemented as planned, and in some cases even exceeded;
- the use of a variety of communication tools appropriate for the local context;
- the technical content of agricultural activities compatible with local social and institutional circumstances;
- linkage with private sector actors for marketing activities;
- mentoring for agricultural and livestock-related activities;
- the use of relais beneficiaries to multiply the effects of interventions;
- the involvement of middle and secondary schools in Italy and in the countries concerned on migration issues.

Problematic issues include:

- the problematic nature of poultry farming, with high mortality rates;
- the extremely partial involvement of the diaspora;
- unclear criteria for selecting beneficiaries;
- the introduction of overly sophisticated agricultural technologies;
- the ideological conception of agroecology;
- the priority given to economically "better-off" returnees at the expense of those lacking resources.

For the initiative as a whole, the criterion of effectiveness was fairly positive as a "pilot initiative" or "laboratory initiative". Aspects with a high level of effectiveness include: a focus on better understanding of the migration phenomenon at local level; training activities directly linked to market demand or more generally to the context; addressing the land issue by offering access to land to those who are normally excluded from it; the involvement of local authorities and partnerships with local centres of expertise; the valorisation of micro-enterprises, artisan businesses and self-employment; the involvement of the diaspora in Italy and its organisations; and, above all, the trialling of extremely innovative forms of communication and awareness-raising.

Less positive aspects concern: poor relations with national administrations in the four countries involved; the introduction of crops and cultivation (and breeding) systems that are not suitable for certain contexts with extreme climatic characteristics; a conception of agroecology based on ideological positions rather than on the reality of individual localities; the introduction of sophisticated technologies that did not take into account the actual management capacity of the beneficiary populations.

6.1.5. Impact

Generally speaking, the impact of the seven projects varies enormously, both in terms of the projects themselves and in relation to the three main areas whose impact was considered: economic, social and environmental.

Regarding economic impact, the seven projects produced good results on average, but it should be noted that some projects achieved excellent performance, others much less good and even, in one case, the outcome was decidedly negative.

Positive aspects of the economic impact relate to: support activities for business creation; introduction of agroecology; rationalisation of agricultural practices and processing of agricultural produce; small ruminant breeding businesses; vocational training courses; reintegration of returning migrants; links between market supply and demand.

Problematic aspects of economic impact include the introduction of technologies not suitable for the context; activities related to poultry and fish farming; underestimation of market and private sector dynamics; maintenance and repair of agricultural machinery and equipment.

In terms of social impact, performance is generally very high and concerns, in particular, the recognition of the status of women with a view to their greater centrality within their families and communities, the dynamization or re-dynamization of associations (such as EIGs, particularly of women), the social reintegration of returning migrants and individuals fleeing from conflict and insecurity (especially in the northern regions of Mali). The issues that emerged in terms of social impact concern the frustration of potential beneficiaries excluded from project support, and the conflicts that emerged due to the consequences of some particularly unsuccessful activities such as, for example, poultry farming.

With the exception of a few cases, environmental impact does not appear to have been a particular priority of the seven projects, and consequently performance in this regard is on average low. In fact, even activities that were particularly successful in terms of economic impact, such as support for collective enterprises for waste collection, do not place adequate attention on certain environmental issues, such as the absence of properly managed landfill sites for waste disposal. Other projects simply ignored the issue of environmental impact, and even went so far as to introduce chemical pesticides and herbicides in areas with a fragile ecological balance. Among the positive aspects, mention should undoubtedly be made of the introduction of agroecological practices which, moreover, was highly successful and had excellent impact among the beneficiaries.

Regarding illegal migration, the activities of the seven projects and the initiative have not produced - at least in an evident manner - a reduction in the phenomenon, partly due to the limited economic impact of some activities. However, even where activities had a good impact, cases of beneficiaries who, despite positive changes in their lives, have not given up the idea of emigrating, sometimes even by illegal means, are not at all rare.

Finally, with regard to the initiative as a whole, beyond the considerations previously outlined regarding the limited duration which inevitably affected the impact and even in the absence of precise data, it is possible to hypothesise the major impact of the communication activities, which stood out for the effectiveness of the tools used, the originality of the messages and the number and variety of audiences reached.

6.1.6. Sustainability

The analysis of sustainability underlined the high average performance of six projects, while the seventh showed major shortcomings.

Positive aspects of sustainability include:

- the introduction of crop diversification;
- the introduction of horticulture during the wet season;
- access to land by those who were excluded from it;
- the involvement of local authorities, community leaders and religious leaders;
- the promotion of artisan businesses for the maintenance and repair of agricultural equipment;
- the use of new cultivation techniques and inputs (including improved seeds) appropriate for the local context;
- the implementation of ad hoc market surveys to support agriculture and business.

In terms of negative aspects, the following should be mentioned:

- the adoption of electric-powered processing systems for farm produce;
- the introduction of sophisticated and, above all, expensive technologies;
- the introduction of crop varieties not suited to arid climates;
- the introduction of pesticides and herbicides in areas with a fragile environmental balance, and at high costs;
- poultry farming in extreme climatic areas;
- the priority given to sole traders rather than community and collective enterprises.

The sustainability of the initiative as a whole is insufficient. In fact, the rationale of emergency cannot be compatible with the requirements of an intervention aimed at local development and the reduction of migration. Even if the initiative were considered only as a "laboratory" for trialling new ways to influence the underlying conditions that favour illegal emigration, sustainability would be extremely inadequate, both because of the limited time, which certainly does not facilitate adequate trials of these new methods, and because it does not provide for any *exit strategy*.

6.1.7. Visibility and communication

The additional criteria of communication and visibility averaged very high levels of performance.

Positive aspects regarding communication include:

- the use of a wide variety of communication tools;
- the differentiation of messages according to tools and audiences;

- the use of an indirect style of communication based on the day-to-day difficulties of those who remain (wives, children, friends, migrant community);
- informal "chats" and "door-to-door" awareness-raising;
- intensive use of social media for messages aimed specifically at young people;
- the use of traditional forms of communication such as travelling theatre;
- direct testimonies from migrants;
- the involvement of local journalists and professional communicators;
- the intensive use of radio broadcasts;
- the use of action research as a tool for knowledge and communication.

The few less positive, or partially problematic, aspects include: the introduction of communication technologies that are too sophisticated to be used, and the involvement of the diaspora in Italy, which was less than expected.

For the initiative as a whole, communication was one of its greatest strengths. In fact, the initiative employed an indirect style of communication, which aimed to convey positive messages through the testimonies of young people, rather than direct and tragic descriptions of irregular migration.

Finally, regarding visibility, both the initiative as a whole and almost all the seven projects helped to raise awareness of Italian Cooperation and its work.

6.2 Best practices and lessons learned

6.2.1. Best practices

The activities carried out by the seven projects and the initiative as a whole highlighted a significant number of best practices. For reasons of space, the following are those that may be most useful for similar interventions in the future.

Access to land. This is a key issue in the work to combat migration; it was addressed very effectively by the CISV project, and is based on the active involvement of Senegalese institutional actors at the local level, guaranteeing strong sustainability. Access to land for individuals who are normally excluded from it is an essential condition for the creation of alternatives to exodus from their places of origin.

Use of local producers. The use of local agricultural equipment producers, where possible, is a key practice to amplify the impact of projects and extend their benefits beyond the primary beneficiaries. This was implemented by CISV in the Senegal River valley for the artisan construction by a local manufacturer of motor pumps for irrigation use.

Collective beneficiaries. The experience of the initiative has shown that it is more beneficial, in terms of effectiveness and especially impact, to support collective stakeholders, for example the EIG that provides waste collection in Kita, Mali, supported by ENGIM, rather than individuals.

Mentoring. The experience of the ENGIM project highlighted the importance of mentoring as ongoing support for beneficiaries, especially when they have to deal with market and private sector dynamics. Mentoring can ensure the success of the intervention and its sustainability over time, particularly for activities that support the creation of micro-enterprises.

Communication through positive messages. The initiative as a whole highlighted the importance of indirect communication based on positive messages about irregular migration. These messages, aimed primarily at a young audience, are more attractive and effective than those whose content relates directly to the risks. For young people, in fact, the issue of risk does not always act as a

deterrent for those who, lacking opportunities in their own country, choose to emigrate, including by illegal means.

Communication about the conditions of those remaining. The experience gained by ENGIM, particularly in Mali, highlighted the great effectiveness and the strong impact of communication content concerning not only migrants but also their families. Issues such as the difficulties of married life at a distance and in particular of wives, children growing up without a parent, the frequency of divorce etc. revealed the problems of those who live "on the other side", and women in particular, demonstrating the harmful consequences of irregular migration, both on migrants themselves and on the lives of their families and communities.

Production of knowledge. One of the central issues of irregular migration concerns both the estimation of the scale of the phenomenon - which, by definition, eludes official statistics - and the understanding of the multiple motivations that drive it. The priority given by the initiative as a whole to the production of knowledge about migration in the regions covered by the projects is to be welcomed as a good practice, as this is an essential factor in identifying effective responses in terms of actions that directly affect the underlying reasons for exodus.

The function of relais farmers. The use of relais farmers by the Terra Nuova project is an effective practice, as it facilitates changes in technical and organisational methods, amplifying the impact of actions and improving the sustainability of changes introduced. Such farmers effectively become genuine "multipliers" of actions.

Market surveys. Market surveys proved to be an excellent tool for understanding the relationship between supply and demand and, consequently, for better regulation of project activities. This is the case with regard to business creation in the case of the ENGIM project, support for agricultural activities in the Terra Nuova project, or the training activities of the VIS project.

Group dynamics. The VIS project underlined the importance of group dynamics, both in training activities and in the implementation of individual actions. The establishment of a group dynamic allows difficulties and problems common to the beneficiaries to be overcome through comparison and sharing, and above all by tackling the individual isolation of those seeking an alternative to emigration.

The adoption of a communication plan. The experience gained by ACRA highlighted the importance of having a real communication plan, through the creation of a schedule of radio programmes, broadcasts and interventions that mark the salient moments in the life of the project. This approach allows continuous and regular communication which is fully integrated with the actions, thus overcoming the problem common to many interventions, in which communication is only one of the activities, and often unconnected with the rest of the project.

Pension rights for returning migrants. The issue of migrant pensions is often an insurmountable obstacle for those who decide to return to their country of origin. In this regard, the experience of the LVIA project is exemplary, since migrants returning from Italy were informed about the services offered by INCA/CGIL in Dakar and their right to apply for an Italian pension. For those who were interested, data were collected in order to request the contribution, thanks to the project's direct collaboration with INCA/CGIL Dakar.

6.2.2. Lessons learned

The evaluation team believes the following lessons learned should be highlighted.

Logical framework. Despite the very high average performance of the seven projects, the poor formulation of logical framework remains a major obstacle, both for monitoring and evaluation and,

above all, for any corrections of course that may be necessary. With the exception of one case, the projects failed to produce meaningful information, due to their inability to apply sensitive indicators to measure the changes produced.

Technological revolutions. The introduction of technology must be fully compatible with the context if failure or potential rejection is to be avoided. The technology itself - such as photovoltaics - may be appropriate in one region but not necessarily in another, even within the same country.

Agroecology. The very current - and to a certain extent fashionable - issue of agroecology should also be measured against the real possibility of its adoption by beneficiaries. Basically, it is a question of avoiding "technological leaps", often the result of ideological positions, and of verifying on each occasion the technical, social, institutional, environmental and economic compatibility of new agricultural practices to be introduced. It is often more effective to introduce agroecology gradually, in a genuine "transitional" approach, in the knowledge that any change in established practices will happen progressively.

Support for collectives. Support for collective organisations such as EIGs, cooperatives etc. is more effective than support for individuals. Indeed, the experience of the projects has shown that individual activities are influenced by numerous variables which cannot always be controlled and managed. Collectives, on the other hand, are not only governed by codified rules, but also have a greater potential impact on the social and economic circumstances of their areas.

The role of the diaspora. There is often a tendency to overestimate the role of the diaspora as a point of reference for mitigating the phenomenon of irregular migration. While the testimonies of those who have suffered the dramatic consequences of illegal immigration could theoretically act as a disincentive for those intending to leave their country illegally, in reality the diaspora can also have the opposite effect, in other words, facilitate migration, since it can not only suggest how to avoid or reduce the risks of the journey, but also represents an effective network of solidarity that replaces the family in the destination country.

The scattered nature of interventions. The splitting of interventions into micro-projects in more than one country greatly reduces their potential impact on the phenomenon of migration. For greater impact, it might be more effective to concentrate resources on geographically defined and circumscribed local objectives. In this sense, multi-territorial interventions may not be the best solution for tackling migration.

The real interest of countries affected by high emigration rates. Any intervention to lessen the phenomenon of migration, especially illegal migration, must necessarily address the sometimes divergent economic interests of families and the communities they belong to, as well as the countries involved. In this sense, the importance of emigrants' remittances for the lives of their families and local areas, and also on the GDP of many countries, can be a factor hindering the success of interventions to combat migration.

7. Recommendations

In conclusion, the evaluation team makes the following recommendations.

Recommendations to AICS

- 1 Avoid using the tools and procedures of emergency interventions to address the phenomenon of migration, which is structural nature and linked to development. A nine-month initiative on the issue of migration - or the conditions that drive it - is wholly incompatible with changes and processes that occur in the medium and particularly the long term.
- 2 The issue of migration can be addressed at regional level in the case of interventions in limited cross-border areas, in urgent emergency interventions and where budgets are substantial. Otherwise, regional intervention may be dispersive in terms of impact and use of resources.
- 3 Act in synergy with government authorities regarding national migration policies, and encourage greater coordination with donors active in these issues.
- 4 Avoid geographical dispersion of interventions and resources, and focus efforts on well-defined geographical and territorial goals.
- 5 Improve definition of the theory of change underlying initiatives; a poorly formulated theory - or no theory at all - is likely to be a serious obstacle to the relevance and coherence of the actions.
- 6 Pay greater attention to the logical framework of projects submitted by proponents; these must contain a clear description of outcomes, activities and indicators; the latter must be measurable and record changes that have occurred, and not simply the execution of activities.
- 7 Devote more attention to monitoring, not only for administrative aspects or as mere verification of the implementation of activities, but also for the dynamics and processes activated, as well as preliminary results or effects; only constant monitoring can provide indications on the need to adjust the aim - or even the logical framework - and to adapt strategies.
- 8 Promote initiatives to capitalise on experience; in the case of programmes structured in several projects and of a "pilot" nature, encourage the process of capitalisation, partly by means of horizontal communication between the different actors, which is useful for the identification of good practices and lessons learned.
- 9 Make greater use of the content of interim and final reports from project implementing bodies, with a particular focus on suggestions made.
- 10 Carefully check any overlap between projects of the same NGO in the same places funded by different entities, in particular the Italian Government, avoiding duplication of actions and costs.

Recommendations for NGOs and AICS

- 11** Always define a *baseline*, i.e. the initial situation, both in order to develop responses appropriate to the real situation and to measure the effects of the intervention.
- 12** Pay particular attention to the environmental sustainability of actions: sometimes technological inputs suitable for one area may not be appropriate for another, even if located in the same region or country; agroecology must always be adapted to the context in which it is to be introduced.
- 13** Pay more attention to a preliminary analysis of environmental impact. Improvement of the conditions of the area, particularly in economic terms, cannot disregard the potential environmental damage that may be produced by the actions of development projects.
- 14** Adopt a systemic approach to interventions concerning migration, which is linked to local development issues, technological transition in agriculture, land reform, gender equality, respect for human rights etc.
- 15** Pay special attention to gender equality issues related to local development and migration. Although it is mostly men who emigrate, women play a key role both in decision-making within the family and in dealing with the consequences of family members far from home.
- 16** Formulate beneficiary selection criteria more clearly and transparently. The need to limit the number of beneficiaries, due to limited resources and the enormous demand for support, must take into account that any selection process can lead to conflict and frustration among those who are excluded.
- 17** Experiment with forms of social and economic reintegration for returning migrants other than business creation; this method ultimately favours the "strongest", i.e. those who have already decided to return and who have small amounts of capital and skills, to the detriment of those who have neither means nor skills to employ in their country of origin.
- 18** Experiment with more effective forms of diaspora involvement which can go beyond superficial or accessory functions within projects; while the diaspora can play an important role in mitigating illegal migration, it is also true that it can encourage it by providing solidarity/territorial/family relations.

ANNEXES

ANNEX 1: I Terms of Reference



*Ministero degli Affari Esteri
e della Cooperazione Internazionale*

MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE INTERNAZIONALE

DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO

Ufficio III

Sezione Valutazione

TERMINI DI RIFERIMENTO

PER LA VALUTAZIONE INDIPENDENTE DEL PROGRAMMA

***“Iniziativa di emergenza in favore dei rifugiati, dei migranti e
delle popolazioni locali vulnerabili”***

*Valutazione d’impatto
Senegal, Mali, Guinea, Guinea Bissau*

ECODEV-HUMAID

AID N. 10733

Contesto e oggetto della valutazione

L’Africa Occidentale - in particolar modo i paesi oggetto di questo intervento - rappresenta uno dei bacini più consistenti della migrazione irregolare verso l’Europa, che ha prevalentemente matrice economica e caratteristiche multi-dimensionali e complesse. Strategicamente, le azioni del programma hanno quindi contribuito a mitigare le cause profonde della migrazione soprattutto a beneficio dei giovani e delle donne e a favorire il reinserimento dei migranti di ritorno nei paesi d’origine. Il programma considerato riguarda aree in cui il fenomeno è più accentuato e i corridoi migratori transfrontalieri più utilizzati dai migranti irregolari, e punta ad intervenire sia sulle aree di provenienza che di transito dei flussi migratori. Il programma nel suo insieme, attraverso i singoli progetti che lo compongono, ha previsto attività di:

- 1) rafforzamento di servizi di formazione professionalizzante nei settori trainanti delle aree di intervento;
- 2) Interventi integrati per il potenziamento della resilienza territoriale attraverso l’introduzione di sistemi agricoli innovativi e sostenibili basati sulla rotazione e sul risparmio idrico ed energetico;
- 3) Azioni che possano contribuire alla protezione e a migliorare le condizioni di vita dei migranti di ritorno.
- 4) comunicazione svolta sotto il coordinamento dell’ufficio di programma di AICS Dakar in modo da avere un’unica strategia informativa tra tutti gli interventi più efficace, efficiente e per evitare duplicazioni dannose e inutili.

L’iniziativa qui considerata, realizzata nel periodo 2016-2017, persegue l’SDG 1. L’obiettivo perseguito dall’azione della cooperazione italiana è di favorire il miglioramento delle condizioni di vita della popolazione che vive in aree ad alta potenzialità migratoria e dei migranti, sfollati e rifugiati per contrastare il fenomeno della migrazione irregolare.

Ulteriori dettagli relativi al programma oggetto di valutazione sono forniti nelle allegate schede descrittive. Si noti che, ove non diversamente segnalato, le informazioni fornite nelle schede, inclusi i beneficiari, sono relative a quanto previsto nella fase di disegno degli interventi. Si segnala inoltre che a partire dal 1 gennaio 2016 le competenze operative che prima facevano capo al MAECI sono state trasferite ad AICS.

I documenti di progetto del programma da valutare sono allegati alla Lettera d’Invito. Nella fase di *Desk Analysis* potrà essere fornita altra documentazione.

Utilità della valutazione

La valutazione dell’iniziativa è finalizzata in particolare a:

1. verificare i risultati e l’impatto dell’iniziativa nel suo complesso, nonché dei singoli progetti che compongono l’iniziativa, ossia sia i 7 progetti affidati ad Organizzazioni della Società Civile ed altri soggetti senza finalità di lucro (“OSC”) sia la componente in gestione diretta;
2. confermare la validità dell’affidamento ad OSC nel contesto e nelle condizioni operative dei paesi d’intervento;
3. individuare le lezioni apprese e le buone pratiche da replicare in materia di comunicazione e *nexus*;
4. verificare se, in termini di impatto, sia stato utile suddividere il contributo in più Paesi o se sarebbe stato preferibile concentrarsi su uno, o su alcuni, di essi con un impatto maggiore;
5. individuare le lezioni apprese e le buone pratiche da replicare in materia di progetti transfrontalieri;

6. analizzare gli aspetti procedurali dell'iniziativa, evidenziando eventuali criticità e buone pratiche.

Più in generale, anche attraverso le raccomandazioni e le lezioni apprese, la valutazione darà notizie utili atte ad indirizzare al meglio i futuri finanziamenti di settore, a migliorare la programmazione politica dell'aiuto pubblico allo sviluppo e la gestione degli interventi programmati, dalla fase di progettazione alla realizzazione, includendo l'attività di monitoraggio e valutazione.

La diffusione dei risultati della Valutazione permetterà inoltre di rendere conto al Parlamento circa l'utilizzo dei fondi stanziati per l'Aiuto Pubblico allo Sviluppo ed all'opinione pubblica italiana circa la validità dell'allocazione delle risorse governative disponibili in attività di Cooperazione. I risultati della valutazione e le esperienze acquisite saranno condivise con le principali Agenzie di cooperazione e con i partner che devono anch'essi rendere conto ai loro Parlamenti ed alle loro opinioni pubbliche su come siano state utilizzate le risorse messe a loro disposizione. La valutazione favorirà anche la "mutual accountability" tra partner in relazione ai reciproci impegni.

Infine, mediante il coinvolgimento dei Paesi partner in ogni fase del suo svolgimento, la valutazione contribuirà al rafforzamento della loro capacità in materia di valutazione.

Obiettivi ed ambito della valutazione

La valutazione dovrà esprimere un giudizio generale, adeguatamente motivato, sulla rilevanza degli obiettivi dell'iniziativa da valutare in relazione alle esigenze locali prioritarie.

In base ai risultati raggiunti, tenendo conto anche degli indicatori elencati nel quadro logico, si valuteranno l'efficacia dell'intervento, l'efficienza nell'utilizzo delle risorse a disposizione e la sostenibilità dei benefici conseguiti.

Al di là dei risultati immediati, si dovrà cercare di valutare soprattutto l'impatto dell'iniziativa valutata e descrivere pertanto quali cambiamenti essa abbia contribuito a determinare, o si possa ipotizzare che contribuirà a determinare, in via diretta o indirettamente, nell'ambito del contesto sociale, economico e ambientale nonché in relazione al raggiungimento degli SDGs indicati nelle schede descrittive allegate ed agli altri indicatori di sviluppo.

In particolare, si dovranno evidenziare gli effetti, anche solo potenziali, su benessere collettivo, diritti umani, eguaglianza di genere e ambiente e sottolineare il contributo ad eventuali cambiamenti di carattere strutturale e duraturo in sistemi o norme. Si dovrà anche analizzare in che misura e secondo quali meccanismi l'intervento abbia contribuito ai cambiamenti come pure l'influenza di fattori esterni quali il contesto politico, le condizioni economiche e finanziarie.

La valutazione dovrà accertare se e in che misura le attività siano state realizzate in coordinamento con le altre iniziative nel settore umanitario, in particolare con il cluster "protection" e nel quadro della strategia definita dagli Humanitarian Country Teams, secondo il principio della complementarità ed evitando duplicazioni.

La valutazione dovrà tenere conto degli eventuali effetti sinergici sia positivi che negativi tra i vari progetti inclusi nel programma oggetto della valutazione, al fine di evidenziare possibili effetti aggiuntivi creatisi grazie al loro operare congiunto.

La valutazione esaminerà anche il grado di logicità e coerenza del design del progetto e ne valuterà la validità complessiva.

Le conclusioni della valutazione saranno basate su risultati oggettivi, credibili, affidabili e validi, tali da permettere alla DGCS di elaborare misure di management response. Il rapporto finale di valutazione dovrà inoltre evidenziare le eventuali lezioni apprese e buone pratiche nonché fornire raccomandazioni utili per la realizzazione di futuri progetti simili. Sempre sulla base di quanto emerso dalla valutazione, potranno essere fornite raccomandazioni di carattere generale per migliorare la

programmazione e la gestione degli interventi di cooperazione.

Il team di valutazione potrà suggerire e includere altri aspetti congrui allo scopo della valutazione.

Criteri

I criteri di valutazione, citati in precedenza, sono quelli ridefiniti di recente in ambito OCSE-DAC assieme ai principi base per il loro utilizzo. Nel rimandare alle fonti OCSE-DAC per maggiori dettagli⁵⁷, di seguito si evidenziano i principali aspetti di ciascun criterio:

- **Rilevanza:** Il team di valutazione dovrà verificare in che misura l'obiettivo ed il disegno dell'iniziativa rispondano (e continuano a farlo se le circostanze mutano) ai bisogni, le politiche e le priorità dei beneficiari, globali, del Paese e delle istituzioni del partner. In particolare, la rilevanza dovrà essere valutata rispetto ai bisogni dei beneficiari, tenuto conto dei "needs assessments" effettuati dalle Nazioni Unite e riversati nei Piani di Risposta Umanitaria (Humanitarian Response Plan).
- **Coerenza:** Si verificherà la compatibilità dell'intervento con altri interventi nel settore all'interno dello stesso Paese sia da parte della cooperazione italiana che da parte di altri Paesi. In particolare, si dovrà verificare la coerenza dell'intervento con le priorità e gli obiettivi indicati dagli Humanitarian Country Teams e riversati negli Humanitarian Response Plans.
- **Efficacia:** La valutazione misurerà il grado e l'entità in cui gli obiettivi dell'iniziativa, intesi in termini di risultati diretti ed immediati, siano stati raggiunti o si prevede lo saranno, con attenzione ai diversi risultati all'interno dei vari gruppi di beneficiari. In particolare, si dovrà verificare l'opportunità di aver suddiviso il contributo in più Paesi.
- **Efficienza:** La valutazione analizzerà se l'utilizzo delle risorse sia stato ottimale, o si prevede lo sarà, per il conseguimento dei risultati del progetto sia in termini economici che di tempistica ed efficienza gestionale.
- **Impatto:** Si analizzeranno gli effetti significativi dell'intervento, positivi e negativi, previsti o imprevisi o prevedibili, in un ambito più ampio rispetto ai risultati diretti ed immediati. Nel valutare l'impatto si considereranno quindi gli effetti in ambito sociale, economico ed ambientale nonché relativi alle tematiche più importanti: protezione e situazione umanitaria dei beneficiari, benessere delle comunità, diritti umani, uguaglianza di genere etc.
- **Sostenibilità:** Si valuterà la potenziale continuità nel medio e lungo termine dei benefici dell'iniziativa, sia quelli già prodottisi che quelli che potranno derivarne in futuro.

Quesiti valutativi

I quesiti valutativi dovranno essere formulati soprattutto in funzione dell'utilità e degli obiettivi della valutazione. Anche l'interpretazione specifica dei criteri OCSE-DAC, nonché di eventuali criteri aggiuntivi, dipenderà da cosa la valutazione mira a far sapere e l'utilizzo che della valutazione stessa si intende fare.

Le domande sull'efficacia e sull'impatto dovranno basarsi sul livello dei risultati (outcome) e degli impatti specifici generati, anziché su specifici output e sull'impatto globale.

Trattandosi di valutazione d'impatto, una parte dei quesiti dovranno essere del tipo causa-effetto.

Alcune domande dovranno essere indirizzate anche a tematiche trasversali (povertà, diritti umani, questioni di genere o ambientali etc.).

In ogni caso, i quesiti (principali e supplementari) dovranno essere formulati quanto più possibile in maniera dettagliata, facendo riferimento alle specifiche caratteristiche degli interventi, in forma chiara e con un taglio operativo che tenga anche conto della concreta possibilità di darvi una risposta.

⁵⁷ A fine 2019 il DAC ha approvato le nuove definizioni dei Criteri OCSE. Per le nuove definizioni si rinvia al seguente link <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Principi generali, approccio e metodologia

a) La valutazione deve essere in linea con i più elevati standard internazionali di riferimento e tiene conto delle rilevanti linee guida della cooperazione italiana.

Le valutazioni realizzate dalla DGCS si basano sui seguenti principi: utilità, credibilità, indipendenza, imparzialità, trasparenza, eticità, professionalità, diritti umani, parità di genere e sul principio del *leave no-one behind*.

La valutazione deve essere condotta con i più elevati standard di integrità e rispetto delle regole civili, degli usi e costumi, dei diritti umani e dell'uguaglianza di genere e del principio del "non nuocere".

Le tematiche trasversali (tra cui diritti umani, genere, ambiente) dovranno avere la dovuta considerazione ed i risultati della valutazione in questi ambiti dovranno essere adeguatamente evidenziati con una modalità trasversale.

b) Per valutare quanto gli interventi abbiano inciso sulla capacità, da un lato di concedere i diritti umani e dall'altro di pretenderne la fruizione, si utilizzeranno lo Human Rights Based Approach, il Needs-based Approach e il People-centered Approach.

Più in generale, il team di valutazione userà un Results based approach (RBA) che comprenderà l'analisi di varie fonti informative e di dati derivanti da documentazione di progetto, relazioni di monitoraggio, interviste con le controparti governative, con lo staff del progetto, con i beneficiari diretti, sia a livello individuale sia aggregati in focus group. A questo scopo, il team di valutazione intraprenderà una missione nei paesi in cui è stato realizzato il programma.⁵⁸

Il processo di valutazione dovrà essere "*utilisation focused*", vale a dire che l'enfasi principale verrà posta sull'uso specifico che dei suoi risultati dovrà essere fatto.

c) Il team di valutazione dovrà adottare metodologie sia qualitative che quantitative in modo tale da poter triangolare i risultati ottenuti con l'utilizzo di ciascuna di esse. Nella scelta delle metodologie da utilizzare, il team di valutazione dovrà tenere conto degli obiettivi che la valutazione si propone nonché delle dimensioni e caratteristiche degli interventi. Si dovrà esplicitare quali metodi si utilizzano sia per la valutazione che per la raccolta dei dati e la loro analisi, motivando la scelta e chiarendo le modalità di applicazione degli stessi.

In ogni caso, le metodologie utilizzate dovranno essere in accordo con tutti i principi enunciati in precedenza nei punti a e b. In particolare, la prospettiva di genere dovrà sempre essere integrata (alla luce del tipo di intervento valutato) e con modalità che dovranno essere indicate nella proposta tecnica presentata (ad esempio, la presenza nel team di personale di sesso femminile o comunque esperto in materia di genere, raccolta ed analisi dei dati in maniera disaggregata per genere etc.).

Nella fase di avvio della valutazione, i valutatori dovranno:

- 1- elaborare la teoria del cambiamento, compatibilmente con le modalità di impostazione progettuale dell'intervento;
- 2- proporre le principali domande di valutazione e le domande supplementari, in maniera puntuale e tenendo conto delle caratteristiche specifiche degli interventi;
- 3- elaborare la matrice di valutazione, che, per ciascuna delle domande di valutazione e domande supplementari che si è deciso di prendere in considerazione, indichi le tecniche che si intendono utilizzare per la raccolta dei dati e fornisca altre informazioni quali i metodi di misura, eventuali indicatori, la presenza o meno di dati di base e quanto altro opportuno in base alle esigenze della valutazione;
- 4- stabilire le modalità di partecipazione degli stakeholder alla valutazione con particolare attenzione ai beneficiari e ai gruppi più vulnerabili.

⁵⁸ Con riferimento al Mali si dovranno tenere in conto le restrizioni imposte agli spostamenti del personale, locale ed espatriato, nelle aree a maggior rischio e si dovranno seguire le indicazioni e gli aggiornamenti definiti nella pagina web di "Viaggiare sicuri" dedicata al Mali <http://www.viaggiare Sicuri.it/country/MLI> attenendosi scrupolosamente alle consegne di sicurezza ivi definite

Coinvolgimento degli stakeholder:

I metodi utilizzati dovranno essere il più partecipativi possibile, prevedendo in tutte le fasi il coinvolgimento dei destinatari “istituzionali” della valutazione, del Paese partner, dei beneficiari degli interventi ed in generale di tutti i principali stakeholder.

Il team di valutazione dovrà coinvolgere gli stakeholder nella realizzazione della valutazione realizzando attività formative di capacity building volte a migliorare la capacità valutative del Partner. Oltre ai beneficiari delle varie iniziative ed agli enti esecutori, i principali stakeholder includono le autorità locali a livello centrale e periferico (province, prefetture, municipi, capi villaggio, capi tradizionali, ecc.), la cooperazione decentrata italiana, le associazioni della diaspora in Italia, nonché le organizzazioni multilaterali finanziate dall'Italia nei medesimi contesti (tra cui, in particolare, Resident Coordinator e/o Humanitarian Coordinator, UNHCR, OIM, INGO Forum, FAO).

Qualità della valutazione:

Il team di valutazione userà diversi metodi (inclusa la triangolazione) al fine di assicurare che i dati rilevati siano validi.

La valutazione dovrà conformarsi ai *Quality Standards for Development Evaluation* dell'OCSE/DAC.⁵⁹

La valutazione dovrà anche tenere conto delle *Guidance for Evaluating Humanitarian Assistance in Complex Emergencies* dell'OCSE/DAC.

Profilo del team di valutazione

Il servizio di valutazione dovrà essere svolto da un team di valutazione, composto da almeno 3 membri, incluso il team leader, il quale sarà il referente della DGCS per l'intera procedura e parteciperà alle riunioni e workshop previste dal piano di lavoro.

Il team leader dovrà avere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua italiana, parlata e scritta;⁶⁰
- Padronanza della lingua francese, parlata e scritta;
- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 3 anni);
- Esperienza in coordinamento di team multidisciplinari (almeno 1 anno).
- Conoscenza approfondita della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.
- Conoscenza degli strumenti e modalità di intervento della cooperazione italiana.

Ciascuno degli altri membri obbligatori del team dovrà possedere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua francese, parlata e scritta (limitatamente ad uno dei due membri obbligatori);
- Padronanza della lingua inglese, parlata e scritta (limitatamente ad uno dei due membri obbligatori);

⁵⁹ <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

⁶⁰ Per padronanza si intende qui, come in seguito, una conoscenza della lingua in questione al livello C del QCER (non sono richiesti formali attestati)

- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 1 anno);
- Conoscenza della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.

Il team di valutazione dovrà inoltre disporre delle seguenti competenze, che potranno essere possedute da uno o più membri obbligatori o aggiuntivi:

- Competenze nell'ambito delle iniziative di aiuto umanitario;
- Competenza nel settore delle politiche migratorie;
- Conoscenza dell'area geografica interessata e del contesto istituzionale;
- Padronanza della lingue/idiomi veicolari delle regioni interessate;
- Competenza in interviste, ricerche documentate, raccolta e analisi dei dati;
- Competenza adeguata in tematiche trasversali e di genere;
- Ottime capacità analitiche, redazionali e di presentazione dei dati.

Il team di valutazione potrà includere esperti locali in qualità di membri del team stesso.

Prodotti dell'esercizio di valutazione

Gli output dell'esercizio saranno:

- Un Inception Report in lingua italiana, entro la scadenza concordata in occasione dell'incontro di avvio della valutazione (generalmente 20 giorni) presso la DGCS.
- Un Rapporto finale, di max 50 pagine, in formato cartaceo rilegato in broccia, 10 copie in lingua italiana, 10 copie tradotte in lingua inglese e 10 in lingua francese, e su supporto informatico in formato Word e Pdf (max 3Mb). La traduzione dovrà essere di un livello qualitativo professionale. Le copie dovranno essere dotate di copertina plastificata e contenere indicazione del titolo dell'iniziativa anche nella parte laterale.
- Un Summary Report di max 15 pagine, 10 copie in lingua italiana, 10 copie tradotte in lingua inglese e 10 in lingua francese, comprensivo di quadro logico, griglia dei risultati del progetto e sommario delle raccomandazioni. La traduzione dovrà essere di un livello qualitativo professionale. Le copie dovranno essere dotate di copertina plastificata e contenere indicazione del titolo dell'iniziativa anche nella parte laterale. Il Summary Report dovrà contenere anche elementi di infografica.
- Documentazione fotografica (in alta definizione) sull'iniziativa valutata e suo contesto, a sostegno delle conclusioni della valutazione, fornita su supporto informatico.
- Workshop di presentazione del rapporto finale presso il MAECI-DGCS.
- Workshop di presentazione del rapporto finale in loco.

Seguono:

- **Schede descrittive dei singoli progetti;**
- **Disposizioni gestionali e piano di lavoro;**
- **Formato suggerito del Rapporto di valutazione.**

MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE INTERNAZIONALE

DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO

SCHEDA DESCRITTIVA

TITOLO DEL PROGRAMMA	<i>Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili (AID 10733)</i>	
LUOGO DEL PROGRAMMA	<i>Senegal, Mali, Guinea, Guinea Bissau</i>	
DURATA PREVISTA	12 mesi	
DURATA EFFETTIVA	13 mesi (25/11/2016-31/12/2017)	
CANALE DI FINANZIAMENTO	bilaterale	
TIPOLOGIA	dono	
BUDGET TOTALE	EURO	3.000.000,00
di cui:		
affidati OSC EURO	Euro	2.726.650,31
Gestione diretta EURO	Euro	113.349,69
Costi di Gestione: EURO	Euro	160.000,00
ENTE ESECUTORE:	AICS DAKAR	
	OSC (ACRA, CISV, ENGIM, GCI, LVIA, TERRANUOVA, VIS)	
OBIETTIVI DI SVILUPPO SOSTENIBILE	O1	

Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili (AID 10733)

Contesto dell'iniziativa

Il Programma si inserisce in maniera coerente nel quadro delle politiche di gestione delle migrazioni di ciascuno dei cinque paesi in parola, intervenendo sulla natura multidimensionale del fenomeno e quindi con attività coerenti alle politiche settoriali locali in materia di nutrizione, sviluppo rurale, sicurezza alimentare e protezione. L'iniziativa in parola è altresì in linea con le strategie di intervento dei maggiori donatori internazionali presenti nella regione, in primo luogo con lo "European Emergency Trust Fund for Stability and addressing root causes of irregular migration in Africa".

La gestione dell'Iniziativa, che si compone di 7 progetti, è di competenza della sede AICS di Dakar che, in stretto coordinamento con l'ufficio VII Emergenza dell'AICS e in accordo con l'Ambasciata d'Italia a Dakar, in particolar modo per le questioni collegate alla sicurezza, controlla la corretta esecuzione delle attività previste applicando le procedure vigenti e si relaziona con le controparti. Nell'esecuzione delle attività previste ci si avvale della presenza delle OSC italiane già operanti in loco e accreditate presso il MAECI/AICS e in accordo con le Autorità dei paesi di intervento come previsto la delibera n. 3 del 29 gennaio 2016 recante l'approvazione da parte del Comitato Congiunto delle "Procedure per la concessione di contributi e condizioni e modalità per l'affidamento di iniziative ai Soggetti senza finalità di lucro, ai sensi degli artt. 10, comma 1, e 26, commi 2 e 4 della Legge 125/2014".⁶¹

Obiettivi generali e specifici

L'obiettivo generale dell'iniziativa è favorire il miglioramento delle condizioni di vita della popolazione che vive in aree ad alta potenzialità migratoria e dei migranti, sfollati e rifugiati per contrastare il fenomeno della migrazione irregolare.

L'obiettivo specifico dell'iniziativa è contribuire ad attenuare le cause principali della migrazione irregolare attraverso azioni specifiche di sviluppo locale e creazione d'impiego, resilience e servizi di base. Protezione delle categorie più vulnerabili e la diffusione di campagna informative mirate alla migrazione irregolare.

Finanziamento

Per il raggiungimento di tali obiettivi, l'Italia ha contribuito per un importo pari a € 3.000.000,00, di cui € 2.726.650,31 affidati OSC, € 113.349,69 in gestione diretta a AICS Dakar e € 160.000,00 in costi di gestione.

Strategia d'intervento

Strategicamente le azioni del programma intendono contribuire a mitigare le cause profonde della migrazione nel loro aspetto multidimensionale soprattutto a beneficio dei giovani e delle donne e appoggiare il reinserimento dei migranti di ritorno nel loro paese. Per la presente iniziativa sono stati selezionati progetti nelle aree in cui il fenomeno è più accentuato e lungo i corridoi migratori transfrontalieri più utilizzati dai migranti irregolari, per intervenire quindi sia su aree sia di provenienza che di transito. Nello specifico dei progetti selezionati sono previste azioni che possano agire sia sui fattori di spinta sia sui fattori di attrazione che inducono alla scelta rischiosa della migrazione irregolare. Il programma si rivolge alla migrazione nel suo triplice aspetto di fragilità: i migranti che sono partiti e poi rientrati (più o meno volontariamente) e che hanno difficoltà a reintegrarsi sia socialmente che professionalmente, i migranti in transito e in rotta verso l'Europa, categoria estremamente vulnerabile e infine gli emigrati in Italia che stanno pensando ad un loro possibile ritorno al Paese di origine.

⁶¹ Si segnala che tali procedure sono state successivamente modificate ed aggiornate attraverso una serie di delibere del Comitato Congiunto per la Cooperazione allo Sviluppo. La disciplina attuale delle procedure per l'affidamento di progetti di aiuto umanitario a soggetti non profit è stata approvata con la delibera del Comitato Congiunto n. 49/2018.

Il programma nel suo insieme, attraverso i singoli progetti prevede attività di:

1. Rafforzamento di servizi di formazione professionalizzante nei settori delle professioni trainanti delle aree di intervento, con particolare attenzione all'occupazione per giovani e donne nei comuni più colpiti dal fenomeno migratorio.
2. Interventi integrati per il potenziamento della resilienza territoriale attraverso l'introduzione di sistemi agricoli innovativi e sostenibili e attività di formazione in pratiche agro-ecologiche per miglioramento della produzione.
3. Azioni che possano contribuire alla protezione e a migliorare le condizioni di vita dei migranti di ritorno, con la creazione o il rafforzamento di sportelli di informazione e assistenza sia in Italia che in Africa.
4. La comunicazione avrà un ruolo preminente nel programma e verrà svolta sotto il coordinamento dell'ufficio di programma in modo da avere un'unica strategia informativa tra tutti gli interventi più efficace.

Risultati da conseguire

I risultati da conseguire sono descritti nell'Allegato 2 alla lettera d'invito - documenti di progetto – con riferimento a ciascuno dei progetti inclusi nel programma da valutare.⁶²

Beneficiari

Oltre 12.000 beneficiari diretti hanno usufruito delle attività di progetto. 57 micro e piccole imprese sono state supportate. I beneficiari delle campagne di sensibilizzazione non sono precisamente quantificabili poiché alcune di queste hanno avuto portata nazionale. Si stimano centinaia di migliaia di persone.

Per un elenco più dettagliato dei beneficiari dei singoli progetti considerati si rinvia all'Allegato 2 alla lettera d'invito - documenti di progetto.⁶³

Sviluppi recenti

Al progetto sono state apportate 2 varianti non onerose. Il programma, la cui durata inizialmente prevista era di 12 mesi, si è concluso il 31 dicembre 2017.

Dal 14.08.2017 al 30.09.2017 è stata condotta una valutazione dello stato di avanzamento dei progetti di Emergenza in essere in Mali finanziati dall'AICS nell'ambito dell'Iniziativa AID 10733, da parte di "B2E – IA Sarl - Bureau d'Etudes et d'Expertises en Ingénieries Appliquées", uno studio di consulenza maliano appositamente selezionato tramite procedura di gara.

Il programma AID 10733 è stato seguito da altre due iniziative regionali ancora in corso di esecuzione, vale a dire "Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno" (AID: 11274) e "Iniziativa di Emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali" (AID: 11659). Queste 2 iniziative non sono oggetto della presente valutazione.

⁶² File "Schede singoli progetti" e "quadro logico singoli progetti"

⁶³ File "Piano operativo generale", sezione 4.6: beneficiari.

Disposizioni gestionali e piano di lavoro

<i>Desk Analysis</i>	Esame della documentazione riguardante il progetto. Dopo la firma del contratto la DGCS fornirà al team di valutazione ulteriore documentazione relativa all’iniziativa oggetto della valutazione. Il team incontrerà i rappresentanti degli uffici della DGCS, gli esperti/funzionari dell’Agenzia e gli altri stakeholder rilevanti.
<i>Inception report</i>	Il team dovrà predisporre l’Inception Report completo di descrizione dell’ambito della valutazione, dei quesiti valutativi principali e supplementari, dei criteri e degli indicatori che verranno utilizzati per rispondere alle domande, delle metodologie che si intendono utilizzare per la raccolta dei dati, per la loro analisi e per la valutazione in generale, della definizione del ruolo e delle responsabilità di ciascun membro del team di valutazione, del piano di lavoro comprensivo del cronoprogramma delle varie fasi e dell’approccio che si intende avere in occasione delle visite sul campo. L’Inception Report sarà soggetto ad approvazione da parte della DGCS.
<i>Field visit</i>	Il team di valutazione visiterà i luoghi dell’iniziativa, intervisterà le parti interessate, i beneficiari e raccoglierà ogni informazione utile alla valutazione. Il team di valutazione si recherà sul campo per un periodo stimato di almeno <i>40 giorni</i> complessivi (la durata effettiva sarà determinata dall’offerente). Il suddetto periodo dovrà essere coperto da almeno uno dei tre membri obbligatori. La presenza in loco del team leader, anche per un periodo circoscritto, è incentivata con l’attribuzione di relativo punteggio in sede di valutazione dell’offerta tecnica (Piano di lavoro).
<i>Bozza del rapporto di valutazione</i>	Il team predisporrà la bozza del rapporto di valutazione, che dovrà essere inviata per l’approvazione da parte della DGCS.
<i>Commenti delle parti interessate e feedback</i>	La bozza di rapporto sarà sottoposta ai soggetti interni alla DGCS, i rappresentanti dell’Agenzia e altri eventuali stakeholder. Commenti e feedback saranno comunicati ai valutatori invitandoli a dare i chiarimenti richiesti e fare eventuali contro-obiezioni. Ove ritenuto utile, possono essere organizzati anche incontri di discussione collettiva.
<i>Workshop presso la DGCS</i>	Si terrà un Workshop per la presentazione da parte del team della bozza del rapporto di valutazione, per l’acquisizione di commenti e feedback da parte dei soggetti coinvolti nel programma, utili alla stesura del rapporto definitivo.
<i>Rapporto finale</i>	Il team di valutazione definirà il rapporto finale, secondo quanto indicato nella sezione “Prodotti dell’esercizio di valutazione” di questi ToR, tenendo conto dei commenti ricevuti e lo trasmetterà alla DGCS, per l’approvazione finale. Al rapporto saranno allegati i TOR, le raccolte analitiche e complete dei dati raccolti ed elaborati, gli strumenti di rilevazione utilizzati (questionari etc.), i documenti specifici prodotti per gli approfondimenti di particolari tematiche o linee di intervento, le fonti informative secondarie utilizzate, le tecniche di raccolta dei dati nell’ambito di indagini ad hoc, le modalità di organizzazione ed esecuzione delle interviste, la definizione e le modalità di quantificazione delle diverse categorie di indicatori utilizzati, le procedure e le tecniche per l’analisi dei dati e per la formulazione delle risposte ai quesiti valutativi, inclusa la Matrice di Valutazione. Il rapporto dovrà evidenziare eventuali opinioni discordanti nel team di valutazione e può includere commenti di stakeholder.
<i>Workshop in loco</i>	Il team organizzerà, in coordinamento con la DGCS, un Workshop in loco per la presentazione alle controparti del rapporto finale di valutazione. I costi organizzativi (incluso affitto della sala, catering, eventuali rimborsi per lo spostamento dei partecipanti locali) saranno integralmente a carico dell’offerente. Le modalità organizzative di massima del seminario dovranno essere illustrate nell’offerta del concorrente e concordate in tempo utile nel dettaglio con la DGCS.

FORMATO SUGGERITO DEL RAPPORTO DI VALUTAZIONE

<i>Rilegatura</i>	In broccura con copertina plastificata recante l'indicazione del titolo dell'iniziativa anche nella parte laterale.
<i>Carattere</i>	Arial o Times New Roman, corpo 12 minimo.
<i>Copertina</i>	Il modello relativo alla prima pagina sarà fornito dall'Ufficio III della DGCS.
<i>Lista degli acronimi</i>	Sarà inserita una lista degli acronimi utilizzati.
<i>Localizzazione dell'intervento</i>	Inserire una carta geografica relativa alle aree oggetto dell'iniziativa.
<i>Introduzione</i>	Quadro generale che evidenzi sinteticamente le modalità affidamento della valutazione, tipo, ambito ed obiettivi della valutazione, metodologia di raccolta e analisi dati, criteri e principali risultanze della valutazione con focus sulle lezioni apprese e raccomandazioni. Informare che è disponibile una versione sintetica del rapporto finale con maggiori informazioni. (Max 4 pagine)
<i>Contesto dell'iniziativa</i>	<ul style="list-style-type: none"> - Situazione Paese (Max 2 pagine), basata su informazioni rilevate da fonti internazionali accreditate. - Breve descrizione delle politiche di sviluppo attive nel Paese, con particolare riferimento alla cooperazione italiana, e della sua situazione politico-istituzionale, socio-economica e culturale.
<i>Ambito ed obiettivo della valutazione</i>	<ul style="list-style-type: none"> - Descrizione delle iniziative valutate che includa logica e strategia di base, obiettivi generali, risultati previsti e stato di realizzazione delle attività dei singoli progetti - Obiettivi generali e specifici della valutazione.
<i>Quadro teorico e metodologico</i>	<ul style="list-style-type: none"> - I criteri di valutazione. - La metodologia utilizzata e la sua applicazione, segnalando le eventuali difficoltà incontrate. - Le fonti informative e loro grado di attendibilità.
<i>Presentazione dei risultati</i>	Elenco dei quesiti valutativi e relative risposte, adeguatamente documentate e motivate, seguito da una sintesi riepilogativa di tutte le risposte che ne faciliti la lettura e metta in evidenza i punti salienti.
<i>Conclusioni</i>	Le conclusioni, fondate sui risultati della valutazione, dovranno includere un giudizio chiaro e motivato in merito a ciascuno dei criteri di valutazione. Una parte delle conclusioni dovrà essere relativa all'utilità della valutazione e le tematiche trasversali.
<i>Raccomandazioni</i>	<p>Le raccomandazioni, specifiche o generali, devono essere fondate sulle risultanze e le conclusioni della valutazione. Sono indirizzate ai destinatari istituzionali e finalizzate al miglioramento dei progetti futuri e delle strategie della cooperazione italiana, dovranno pertanto essere formulate in maniera da facilitare il meccanismo di management response.</p> <p>Le raccomandazioni dovranno essere limitate nel numero (indicativamente 10), devono evidenziare chiaramente l'azione da svolgere e ordinate per categorie e/o priorità.</p>
<i>Lezioni apprese e buone pratiche</i>	Osservazioni, intuizioni e riflessioni fondate sulle risultanze della valutazione, non esclusivamente relative all'ambito del progetto. Oltre che per migliorare le decisioni e le azioni da intraprendere servono a diffondere la conoscenza e rafforzare la legittimazione e la responsabilizzazione dei portatori di interesse
<i>Allegati</i>	Devono includere i ToR, la lista completa dei quesiti valutativi, la lista delle persone intervistate e ogni altra informazione e documentazione rilevante

ANNEX 2: List of evaluation questions, associated indicators and sources

Criteria	Evaluation questions and sub-questions	Indicators	Sources
Relevance	D.1. Relevance. To what extent has the initiative facilitated appropriate responses to the issues related to achieving Millennium Development Goal no.1?		
	D.1.1. To what extent are factors that cause poverty in the region considered in the initiatives?	<ul style="list-style-type: none"> • Presence of factors not considered by the initiatives among the drivers of poverty in the region that lead to youth migration 	<ul style="list-style-type: none"> • Local development policies • Main stakeholders
	D.2. Relevance. To what extent has the initiative contributed to the improvement of living conditions for populations in areas of high migration potential, migrants, displaced persons and refugees, in order to combat the phenomenon of irregular migration?		
	D.2.1. How do the goals of the initiative as a whole pursue the Sustainable Development Goals, particularly relating to collective wellbeing, human rights, gender equality and the environment?	<ul style="list-style-type: none"> • Link between project goals and the SDGs 	<ul style="list-style-type: none"> • Project documents
	D.3. Relevance. To what extent does the initiative as a whole align with the goals of regional migration policies?		
	D.3.1. To what extent does the initiative contribute to strengthening the economic fabric of the areas in question, in order to provide more job opportunities for young potential migrants?	<ul style="list-style-type: none"> • Objectives aligned with national interventions and policies • Additional technical and financial resources that contribute to national policies through the interventions 	<ul style="list-style-type: none"> • Project documents • National policy documents
Coherence	D.3.2. To what extent were representatives of local authorities in the intervention areas involved in the conception, design and implementation of the initiative?	<ul style="list-style-type: none"> • Involvement of local authorities (in particular agriculture, employment and youth services) in the formulation of the initiative and of individual actions implemented by the NGOs. • Involvement of local authorities and technical services in the implementation of initiatives. 	<ul style="list-style-type: none"> • Local government representatives • Technical services
	D.4. Coherence. To what extent is the initiative compatible with the interventions of cooperation actors engaged in emergency programmes to support refugees, migrants and vulnerable local populations in the 4 target countries?		
D.4.1. To what extent is the initiative compatible with other Italian Cooperation initiatives in the 4 target countries?	<ul style="list-style-type: none"> • Shared objectives between the initiative examined and other Italian Cooperation projects in the region • Synergy between initiatives and other Italian Cooperation projects in the region 	<ul style="list-style-type: none"> • Project and Italian Cooperation documents • Documents of the various projects 	

		<ul style="list-style-type: none"> • Situations of potential conflict and competition between the initiative and other Italian Cooperation interventions in the four target countries 	
	D.4.2. To what extent has the initiative contributed to the definition and promotion of emergency intervention strategies by Italian Cooperation to support refugees, migrants and vulnerable populations?	<ul style="list-style-type: none"> • Technical input or information provided within the framework of the initiatives to the AICS office in Dakar • Technical input or information provided within the framework of the initiatives to AICS or DGCS 	<ul style="list-style-type: none"> • DGCS Documents • AICS documents • AICS representatives
	D.4.3. To what extent has the initiative influenced Italian foreign policy and cooperation between Italy and the 4 target countries?	<ul style="list-style-type: none"> • Acknowledgement of the initiative by the institutional partners with whom Italian Cooperation collaborates in the 4 target countries 	<ul style="list-style-type: none"> • Representatives of ministries/local authorities
	D.4.4. To what extent has the initiative influenced cooperation between Italy and the 4 target countries to improve living conditions and combat poverty in vulnerable populations, as well as limiting migration flows?	<ul style="list-style-type: none"> • Changes in young people's propensity to migrate to Italy, according to local authorities and NGOs 	<ul style="list-style-type: none"> • Representatives of local authorities and NGOs, counterparts • Project documents • National and local statistics, where available
	D.4.5. <i>To what extent does the initiative align with the principles of aid effectiveness (Good Humanitarian Donorship Initiative), with the Italian Cooperation Guidelines 2014-2016, with the Operational Guidelines of Italian Cooperation in the Western Sahelian Region (2014) and with the EU Strategy for Security and Development in the Sahel?</i>	<ul style="list-style-type: none"> • Presence within the initiative of the principles and priorities adopted by Italian Cooperation and of international standards 	<ul style="list-style-type: none"> • Initiative Funding Proposal • Official documents of Italian Cooperation and the main international donors
Effectiveness	D.5. Effectiveness. To what extent were the expected outcomes achieved?		
	D.5.1. To what extent has the strengthening of agricultural production - through vocational training, provision of equipment and the introduction of innovative agricultural systems - contributed to improving the incomes of young people and women, and thus reducing the propensity to migrate in the target areas?	<ul style="list-style-type: none"> • Changes in the poverty index in the regions assisted by the projects • Increased farming areas and/or crop yields • Increase in innovative agricultural systems • Increased crop diversification • Increase in sustainable technology to benefit production • Increased employment in the agricultural sector 	<ul style="list-style-type: none"> • Stakeholders • Official statistics and academic studies • Resource persons/direct beneficiaries of the initiative • Project documents

<p>D.5.2. To what extent has training and strengthening of business management techniques contributed to job creation by enhancing land resilience and thus reducing the propensity of young people to leave rural areas?</p>	<ul style="list-style-type: none"> • Increased technical training for business • Increased technical expertise of micro-entrepreneurs • Increased production of micro-enterprises • Creation of new businesses • Quantity and quality of training for beneficiaries 	<ul style="list-style-type: none"> • Project reports • Resource persons/direct beneficiaries of the initiative
<p>D.5.3. To what extent have information, sensitisation and direct contact (also preferred by the diaspora) led to the return and reintegration of emigrants in their country of origin? And in parallel, to what extent have outreach activities reduced the propensity for irregular migration of young people from the target areas?</p>	<ul style="list-style-type: none"> • Number of migrants benefiting from return and reintegration schemes in their country of origin • Number of migrants who have already returned and are being assisted into employment • Increased involvement of diaspora associations in Italy • Increased involvement of local authorities and in particular of "decentralised offices of orientation and assistance for migrants". • Increase in the population benefiting from awareness-raising campaigns about the risks of irregular migration 	<ul style="list-style-type: none"> • Project reports • Beneficiaries • Diaspora associations in Italy
<p>D.5.4. What solutions were adopted to ensure the effectiveness of interventions?</p>	<ul style="list-style-type: none"> • Actions identified and implemented to overcome emerging barriers • Degree to which the outcome indicators identified in the logical framework have been achieved 	<ul style="list-style-type: none"> • AICS representatives • Project documents • Leaders of implementing NGOs
<p>D.5.5. What obstacles were encountered?</p>	<ul style="list-style-type: none"> • Obstacles encountered, according to the staff of individual initiatives • Obstacles encountered, according to experts who monitored the projects on behalf of the AICS (Dakar and Rome) 	<ul style="list-style-type: none"> • Project documents • AICS representatives • Leaders of implementing NGOs
<p>D.6. Effectiveness. To what extent did the initiative's implementing body and contracted organisations ensure that the initiative's activities were carried out correctly?</p>		
<p>D.6.1. To what extent did the implementing body (for the part managed directly) ensure the effectiveness of the interventions?</p>	<ul style="list-style-type: none"> • Presence of a functional monitoring mechanism with easily usable data • Presence of internal communication mechanisms • Lack of obstacles related to communication and relations between the Coordination Unit at AICS headquarters in Senegal and the organisations entrusted with the interventions (the 7 NGOs) • Presence of project staff on the basis of need 	<ul style="list-style-type: none"> • AICS Coordination Unit • Project documents • 2 four-monthly reports • Final report

	D.6.2. To what extent did the organisations in charge of the 7 projects ensure the smooth running of the initiative's activities?	<ul style="list-style-type: none"> • Presence of a functional monitoring mechanism with easily usable data • Presence of internal communication mechanisms • Lack of obstacles to communication between the Coordination Unit and the 7 organisations responsible for the interventions. • Presence of project staff on the basis of need 	<ul style="list-style-type: none"> • Activity reports
	D.6.3. To what extent did the opportunity to divide the contribution among several countries prove to be an appropriate choice, in terms of the results obtained?	<ul style="list-style-type: none"> • Presence of coordination and exchange initiatives among the 7 projects • The activation of reflection on the initiative as a whole and its links to the 7 projects • Existence of unmet demand from beneficiaries, due to budget constraints 	<ul style="list-style-type: none"> • Activity reports • Interviews with AICS and managers of the 7 projects
Efficiency	<i>D.7. Efficiency. To what extent were resources used in a way that facilitates the effectiveness of the action over time and in the manner intended?</i>		
	D.7.1. To what extent were the start-up and implementation of initiatives affected by administrative delays?	<ul style="list-style-type: none"> • Delays in the start of activities in relation to the schedule • Delays in report approval procedures • Delays in the transfer of financial resources • Delays in acquiring equipment • Delays in the arrival of equipment at the site of use • Delays in mobilising project staff • % of expenses ineligible or contested • Mobilisation of additional resources • Implementation of additional activities 	<ul style="list-style-type: none"> • AICS Coordination Unit • Project documents • Staff of the organisations responsible for the 7 initiatives
	<i>D.8. Efficiency. To what extent did the planned methods of intervention (direct management and activities entrusted to NGOs) prove to be adequate in terms of achieving the objectives and expected outcomes?</i>		
	D.8.1. To what extent did the various modes of intervention generate different problems and solutions in implementing the initiatives?	<ul style="list-style-type: none"> • Difference between activities under direct management and those entrusted to NGOs regarding: <ul style="list-style-type: none"> - Delays in the start of activities in relation to the schedule - Delays in report approval procedures - Delays in the transfer of financial resources - Delays in acquiring equipment - Delays in the arrival of equipment at the site of use - Delays in mobilising project staff 	<ul style="list-style-type: none"> • AICS Coordination Unit • Funding Proposal • General Operating Plan • Project documents

		<ul style="list-style-type: none"> - Emergence of obstacles in the implementation of activities - Identification and adoption of solutions to obstacles identified 	
	D.8.2. To what extent did these methods allow or facilitate the start of adequate appropriation of the projects themselves by local stakeholders?	<ul style="list-style-type: none"> • Difference between activities under direct management and those entrusted to NGOs regarding: <ul style="list-style-type: none"> - Involvement of local public-sector actors in the implementation of activities - Involvement of local private-sector actors in the implementation of activities - Involvement of NGOs and non-governmental actors in the implementation of activities - The use of support and technical assistance from other actors not directly involved in the management of the project - Involvement of diaspora organisations based in Italy - Involvement of Italian territorial bodies and other private or state entities (universities, research centres, associations etc.) - Mobilisation of additional resources for the implementation of activities - Effective achievement of the outcome indicators identified in the projects' logical framework 	<ul style="list-style-type: none"> - AICS Coordination Unit - Project documents - NGOs and non-state actors in Italy and in the 4 target countries
	D.9. Efficiency. To what extent was the integration of research and cooperation with third-country bodies (in particular diaspora associations in Italy) able to influence the relevance and effectiveness of the actions?	<ul style="list-style-type: none"> • Involvement of diaspora organisations based in Italy • Involvement of Italian territorial bodies and other private or state entities (municipalities, universities, research centres, associations etc.) • Involvement of research institutions or bodies in countries outside the region • Results of the research • Input from research carried out as part of project implementation 	<ul style="list-style-type: none"> • Coordination Unit • Diaspora associations in Italy • NGOs and non-state actors in Italy and in the 4 target countries • Local research organisations (West Africa)
Impact	D.10. Impact. What economic, social, environmental and political effects has the initiative produced in the medium term, and what transformative processes have been initiated?		

<p>D.10.1. To what extent has the initiative contributed to poverty reduction in areas of high migration potential?</p>	<ul style="list-style-type: none"> • Link between strengthening agricultural production and propensity to migrate • Link between strengthening the business fabric (through the creation/strengthening of micro-enterprises) and propensity to migrate • Potential estimate of irregular migration numbers 	<ul style="list-style-type: none"> • Local development policy documents and scientific literature • Local and National Cooperation and Development Organisations • Official statistics
<p>D.10.2. What economic, social, environmental and political effects has the initiative produced in the medium term, and what transformational processes have been initiated at national level in the 4 target countries to mitigate (through local development and job creation) the causes of irregular migration?</p>	<ul style="list-style-type: none"> • Changes in the legal framework and/or approach to international migration (outbound migrants, migrants in transit, returnees) • Changes affecting actions, protocols and tools for the reception/reintegration of voluntary returnees • Changes in public opinion (stigma) around the reintegration of voluntary returnees • Mobilisation of new civil society actors on migration issues • Mobilisation of new actors from civil society, the private sector or the public sector in initiatives to disseminate the new technologies/innovations promoted by the interventions • New production activities started in the target areas based on the new technologies/innovations promoted by the project 	<ul style="list-style-type: none"> • Coordination Unit • Project documents • Civil society representatives • Local authorities and technical services • Relevant ministries
<p>D.10.3. What elements promoted by the initiative have been incorporated into national policies or cooperation programmes on the issue of migration (modes of action, involvement of actors, technologies, best practices etc.)?</p>	<ul style="list-style-type: none"> • New social and employment policies to incentivise the return of migrants and curb the exodus of young people from rural areas • New agricultural development policies adopted based on input produced by the initiative, in terms of learning and new technical and local development proposals • New public initiatives launched to follow up on actions at local level, particularly with regard to agriculture and job creation 	<ul style="list-style-type: none"> • National policy documents • Relevant ministries
<p>D.10.4. What economic, social, environmental and political effects has the initiative produced in the medium term, and what processes of transformation have been initiated in local contexts through the implementation of the initiative?</p>	<ul style="list-style-type: none"> • Changes in the production structure at local level • Changes in the dynamics of employment creation 	<ul style="list-style-type: none"> • Public administrators • NGOs and civil society • Beneficiaries

		<ul style="list-style-type: none"> • Changes in living conditions (income, availability of services, capacity of local stakeholders etc). • Changes in public opinion (particularly among young people) regarding the risks of irregular migration • Extent of the effects of training and support for micro-enterprise start-ups • Changes in agricultural production by direct beneficiaries • Extent to which technical innovations proposed by the initiatives have spread in the assisted regions • Extent of the effects on the target population of information campaigns on the risks of irregular migration • Extent of the effects of intra-regional and intra-country exchange visits 	<ul style="list-style-type: none"> • Official statistics
	D.10.5. What effects have the projects had on the advancement of women's empowerment, both economically and socially?	<ul style="list-style-type: none"> • Improvement in the degree of autonomy of female beneficiaries of the projects • Assignment of operational responsibilities to the beneficiaries by the management of the seven projects • Involvement of disadvantaged categories of women in project activities (female heads of household, widows etc). 	<ul style="list-style-type: none"> • Project documents • Beneficiaries
	D.10.6. What indirect effects attributable to the projects can be observed in relation to issues of human rights protection, with particular reference to refugees and irregular migrants?	<ul style="list-style-type: none"> • Adoption of categories related to the rights of migrants (including irregular migrants) and refugees • Reflections on the issue of human rights, of refugees and migrants in particular (including irregular migrants) within the seven projects 	<ul style="list-style-type: none"> • National policy documents • Public administrators • NGOs and civil society
Sustainability	D.11. Sustainability. To what extent have the expected results been achieved in a sustainable manner?		
	D.11.1. To what extent did the initiative encourage the implementation of mechanisms to mobilise resources and relevant stakeholders that would ensure the durability of the results achieved?	<ul style="list-style-type: none"> • Presence of organisational and economic mechanisms that allow for the continuation of work initiated by the projects • Specific organisational and economic strategies adopted by the actors involved in the initiatives to facilitate their continuity 	<ul style="list-style-type: none"> • Project documents • National and local authorities • Beneficiaries • Coordination Unit
	D.11.2. What strategies and actions were put in place to facilitate economic, social, environmental and political sustainability?	<ul style="list-style-type: none"> • Specific strategies adopted by actors involved in the initiatives to encourage the continuation or development of economic, social, environmental and political conditions that enable the continuation of the productive, income-generating and awareness-raising activities initiated 	<ul style="list-style-type: none"> • Project documents • Beneficiaries • Diaspora associations in Italy

		<ul style="list-style-type: none"> • Presence of initiatives promoted by projects in Italy concerning support for returning migrants 	<ul style="list-style-type: none"> • Implementing NGOs
Visibility and communication	<i>D.12. To what extent was the initiative accompanied by an effective communication campaign to publicise the aims of the project?</i>		
	D.12.1. How and to what extent have communication and information management influenced the effectiveness of the projects and the amplification of their positive impacts?	<ul style="list-style-type: none"> • Communication and visibility actions implemented • Awareness of initiatives by direct project stakeholders • Communication on the risks of irregular migration • Communication between beneficiaries and diaspora organisations based in Italy 	<ul style="list-style-type: none"> • Project documents • Beneficiaries • Local NGOs
	D.12.2. To what extent was the visibility of Italian Cooperation guaranteed?	<ul style="list-style-type: none"> • Awareness of the initiative by those involved in development cooperation with the 4 target countries (civil society organisations, NGOs, international organisations, other donors) • Dissemination of studies and research produced, and publication of the results of the initiative • New methods of communication and visibility adopted 	<ul style="list-style-type: none"> • Beneficiaries • CDOs • International and bilateral cooperation organisations

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

PAGE REMOVED FOR PRESENCE OF SENSITIVE DATA

ANNEX 4: List of documents consulted

Migrations Documentations

AICS Storie di cooperazione, “Senegal: un giornalista d’inchiesta tra i trafficanti di migranti di Saint-Louis”, in *Oltremare*, <https://www.aics.gov.it/oltremare/rubriche/storie-di-cooperazione/senegal-un-giornalista-dinchiesta-tra-i-trafficanti-di-migranti-di-saint-louis/>

ANS, *Senegal. Migranti di ritorno, giovani e minori in mobilità al centro di un nuovo progetto della campagna “Stop Tratta”*, <https://www.infoans.org/sezioni/notizie/item/10020-senegal-migranti-di-ritorno-giovani-e-minori-in-mobilita-al-centro-del-nuovo-progetto>

Attanasio P, Ricci A., *Partire e tornare. Un’impresa per la vita. Progetto per il reinserimento socio-professionale dei migranti senegalesi di ritorno*, Centro Studi e Ricerche IDOS, Roma, 2018 <https://lvia.it/portfolio-articoli/partire-e-tornare-unimpresa-per-la-vita-progetto-per-il-reinserimento-socio-professionale-dei-migranti-senegalesi-di-ritorno/>

Attanasio P., “Senegal / Italia: migrazione andata e ritorno”, in *Confronti*, 5 Aprile 2019 <https://confronti.net/2019/04/senegal-italia-migrazione-andata-e-ritorno/>

AwArtMali, *The “Highlights on Malians and Irregular Migration”. A new evidence-based informative tool on Mali*, 2020 <https://www.awartmali.org/news/highlights-on-malians-and-irregular-migration/>

Bertolotti C., *Analisi dei flussi migratori nei Paesi del Maghreb. Le migrazioni di transito tra i Paesi dell’Area e nel Mediterraneo verso l’Europa*, gennaio 2019, http://www.claudiobertolotti.com/wp-content/uploads/2019/03/AN_SMD_03.pdf

Camera dei Deputati – I Commissione (Affari Costituzionali), *Indagine conoscitiva in materia di politiche dell’immigrazione, diritto d’asilo e gestione dei flussi migratori*, Audizione del Presidente dell’Istituto nazionale di statistica Prof. Gian Carlo Blangiardo, Roma, 18 settembre 2019 https://www.istat.it/it/files/2019/09/Istat_Audizione_I_Commissione_18sett19.pdf

Caritas Italiana, ISPI (a cura di), *Cause di migrazione e contesti di origine*, https://www.ispionline.it/sites/default/files/pubblicazioni/rapportoispicaritas_0.pdf

Ceccorulli M., *Le nuove migrazioni. Analisi del fenomeno riguardante i flussi che interessano i confini esterni dell’Unione Europea*, 2017 https://www.difesa.it/SMD_/CASD/IM/CeMiSS/DocumentiVis/Rcerche_da_pubblicare/Ricerche_2017/Rice_rca_AI_SA_02_2016_CECCORULLI_Rid.pdf

Commissione Europea, *Iniziativa congiunta UE-OIM per la protezione e il reinserimento dei migranti: un anno dopo*, Scheda Informativa, Bruxelles, 15 dicembre 2017 https://ec.europa.eu/commission/presscorner/detail/it/MEMO_17_5306

COOPI, *L’economia senegalese riparte dalla diaspora*, <https://www.coopi.org/it/progetto/leconomia-senegalese-riparte-dalla-diaspora.html>

De Michele L., *La diaspora Senegalese*, Afric(a)live il blog di Luciana De Michele, <https://africalive.info/wp-content/uploads/2016/02/La-diaspora-senegalese.pdf>

Fall P.D., - Gamberoni E., “Movimenti migratori ed effetti sul territorio. Il caso di Podor (Regione di Saint-Louis, Senegal)”, in *Bollettino Della Società Geografica Italiana - Serie XIII*, vol. III (2010), pp. 203-228 ROMA <https://www.dsu.univr.it/documenti/OccorrenzaIns/matdid/matdid452084.pdf>

Ferro A. (a cura di), *Le competenze della diaspora senegalese in Italia. Mappatura ed indicazioni per una trasferibilità e valorizzazione in Senegal*, https://italy.iom.int/sites/default/files/news-documents/9.%20Mappatura%20delle%20competenze%20della%20diaspora%20senegalese%20in%20Italia_0.pdf

Ghirardello L., Benedikter R., “La Guinea è una polveriera per tutta l’Africa occidentale”, I blog di Micro Mega13 ottobre 2020 <http://temi.repubblica.it/micromega-online/la-guinea-e-una-polveriera-per-tutta-l-africa-occidentale/>

Green Cross Italia, *Dossier Partire e Ritornare*, <http://www.greencrossitalia.org/energiaeclima/dossier/1068-dossier-partire-e-ritornare?jij=1615286275337>

Malakooti A., *The intersection of irregular migration and trafficking in West Africa and the Sahel-Understanding the Patterns of Vulnerability*, February 2020, <https://globalinitiative.net/wp-content/uploads/2020/11/The-intersection-of-irregular-migration-and-trafficking-in-West-Africa-and-the-Sahel-GITOC.pdf>

Maliani in Italia, <https://www.tuttitalia.it/statistiche/cittadini-stranieri/mali/>

Manfredi E.E., “Sahel, frontiera strategica e dimenticata”, in *Oasis*, 22 novembre 2016, <https://www.oasiscenter.eu/it/sahel-frontiera-strategica-e-dimenticata>

Massoni M., *La crisi e i conflitti dei Paesi dell’Africa Saheliana. La priorità per un’eventuale azione nazionale ed europea*, novembre 2016 https://www.difesa.it/SMD_/CASD/IM/CeMiSS/DocumentiVis/Rcerche_da_publicare/AL_SA_10_crisi_c_onflitti_paesi_africa_saheliana.pdf

Mele F., *Senegal: Presentato in Italia il programma PLASEPRI/PASPED dedicato allo sviluppo del settore privato in Senegal*, <https://www.aics.gov.it/oltremare/sedi-estere/senegal-presentato-in-italia-il-programma-plasepri-pasped-dedicato-allo-sviluppo-del-settore-privato-in-senegal/>

Ministero del Lavoro e delle Politiche Sociali, *I minori stranieri non accompagnati (MSNA) in Italia*, Report di monitoraggio. Dati al 30 giugno 2019, <https://www.lavoro.gov.it/documenti-e-norme/studi-e-statistiche/Documents/Report%20di%20monitoraggio%20I%20semestre%202019%20-%20I%20Minori%20Stranieri%20Non%20Accompagnati%20MSNA%20in%20Italia/Report-di-monitoraggio-MSNA-I-semestre-2019-30062019.pdf>

Pedretti L., “Le migrazioni in Senegal: una breve introduzione”, in *Pandora Rivista*, 4 Settembre 2018, <https://www.pandorarivista.it/articoli/migrazioni-senegal/>

Peirol S. Redazione community, *Quali pericoli affrontano i migranti per arrivare in Europa?*, 17 novembre 2020 <https://www.meltingpot.org/Quali-pericoli-affrontano-i-migranti-per-arrivare-in-Europa.html#.YEdAiC3ubJw>

République du Sénégal, *Projet de document de politique nationale de migration du Sénégal*, Settembre 2016

Scarabello S., *Diaspora Mapping: Profile of The Gambia, Guinea and Guinea-Bissau Diasporas in Italy*, March 2019 <https://publications.iom.int/books/diaspora-mapping-profile-gambia-guinea-and-guinea-bissau-diasporas-italy>

Soddu F., Cavalletti F., Beccegato P., (a cura di), *Africa Occidentale. Divieto Di Accesso. Flussi migratori e diritti negati*, Caritas Italiana Dossier con dati e testimonianze Numero 21, Dicembre 2016

VIS, *Migranti di ritorno, giovani e minori in mobilità al centro del nuovo progetto in Senegal, Gambia e Guinea Bissau*, 10/3/2020, <https://www.volint.it/vis/migranti-di-ritorno-giovani-e-minori-mobilità-al-centro-del-nuovo-progetto-senegal-gambia-e-guinea>

Documents AICS

AICS sede di Dakar, *Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Call for Proposal*, 21/6/2019

AICS sede di Dakar, Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Rapporto Quadrimestrale Avanzamento, 30/6/ 2020

AICS sede di Dakar, Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Allegato 1 al Rapporto Quadrimestrale, 30/6/2020. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Rapporto Quadrimestrale Avanzamento, 31/10/2020

AICS sede di Dakar, Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Allegato 1 al Rapporto Quadrimestrale, 30/9/2020. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Iniziativa di emergenza a protezione della popolazione più vulnerabile, degli sfollati, rifugiati, migranti irregolari e migranti di ritorno in Senegal, Guinea Bissau, Guinea, Gambia e Mali. Rapporto Quadrimestrale Avanzamento, 31/12/2020

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Rapporto Quadrimestrale Avanzamento, 30/5/2019

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Allegato 1 al Rapporto Quadrimestrale, 3 dicembre 2018 – 30 maggio 2019. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Rapporto Quadrimestrale Avanzamento, 30/11/2019

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Allegato 1 al Rapporto Quadrimestrale, 1 giugno – 30 novembre 2019. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Rapporto Quadrimestrale Avanzamento, 31/3/2020

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Rapporto Quadrimestrale Avanzamento, 31/8/2020

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Allegato 1 al Rapporto Quadrimestrale, 1 aprile 2020 – 31 agosto 2020. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno. Allegato 1 al Rapporto Quadrimestrale, 1 settembre 2020 – 31 dicembre 2020. Rapporti di Monitoraggio dei Progetti e Rapporti Fotografico dei Progetti

AICS sede di Dakar, Proposta di finanziamento dell’Iniziativa Regionale di Emergenza in Africa Occidentale per rafforzare la resilienza e la protezione dei migranti e dei migranti di ritorno, 5/10/2017

AICS sede di Dakar, Relazione annuale, Capo Verde – Gambia – Guinea Bissau – Guinea Conakry – Mali – Mauritania - Senegal - Sierra Leone, Aprile 2020

AICS, Convention de délégation T05-EUTF-SAH-SN-05-02, Annexe 1 Description de l’Action

AICS, PASPED, Projet de contraste à la migration illégale à travers l'appui au Secteur Privé et à la création d'emplois au Sénégal, Annexe 1

Documents of the Initiative AID 10733

AICS sede di Dakar, Atelier di chiusura e capitalizzazione dei risultati dell'Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili AID 10733. Comunicazione al MAECI, protocollo n. 140 del 28/11/2021

AICS sede di Dakar, Communiqué de presse, 19/11/2017 per l'atelier di chiusura e capitalizzazione « Choisir en toute connaissance : ce que l'on laisse, ce que l'on trouve », Dakar, 21 novembre 2017

AICS sede di Dakar, Dossier de Presse. Atelier di chiusura e capitalizzazione « Choisir en toute connaissance : ce que l'on laisse, ce que l'on trouve », Dakar, 21 novembre 2017

AICS sede di Dakar, Initiative d'urgence en faveur des réfugiés, migrants et des populations vulnérables (AID10733). Presentazione Atelier, 27/9/2017

AICS sede di Dakar, Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili. Rapporto Quadrimestrale Finale, 20/12/2017

AICS sede di Dakar, Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili, Processo Verbale, Riunione ONG, 17/2/2017

AICS sede di Dakar, Programme des activités, « Choisir en toute connaissance » Ce que l'on laisse, ce que l'on trouve. Programme sous régional sur la migration irrégulière de la Coopération italienne : Les leçons apprises, Dakar, 21 novembre 2017

Allegato 1 alla Variante 1 al POG, Piano Finanziario

Allegato 1 alla Variante 2 al POG, Piano Finanziario

Allegato 2 alla Variante 1 al POG: Campagne informative "CinemArena"

Allegato 2 alla Variante 1 al POG: Iniziative e Coordinamento comunicazione innovativa: Campagna radio pilota

Allegato 2 alla Variante 1 al POG: Schede progetti

Allegato 2 alla Variante al POG: Acquisto sacche di sangue e relativi reagenti per una risposta tempestiva alla crisi in Sierra Leone.

Barison C., Emergenza Sahel 2016-2017. Report Finale Comunicazione, AICS ufficio di Dakar

Borgarello A., Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili – AID 10733 – Componente 1 Cinema Arena, Rapporto di fine missione, 27/11/2017

Insolia F., Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili – AID 10733, Rapporto di fine missione, 7/12/2017

Lentini A., Programmi AID 10733, AID 11006 e AID 11274/2, Rapporto di fine missione, 23/12/2017

Ndione B., Migration au Sénégal. Profil Migratoire 2018, ANSD, OIM, 2018

Nota Tecnica approvazione della Variante 2, 5/10/2017

Piermattei A., AID 10733, Iniziativa di emergenza in favore dei rifugiati, dei migranti e delle popolazioni locali vulnerabili, Senegal, Mali, Guinea, Bissau e Gambia Riunione di avvio della valutazione, 13 aprile 2021

Variante non onerosa n. 1 al Piano Operativo Generale (POG), 31/8/2017

Variante non onerosa n. 2 al Piano Operativo Generale (POG), 26/9/2017

1 - CISV

AICS sede di Dakar, Decreto autorizzazione CISV Variante non onerosa 1, 15/5/2017

AICS sede di Dakar, Decreto autorizzazione CISV Variante non onerosa 2

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "CISV", 25/11/2016

CISV, Allegato 1 alla Richiesta Variante non onerosa 1 - Modifica Piano finanziario, 5/5/2017

CISV, La « Procédure de prise en charge et Standards de la CEDEAO pour la protection et la réintégration des enfants vulnérables en mobilité et jeunes migrants » Produit par la CEDEAO avec la contribution des ONG des 15 Pays membres.

CISV, Mobilité et vulnérabilité des mineurs en Afrique de l'Ouest , Dakar ,12 mai 2017

CISV, Progetto di urgenza per la creazione di impiego in favore dei giovani e delle donne delle regioni di Saint Louis (Senegal) Oio, Cacheu e Tombali (Guinea Bissau) e Alta Guinea (Guinea) e d'informazione per i potenziali migranti irregolari – PUCEL, Rapporto Intermedio, 6/6/2017

CISV, Progetto di urgenza per la creazione di impiego in favore dei giovani e delle donne delle regioni di Saint Louis (Senegal) Oio, Cacheu e Tombali (Guinea Bissau) e Alta Guinea (Guinea) e d'informazione per i potenziali migranti irregolari – PUCEL, Rapporto Finale, 24/9/2017

CISV, Rendiconto Finanziario finale

CISV, Rendiconto Finanziario intermedio, 31/5/2017

CISV, Richiesta Variante non onerosa 1, 5/5/2017

CISV, Richiesta Variante non onerosa 2 - Modifica Piano finanziario, 20/7/2017

CISV, Richiesta Variante non onerosa 2, 20/7/2017

Fall D., Les standards: procédures régionaux d'Accompagnement Protecteurs des Enfants vulnérables en Afrique de l'Ouest

Ministero del Lavoro e delle politiche Sociali – Direzione generale dell'immigrazione e delle politiche di integrazione Divisione II, Report mensile minori stranieri non accompagnati (MSNA) in Italia. Dati al 30 aprile 2017

OIM, Mobilité et vulnérabilité des mineurs,12 mai 2017

Recommandations issues de l'atelier « Mobilité et vulnérabilité des mineurs : l'Afrique de l'Ouest en route vers l'Europe-Italie » Sénégal, Guinée, Guinée Bissau, Gambie, 12 mai 2017, Dakar

Top IX, Projet Migrants. Présentation des fonctionnalités *core* de la plateforme web, 13/6/2017

Tuscano M., Vigneri M., Le réseau de protection sociale pour migrants à Dakar. Diagnostic réalisé dans le cadre du projet

2 - Terra Nuova

AICS sede di Dakar, Decreto autorizzazione Terra Nuova Variante non onerosa, 23/1/2017

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "TERRA NUOVA", 25/11/2016

Terra Nuova, Descrittivo Variante non onerosa, 21/12/2016

Terra Nuova, Guide aux opportunités de travail et aux alternatives à la migration irrégulière. Projet financé par l'Agence Italienne pour la Coopération au Développement dans le cadre de l'initiative d'urgence AID 10733

Terra Nuova, Narrativo Variante non onerosa, 21/12/2016

Terra Nuova, Quaderni Migranti – I, Alle radici delle migrazioni dall'Africa, luglio 2019

Terra Nuova, Quaderni Migranti – II, La Fortezza EUROPA: tra POLITICHE MIGRATORIE e cooperazione, novembre 2019

Terra Nuova, Quaderni Migranti – III, Buone pratiche per una NUOVA narrativa della COOPERAZIONE e dell'ACCOGLIENZA, novembre 2019

Terra Nuova, Rafforzare la resilienza nei territori: prevenzione dell'esodo rurale promuovendo sicurezza alimentare, generazione di impiego e reddito, e comunicazione innovativa in Mali, Rapporto Intermedio, 3/7/2017

Terra Nuova, Rafforzare la resilienza nei territori: prevenzione dell'esodo rurale promuovendo sicurezza alimentare, generazione di impiego e reddito, e comunicazione innovativa in Mali, Rapporto Finale, 24/9/2017

Terra Nuova, Rendiconto Finanziario finale

Terra Nuova, Rendiconto Finanziario intermedio, 6/2017

Terra Nuova, Richiesta di Variante non onerosa, 21/12/2016

3 - VIS

AICS sede di Dakar, Decreto autorizzazione VIS Variante non onerosa, 7/2017

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "VIS", 2/12/2016

Coulibaly S., Fade M., Daff M., Recherche-action sur le phénomène de l'émigration irrégulière dans la région de Tambacounda, VIS, 7/2017

LVIA, Allegato 1 alla Richiesta Variante non onerosa - Modifica Piano finanziario, 6/7/2017

VIS, Azione di contrasto alla migrazione irregolare attraverso il sostegno allo sviluppo locale nella regione di Tambacounda (Senegal), Rapporto Intermedio, 2017

VIS, Azione di contrasto alla migrazione irregolare attraverso il sostegno allo sviluppo locale nella regione di Tambacounda (Senegal), Rapporto Finale, 2017

VIS, Rendiconto Finanziario finale

VIS, Rendiconto Finanziario intermedio, 4/2017

VIS, Richiesta di Variante non onerosa, 6/7/2017

4 - GREEN CROSS

AICS sede di Dakar, Autorizzazione estensione temporale GREEN CROSS ITALIA, 28/8/2017

AICS sede di Dakar, Decreto autorizzazione GREEN CROSS ITALIA Variante non onerosa 1, 29/8/2017

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "GREEN CROSS", 30/11/2016

De Michele L., *Perché non restare? Rapporto sul fenomeno migratorio in cinque villaggi nel dipartimento di Matam, Rapporto Progetto “Hadii Yahde. Energia per restare”*, GREEN CROSS ITALIA, 2017 (disponibile anche in francese)

GREEN CROSS ITALIA, “Energia per restare”. Green Cross per lo sviluppo delle comunità in Senegal, Comunicato Stampa, 14/3/2017

GREEN CROSS ITALIA, “Hadii Yahde” Energia per restare! Sviluppo integrato delle comunità locali soggette a migrazione lungo la Valle del fiume Senegal, Rapporto Intermedio, 19/4/2017

GREEN CROSS ITALIA, “Hadii Yahde” Energia per restare! Sviluppo integrato delle comunità locali soggette a migrazione lungo la Valle del fiume Senegal, Rapporto Finale, 10/10/2017

GREEN CROSS ITALIA, Allegato 1 alla Richiesta Variante non onerosa 1 - Modifica Piano finanziario, 25/8/2017

GREEN CROSS ITALIA, Compte rendu. Evénements finaux de clôture du projet « Energie pour rester » (AID 10733/4), Du 17 au 19 Septembre 2017

GREEN CROSS ITALIA, Dialogue communautaire avec les populations locales sur les périples, les couts humains et les opportunités alternatives à la migration irrégulière. Activité mise en œuvre par : FAFD, Du 18 au 23 juillet 2017

GREEN CROSS ITALIA, Energia per restare. Attività di comunicazione e visibilità - giugno 2017

GREEN CROSS ITALIA, Guide de formation sur la gestion administrative et financière, L’animatrice genre/Projet « ENERGIE POUR RESTER » GCIT Mme Ndioba WADE SARR

GREEN CROSS ITALIA, Guide pratique de l’horticulture de la Vallée du fleuve Sénégal

GREEN CROSS ITALIA, Overview, Energia per restare, Report marzo 2017

GREEN CROSS ITALIA, Rassegna stampa, ‘Energia per restare’, marzo 2017

GREEN CROSS ITALIA, Rendiconto Finanziario finale

GREEN CROSS ITALIA, Rendiconto Finanziario intermedio, 4/2017

GREEN CROSS ITALIA, Report attività di comunicazione in Italia. Progetto “Energia per restare” marzo 2017

GREEN CROSS ITALIA, Richiesta di estensione temporale e Variante non onerosa 1, 25/8/2017

GREEN CROSS ITALIA, Variante non onerosa Rimodulazione Piano finanziario, 1/9/2017

Wade Sarr N., Rapport de capitalisation sur les activités exécutées dans le domaine genre. Projet « Energie pour rester » (AID 10733/4)

5 - Fondazione ACRA

ACRA, Rester et réussir chez moi. Brochure AID 11472

AICS sede di Dakar, Decreto autorizzazione Fondazione ACRA Variante non onerosa 2

AICS sede di Dakar, Disciplinare d’Incarico tra l’Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l’ONG “Fondazione ACRA”, 2/12/2016

Fondazione ACRA, Allegato 1 alla Richiesta Variante non onerosa 1 - Modifica Piano finanziario

Fondazione ACRA, Azioni di contrasto alla dinamica migratoria sul corridoio in Senegal Guinea Bissau di Kolda e Gabu, Rapporto Intermedio, 1/3/2017

Fondazione ACRA, Azioni di contrasto alla dinamica migratoria sul corridoio in Senegal Guinea Bissau di Kolda e Gabu, Rapporto Finale, 1/9/2017

Fondazione ACRA, Rendiconto Finanziario finale

Fondazione ACRA, Rendiconto Finanziario intermedio, 31/3/2017

Fondazione ACRA, Richiesta Variante non onerosa 1, 6/3/2017

Fondazione ACRA, Richiesta Variante non onerosa 2 - Modifica Piano finanziario

6 - LVIA

Accordo di collaborazione tra LVIA e Sunugal, 12/1/2017

AICS sede di Dakar, Autorizzazione estensione temporale e Variante non onerosa LVIA, 23/8/2017

AICS sede di Dakar, Decreto autorizzazione LVIA Variante non onerosa 2, 15/5/2017

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "LVIA", 25/11/2016

LVIA, Allegato 1 alla Richiesta Variante non onerosa 1 - Modifica Piano finanziario, 23/2/2017

LVIA, Allegato 1 alla Richiesta Variante non onerosa 2 - Modifica Piano finanziario, 24/4/2017

LVIA, Allegato 1 alla Richiesta Variante non onerosa 2 - Modifica Piano finanziario, 8/5/2017

LVIA, Progetto per il reinserimento socio-professionale dei migranti senegalesi di ritorno, Rapporto Intermedio, 7/6/2017

LVIA, Progetto per il reinserimento socio-professionale dei migranti senegalesi di ritorno, Rapporto Finale, 13/10/2017

LVIA, Projet pour la réinsertion socioprofessionnelle des migrants sénégalais de retour

LVIA, Rendiconto Finanziario finale

LVIA, Rendiconto Finanziario intermedio, 6/2017

LVIA, Richiesta di estensione temporale e Variante non onerosa, 22/8/2017

LVIA, Richiesta di Variante non onerosa 1, 24/4/2017

LVIA, Richiesta di Variante non onerosa 2, 8/5/2017

7 - ENGIM

AICS sede di Dakar, Decreto autorizzazione ENGIM Variante non onerosa 1, 23/1/2017

AICS sede di Dakar, Decreto autorizzazione ENGIM Variante non onerosa 2

AICS sede di Dakar, Disciplinare d'Incarico tra l'Agenzia Italiana per la Cooperazione allo Sviluppo – Sede di Dakar e l'ONG "ENGIM", 25/11/2016

ENGIM, Allegato 1 alla Richiesta Variante non onerosa 1 - Modifica Piano finanziario, 1/2017

ENGIM, PROTEJA – Projet pour le Travail et l'Emploi des Jeunes Africains, Rapporto Intermedio, 28/2/2017

ENGIM, PROTEJA – Projet pour le Travail et l'Emploi des Jeunes Africains, Rapporto Finale, 21/9/2017

ENGIM, PROTEJA – Projet pour le Travail et l'Emploi des Jeunes Africains, Allegati al Rapporto Finale, 21/9/2017

ENGIM, Rendiconto Finanziario finale

ENGIM, Rendiconto Finanziario intermedio, 15/5/2017

ENGIM, Richiesta Variante non onerosa 1, 4/1/2017

ENGIM, Richiesta Variante non onerosa 2 - Modifica Piano finanziario, 7/2017

ENGIM, Richiesta Variante non onerosa 2, 14/7/2017

WEB-SITES

FOO JEM (Dove vai) - Storie di riuscita locali – YouTube, <https://www.youtube.com/watch?v=hgHPQEqHSIk>

Gouvernement République du Sénégal, Plan Sénégal Emergent (PSE), <https://www.sec.gouv.sn/dossiers/plan-senegal-emergent-pse>

Le video-interviste di «Foo Jëm»: «Noi, senegalesi di successo a casa nostra», https://www.corriere.it/esteri/21_gennaio_28/video-interviste-foo-jem-noi-giovani-senegalesi-successo-casa-nostra-bcd2cbb6-6159-11eb-89c6-2343df471572.shtml

ÑOO FAR - INSIEME: un viaggio in Senegal alla scoperta dei partenariati inclusivi per lo sviluppo, <https://www.youtube.com/watch?v=ligQR3Iy5pA&t=4s>

Senegal - il successo è anche scegliere di restare, https://www.youtube.com/watch?v=ntX-qYRHu_o

