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for the MED Region

Service Contract for a Monitoring System of the
Implementation of Projects and
Programmes of External Co-operation Financed by the
European Community

Lot 5: Mediterranean (MED) Region

***Synthesis Report for the Monitoring of
Migration Projects (AENEAS 2004)***

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FOREWORD

It is precised that this Synthesis Report is drafted on the basis of a standard template used by MED Monitoring for the Synthesis Reports already elaborated in the past¹. This template normally comprises a number of sections more particularly devoted to (i) a comparative appraisal derived from remonitoring the projects already monitored before, and (ii) to the full range of all the projects funded under a given Regional Programme.

Since this Synthesis Report covers only 10 out of 36 "AENEAS 2004" projects, which have never been monitored before, such comparative appraisals are not possible, and the report structure and scope are thus smaller.

¹ Regional Programmes Euromed Heritage, Euromed Water and SMAP, submitted in 2005.

1. INTRODUCTION

This synthesis report covers the monitoring of 10 Migration projects funded in the frame of the EC AENEAS Programme 2004 call for proposals, implemented in MED Region and managed by AIDCO Unit 04 “Centralized Management of Thematic Budget Lines”.

It is important to note that the monitoring of these 10 projects represents an innovation for the MED Monitoring:

- i) thematically, introducing for the first time a significant number of migration projects in the MED monitoring portfolio;
- ii) from the organizational point of view, enabling the MED Monitoring Team to work directly with, and for, the AIDCO Unit 04, which does not yet have its own Monitoring Project²;

All 10 projects retained for the monitoring concern fully or partly MED Region, and this geographical location criterion had led their choice in order to render possible their monitoring by the ROM Contractor covering that region through the MED Monitoring Project; the global AENEAS 2004 programme funds a total of 26 projects, which means that 16 projects not covered by the MED Monitoring Project are all located in other regions, while they target the same overall and specific objectives as the 10 MED ones.

To respond to the above challenging task, the MED Monitoring Team designed a special monitoring mission for the 10 AENEAS projects, within the ROM methodology provisions and in line with the approach of the MED Monitoring Project to the monitoring of big Regional Programmes. This mission took place in April 2007. The Mission Team comprised three senior monitors, including the MED Monitoring Team Leader. The corresponding monitoring reports were submitted to AIDCO on May 2007. The debriefing with AIDCO/04 took place in two steps:

- 1) a general debriefing of the MED Monitoring Team Leader with the responsible Task Managers of the AIDCO/04, on 3rd May 2007;
- 2) a plenary debriefing with all the monitors and AIDCO/04 Task Managers, on 31 May 2007, which allowed to respond to any additional and specific questions raised by the projects’ Task Management, after the submission of the monitoring reports.

On this basis, the corresponding response sheets for all the monitored projects were transmitted to the MED Monitoring team on 20 June 2007.

² The upcoming ROM Contracts for the period 2008-2010 include, among others, a new Lot covering the centrally managed thematic budget lines, now managed by the AIDCO/F Direction.

2. PROGRAMME SYNOPSIS

2.1. Background of the Programme

The European Council, at its special meeting in Tampere on 15 and 16 October 1999, underlined the need for a comprehensive approach to migration addressing political, human rights and development issues in third countries and regions, and called for a greater coherence of internal and external policies of the Union; it stressed the need for more efficient management of migration flows at all their stages and of the partnership with third countries, as well as the importance of intensified co-operation with third countries for the management of migration, including the prevention and combating of illegal migration and trafficking in human beings.

Since the Tampere European Council, the Commission has incorporated migration-related concerns into the programming of the Community's external aid, in order to give direct support to third countries in their efforts to deal with the problems arising from legal, illegal or forced migration.

The European Council of 4-5 November 2004 in Brussels launched a new Justice and Home Affairs (JHA) multi-annual programme to be known as the "Hague Programme", which further emphasizes and develops the integration of migration and asylum issues into the relations with third countries.

In July 2003, the European Commission presented to the Council and the Parliament a proposal for a Regulation establishing a programme for financial and technical assistance to third countries in the area of migration and asylum. The final Regulation establishes a five-year instrument (2004 – 2008), with an overall indicative budget of 250 Million €, including 120 Million € for the period 2004 – 2006.

2.2. Programme Intervention Logic

The general objective of this instrument is to provide specific and complementary financial and technical assistance to third countries in support of their efforts to ensure more effective management of all aspects of migration flows.

The purpose of the AENEAS Programme is to promote Community cooperation with third countries and, in partnership with them, contribute to objectives corresponding to the main characteristics of migration:

- a) Development of their legislation in the field of legal immigration;
- b) Development of legal migration;
- c) Development of legislation and national practices as regards international protection and asylum;
- d) Establishment of a policy to stem illegal migration, including trafficking in human beings;
- e) Readmission and sustainable reintegration of returnees (whether voluntary or not).

In terms of geographical priorities, the 2004 Programme focused on the operations in the Mediterranean but also covered Asia and the Balkans, whereas the 2005 Programme was to place priority on Eastern Europe (including the southern Caucasus and Central Asia), Africa and Turkey.

Since the 2004 and 2005 work programmes were to be implemented over the same period, it was also particularly important to ensure that the thematic and geographical priorities of the two programmes dovetail. For that reason, the 2004 annual work programme focused on the thematic priorities (b), (c), (d) and (e), and the 2005 programme on the objectives (a), (b), (c) and (d).

2.3. AENEAS Call for Proposals 2004

The four objectives retained for the annual work programme 2004, the corresponding eligible actions and the expected results are recapitulated below in tabular form.

Table 1: Objectives / Actions/ Results for the annual work programme 2004

Objectives/Priorities	Eligible Corresponding Actions	Expected Results
<p><i>(b) The development of legal migration, in accordance with an analysis of the demographic, economic and social situation in the countries of origin and in the host countries and of the host countries' reception capacity, as well as the raising of the public awareness of the advantages of legal migration and the consequences of illegal migrations</i></p>	<p>Study of legal and illegal migratory flows, relevance of the question of false papers</p> <p>Establish, develop or support regional or sub-regional dialogues on how to manage migration and asylum</p> <p>Develop the capacity of the national and regional authorities to evaluate current and projected requirements for foreign labour and implement appropriate strategies and pilot actions;</p> <p>Develop the capacity of the national and regional authorities to evaluate current and projected requirements for foreign labour and implement appropriate strategies and pilot actions;</p> <p>Develop staff training and pooling of information and experience, setting up networks for information on economic migration;</p> <p>Dissemination of information and legal advice on how to go about legal migration and the risks of illegal immigration and trafficking;</p> <p>Develop capacity for documenting persons and collating and processing data.</p>	<p>Better advice and information available to would-be emigrants, especially about the relevant laws and rules and manpower needs.</p> <p>Better information about the possibilities of legal migration and the dangers of illegal immigration.</p> <p>Better management of migration nationally and regionally.</p> <p>Study of legal and illegal migratory flows, and relevance of the question of false papers.</p> <p>The skills of emigrant labour matched to European needs by means of vocational and language training.</p> <p>Networks created to provide information about economic migration</p>
<p><i>(c) The development of third countries legislation and national practices as regards international protection, with a view to their complying with the provisions of the Geneva Convention of 1951 on the status of refugees and of the Protocol of 1967 and other relevant international instruments, to ensuring observance of the principle of 'non refoulement' and to improving the capacity of the third countries concerned which receive asylum seekers and refugees</i></p>	<p>Support for, and improvement of, the institutional and administrative framework for international protection and asylum;</p> <p>Encourage accession to international conventions and improve access to international protection;</p> <p>Improve the reception conditions for refugees and asylum seekers, the registration and documentation of asylum seekers and develop administrative expertise.</p>	<p>The authorities of the beneficiary countries are made aware of the importance of improving the legislative framework for international protection.</p> <p>Countries are encouraged to accede to the relevant international conventions.</p> <p>The reception of refugees and asylum seekers in the region is improved.</p> <p>Capacity for registering and documenting asylum seekers and refugees is improved.</p>
<p><i>(d) The establishment in the third</i></p>	<p>Promote regional and sub-regional collaboration and dialogue on the</p>	<p>Improved legislative framework for better protection,</p>

Objectives/Priorities	Eligible Corresponding Actions	Expected Results
<p><i>countries of an effective and preventive policy in the fight against illegal migration, including the fight against trafficking in human beings and smuggling of migrants, and the development of relevant legislation</i></p>	<p>management of migratory flows, including transit and migration, illegal immigration and trafficking in human beings;</p> <p>Encourage interregional cooperation on border management and controls;</p> <p>Build capacity in: security of travel documents and visas, including their conditions of issue, identification and documentation of illegal migrants, including own national, and detection of false documents and visas;</p> <p>Support for capacity building in: drafting, implementing and monitoring the effectiveness of national legislation and management systems dealing with asylum, migration and prevention of criminal activities, including organised crime and corruption, linked with illegal immigration, and development of training for staff dealing with migration and asylum issues;</p> <p>Evaluate, and possibly improve the institutional and administrative framework and of the capacity to implement border controls, and improve the management of border controls, including by means of operational cooperation.</p>	<p>reception conditions and capacity for resettlement, registration and documentation of asylum seekers and refugees and integration in the host country.</p> <p>A protocol setting out responsibilities for immediate, short and medium term assistance for the victims of shipwrecks or dangerous illegal routes has been drafted.</p> <p>The setting-up of a legal aid and support unit for investigators that reconciles humanitarian assistance and pursuit of the perpetrators of the most serious offences at the origin of criminal trafficking in human beings.</p> <p>Staff is trained to detect false papers.</p> <p>Greater capacity to pursue traffickers and protect and reintegrate victims.</p>
<p><i>(e) The readmission, in full respect of the law, and durable reintegration, into the third country concerned of persons who have illegally entered or remained on the territory of Member States or of persons who have unsuccessfully applied for asylum in the European Union or benefited from international protection there</i></p>	<p>Support for the third countries concerned to build capacity for reception and protection in the framework of readmission;</p> <p>Support for the sustainable reintegration of returnees and resettlement programmes;</p> <p>Support for the targeted socioeconomic reintegration of returnees in their country of origin, including training and capacity building aimed at facilitating their integration into the labour market;</p> <p>Assistance in the negotiation by the third countries concerned of their own readmission agreements with relevant countries;</p> <p>Support implementation of the readmission agreements concluded with third countries;</p> <p>Develop the exchange of information concerning, and improve identification of, returnees.</p>	<p>Improved conditions for readmission of people who have enjoyed international protection.</p> <p>Better training for administrative staff dealing with readmission.</p> <p>More exchanges of information between the administrations concerned and better identification and documentation of returnees.</p>

The total available budget for the AENEAS 2004 Annual Work Programme amounted to 30 Million €³. The Community Contribution was fixed at not less than 500.000 € and not more than 2 Million € per project, without exceeding 80% of the total project budget.

The organisations eligible for the Programme included regional and international organisations and agencies, other non-governmental organizations or other non-State actors, federal, national, provincial and local governments, their departments and agencies, institutes, associations and public and private operators.

The intention was to support a total number of 15 to 60 Projects. The presentation of a Logical Framework was among the mandatory components of the applications. The deadline for submission of the applications was fixed at 30 March 2005, and the grant contracts of the retained projects were signed in end-2005. The projects were of a duration of up to 36 months. A total of 26 projects were selected for the AENEAS Programme under its 2004 budget, representing a global EC contribution of 29.993.983 €.

Out of these 26 projects, 10 projects located in MEDA Region totalled an EC contribution of 12,6 Million €, and represented 40% of the total Programme (both in number of projects and in budget). These projects are covered by the special regional monitoring mission ME1.

These 10 projects are briefly presented in the Table 1 overleaf.

As concerns the status of their applicants or operators, it can be noted that:

- 2 are operated by local or regional governments (Spain)
- 3 are operated by Inter-Governmental organizations (1 by the World Bank, 2 by IOM);
- 3 are operated by national NGOs (Italy)
- 1 is operated by an international research institution (based in Italy), and
- 1 is operated by an international NGO (Euromed Human Rights Network) based in Denmark

³ This overall budget was intended to be split among thematic priorities as follows : Priority (b) 8.5 Million, Priority (c) 8 Million, Priority (d) 9 Million and Priority (e) € 5.5 Million.

Table 2: AENEAS 2004 Projects Monitored in 2007 in MED Region (CRIS Programme N° 16944)

N°	CRIS	Project Title	Budget (€)	Coordinator & Country	Partner countries	Short description
1	103526	Programme for the Enhancement of Transit and Irregular Migration Management in Libya (hereafter Trim)	2.000.000	IOM Brussels (IOM Libya)	Libya	<p><u>Overall Objectives</u></p> <ol style="list-style-type: none"> 1) To significantly improve, in accordance to international standards of care provision, the reception conditions provided to irregular stranded migrants in Libya. 2) o provide stranded irregular migrants with the opportunity to voluntarily return to their countries of origin through an Assisted Voluntary Return (AVR) programme, including reintegration in 3 selected country of origin. 3) To disseminate tailored information in selected countries of origin and in Libya on the dangers of irregular migration, including smuggling and trafficking. 4) To support constructive dialogue on irregular transit migration among origin, transit and destination countries, with a view to strengthening cooperation and identifying common solutions to irregular migration. <p><u>Specific Objective</u></p> <p>To support the government of Libya in taking timely and effective action to respond, in a humane and orderly manner, to the growing challenges posed by the increased irregular migration to and via Libya, while laying the groundwork for a sustainable, long term approach to migration management, in cooperation with the concerned countries of origin, transit and destination.</p> <p><u>Expected Results</u></p> <ol style="list-style-type: none"> 1) An assisted voluntary return and reintegration (AVRR) centre established. 2) Assisted voluntary return programme established and 1.500 stranded migrants are returned to SSA countries of origin. 3) Preventive measures in SSA countries of origin towards informed migration are carried out and relevant recommendations/materials are disseminated. 4) International workshop involving all relevant actors of the Maghreb, SSA and EU countries is carried out.
2	103417	Accompagnement à l'amélioration des conditions d'accueil et de protection des mineurs de 14 ans regroupés en provenance du territoire de la Communauté de Madrid (Mineurs)	1.999.999	Dirección General de Inmigración, Cooperación al Desarrollo y Voluntariado, Madrid, Spain	Morocco	<p>The project's overall objectives are to improve the conditions of return, regrouping and social integration of 14 year old youth in their origin environment, and to encourage the reduction of illegal immigration. The specific objective is to "re-admit and regroup immediately and in full respect of Law the 14 year old youth and to consolidate the local mechanisms and conditions of the social and family integration of this population". The project programming targets three results:</p> <ol style="list-style-type: none"> 1) Reinforce the public Moroccan system of support and protection of the children; 2) Establish a mechanism for the return of unaccompanied minors in the region of Madrid, their assisted return and their family reintegration. 3) Prevention of illegal emigration of minors.
3	103632	Integrated Support Towards Returning Migrants in Albania and Morocco (Albamar)	1.334.572	Cooperazione Internazionale (COPI), Italy	Morocco (Albania)	<p><u>Overall Objective</u></p> <p>Support the socio-economic reintegration of returning migrants from (to) Albania and Morocco, and to contribute to the development of a culture of legal migration.</p>

N°	CRIS	Project Title	Budget (€)	Coordinator & Country	Partner countries	Short description
						<p><u>Project Purpose</u></p> <p>A sustainable & integrated programme to support returning migrants/returnees or to prevent potential illegal migrants defined, developed and implemented.</p> <p><u>Expected Results</u></p> <p>400 potential or future returnees assisted in Italy; 700 returnees assisted in Albania and Morocco; The returnees assisted in the centres reintegrated into the society of origin; 2000 young people at risk of illegal migration sensitised on the related risks; The technical and management capacities of target groups / partners reinforced.</p>
4	103534	Réseau Afrique/Migration: renforcement de l'engagement opérationnel et de la collaboration régionale des acteurs de la société civile sur la gestion des flux migratoires de transit dans le Maghreb (Réseau Afrique)	1.307.131	Comitate Internazionale per lo Sviluppo dei Popoli (CISP), Italy	Algeria, Morocco, Tunisia	<p>The overall objective is to ensure better coordination of the Maghreb countries in their migration policies and strategies, their fight against illegal immigration and their protection of migrants.</p> <p>The specific objective is to reinforce the collaboration of the civil society actors as concerns the management of the migratory flows, taking into consideration the migrant populations in the Maghreb.</p>
5	103564	Programme de gestion intégrale de l'immigration saisonnière entre la province de Benslimane et la province de Huelva (Huelva)	1.196.000	Ayuntamiento de Cartaya, Spain	Morocco	<p>The project develops a system of integrated management of seasonal immigration of Moroccan workers towards a group of Spanish agrarian municipalities which need every year a high number of foreign seasonal manpower for harvesting strawberries and oranges. Its overall objective is to create a system of ethical management of seasonal manpower and its specific objective is to set up a system of integrated management of seasonal immigration between the Moroccan province of Benslimane and the Spanish province of Huelva.</p> <p>The project components are:</p> <ol style="list-style-type: none"> develop legal immigration through temporary employment, between the two concerned regions; incorporate in a global management system all the stages of the relation between the employer and the worker as well as different pilot services supporting the workers, and prevent illegal practices favouring clandestine flows and guarantee the return of the migrants to their country after the agriculture works' season.
6	103626	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine (Réintégration)	1.076.000	Institut universitaire européen, Italy	Algeria, Morocco, Tunisia	<p>The overall objectives are to reinforce the capacity of the Maghreb countries in supporting lasting reintegration of returning migrants to Algeria, Morocco and Tunisia, and to facilitate the decision making and the concrete decisions towards guaranteeing the economic and social reintegration of the returning migrants.</p> <p>The specific objective is to produce tools for information, analysis and follow up of the social and economic reintegration of the returning migrants into their origin countries in Maghreb region, in order to ensure better information to the stakeholders and to facilitate the formulation of proposals and measures able to cope with the stakes related to a sustainable reintegration of the returning migrants.</p> <p>The anticipated results are:</p>

N°	CRIS	Project Title	Budget (€)	Coordinator & Country	Partner countries	Short description
						<ul style="list-style-type: none"> - tools for analyses of the reintegration of different categories of returning migrants to their origin country created and operated; - evolving service of information created, allowing a better identification of the actual and future stakes directly related to sustainable return. - Decision makers" awareness increased as to the needed conditions for the successful reintegration of returning migrants, and as to the regional dialogue concerning the social and economic stakes related to reintegration.
7	103573	Promotion d'une migration responsable à travers les circuits légaux dans la Région de Tadla Azilal – Maroc (Tadla)	868.214	Movimento Laici Americana Latina (MLAL), Italy	Morocco	<p>The overall objective is to promote legal migration by means of an integrated approach of managing migratory flows, including political, economic development and social aspects (situation of migrants, starting from the origin countries).</p> <p>The specific objective is to develop a culture of legal migration in the region of Tadla Azilal, by supporting the personal development of the targeted youth and by proposing alternative models to the illegal immigration.</p>
8	103558	Enhancing Civil Society Participation in Human Rights Management of Migration and Asylum in the Southern Mediterranean and Middle East (Civil society)	535.598	Euro-Mediterranean Human Rights Network, Copenhagen	MED Region	<p><u>Overall Objective</u> Provide specific assistance in the Southern Mediterranean and the Middle East by developing regional dialogue on asylum and promoting regional and sub-regional civil society collaboration on human rights based management on migratory flows, and by strengthening available expertise among NGOs regarding human rights based approaches to management of migration, refugees and asylum seekers.</p> <p><u>Specific Objective</u> Build a regional network on human rights, migration, refugees and asylum providing a forum of human rights and development NGOs, refugee councils, migrant and refugee organisations, etc. for:</p> <ul style="list-style-type: none"> (a) Exchange of experience between the EU and the South and South-South stakeholders; (b) Strengthening capacity of NGOs to deal with migration, refugees and asylum seekers; (c) Promoting public civil society debate and awareness about rights based approaches to migration management and asylum seekers; (d) Developing capacity of civil society organisations to deal with protection of forced migrants and asylum seekers on national and regional level; (e) Proposing and identifying policies and joint projects aimed at enhancing the protection of forced migrants and asylum seekers on a national and regional level; (f) Contextualising migration and asylum with respect to International conventions and legal standards; Gender; Economic and social rights; The geo-political context of the Barcelona Process. <p><u>Expected Results</u></p> <ul style="list-style-type: none"> - Human rights based civil society interfaces between state structures and asylum seekers / forced migrants initiated or strengthened. - Strengthened access of human rights, women rights and development NGOs, refugee councils, migrant and refugee organisations to networks and modes of understanding benefits of networking, and to information and debated beyond national level. - Key training and education needs of civil society structures in South MED and Middle East identified.

N°	CRIS	Project Title	Budget (€)	Coordinator & Country	Partner countries	Short description
9	103579	International Migration from Middle East and North Africa and Poverty Reduction Strategies (Intl migration)	733.570	International Bank for Reconstruction and Development (IBRD), Brussels & Washington	France, Italy, experts from MED Region	<p><u>Overall Objective:</u> contribute to the establishment of a well-managed international migration regime, based on cooperation between home and host countries and more consistently integrated into development and poverty reduction strategies.</p> <p><u>Project Purpose:</u> identify and support the implementation of win-win policies, regional arrangements, regulations and institutional reforms that will help establish well-managed international migration regimes and lead to improved development and poverty outcomes.</p> <p><u>Expected Results</u></p> <ol style="list-style-type: none"> (1) Statistical and technical capacity for the monitoring and analysis of migration flows assessed. (2) The impact of poverty, social and labour market on migration studied. (3) Good practices identified in the area of labour migration management and social protection arrangements for migrant workers and returnees. (4) Increase of knowledge on Diasporas and returned migrants. (5) Dissemination, dialogue and mobilisation.
10	103456	Programme de renforcement et de soutien au dialogue et à la gestion des migrations irrégulières et de transit au Maghreb en provenance de l'Afrique de l'Ouest (Migrations irrégulières)	1.561.246	IOM Italy	Maghreb, Sub-Sahara Countries	<p><u>The overall objectives</u> of the project are to :</p> <ol style="list-style-type: none"> i) promote regional and sub-regional cooperation and dialogue in the management of migratory flows, in particular transit and illegal migration and traffic of human beings; ii) reinforce and develop the countries of origin and of transit in their management of migrations, and for the creation of networks for collection, processing and exchange of information; iii) contribute to the reduction of irregular migratory flows by means of a targeted information on the prospects of foreseeable failure of such endeavouring and the corresponding dangers, as well as on the advantages of the legal migration; iv) collect, consolidate and put at the disposal of the concerned governments and of the decision makers the up to date reliable tools as sources and supports of information. <p><u>The specific objective</u> of the project is to initiate a pilot mechanism on the technical level, translated concretely by a multiregional dialogue grouping the representatives of the countries which belong to three separate geographical wholes: Maghreb countries, sub-Sahara African countries and European countries.</p> <p><u>The expected results</u> are:</p> <ul style="list-style-type: none"> - dialogue and mechanisms for follow up and coordination are reinforced; - reinforcement of the institutional capacity of the origin and transit countries is supported by the technical cooperation and achieved by the project. - The information is disseminated into the country of origin in order to help prevent and fight the irregular transit migration in the very countries of departure of these flows.

3. WORKPLAN

3.1. Place of the Migration Projects in the Workplan and its Implementation

Although the MED Monitoring Team has already monitored on several occasions, during the 2002 – 2007 period, a number of projects which are directly or indirectly related to the theme of migrations in the MED Region, the request by AIDCO/04 (now AIDCO/F) to have 10 AENEAS 2004 Projects monitored in 2007 was the first opportunity to monitor a group of projects dealing directly with the migration issues on the ground, in several south MED and EU member countries, including Libya, and belonging to the same Programme.

Of course, a possibility to monitor all 26 “AENEAS 2004” projects would have provided a privileged opportunity to have a comprehensive view of this Programme’s projects funded by the 2004 Call for Proposals, whatever is their respective region of implementation. It is now believed that such a possibility will be present from 2008 on, since AIDCO/F will dispose with its own ROM Project for the Centrally Managed Thematic Projects, from 2008 on.

The 10 monitored migration projects represented about 2% of the global MED Monitoring Portfolio for 2007, which contains 192 projects⁴, and 25% of the total of the 42 regional projects of the Portfolio. They were all monitored in the frame of one monitoring mission (first regional mission - ME1), within the period from 2 to 26 April 2007. The monitoring task force consisted of three senior monitors, including the MED Monitoring Team Leader.

Table 2 overleaf illustrates the overall planning of this monitoring mission, and Table 3 indicates the number of monitoring outputs produced in the frame of the mission, i.e. one monitoring report per project, and one background conclusion sheet (BCS) for each of the countries visited, in line with the respective instructions of the AIDCO/A2⁵ for the outputs to be produced in 2007. It is worth noting that, as per the experience gained by the MED Monitoring Team through the implementation of the ROM for regional programmes in the period 2002 – 2006 in the MED Region, the production of individual BCSs and Monitoring Reports on each of the monitoring visits to the concerned countries where the projects have activities, has a special added value, since they allow the identification and presentation of the comparative progress of the projects in the various countries and the specificities of the country and of the theme in the countries, thus allowing for more targeted conclusions and recommendations. These individual outputs, coupled to a consolidated report on the project, would constitute a complete set of monitoring results at horizontal and country levels. Within this concept, the MED Monitoring Team produced individual BCSs on each project visit for each project, and synthesised the findings, conclusions and recommendations included in these BCSs in one single Monitoring Report.

⁴ Situation as of end July 2007

⁵ AIDCO/A2 manages the MED Monitoring Contract

Table 3: Monitoring AENEAS 2004 Projects - Mission Planning Table

Country	Managing EC Service	Contact Person	Geo-Coordinator	Mission Leader	Managing EC Service: Briefing	Managing EC Service: Debriefing	Contact Details of the Managing EC Service					
Regional	AIDCO/04	Mr. PAGLIARULO Sergio	N/A	Dragan Crnjanski	29 March 2007 & 03 April 2007	?? April 2007	L41, B-1040 Brussels Tel: Fax:					

#	CRIS Number (Project)	CRIS Number (Contract)	Project Title	Budget (EC Commitment)	Responsible Person in the EC	Monitor 2007	Monitor (previous years)	Persons to be met	Available days of the monitor	Monitoring Location	Type of Project	New Documentation received in 2007
1	16944	103526	Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)	2 000 000	PAGLIARULO Sergio	Crnjanski	-	Details in the separate files	2nd April in BEL 22 - 23 April in LBY	ITA LBY	Regional	IOM Brussels & Libya
2	16944	103417	Accompagnement à l'amélioration des conditions d'accueil et de protection des mineurs de 14 ans regroupés en provenance du territoire de la Communauté de Madrid (Espagne).	1 999 999	RODRIGUEZ-MARTINEZ Lidia	Eguiguren	-	Details in the separate files	17 - 18 April in ESP 19 April in MAR	ESP MAR	Regional	Madrid Govt, Paideia Tanger - Marrakech
3	16944	103632	ALBAMAR" integrated support towards returning migrants in Albania and Morocco	1 334 572	PAGLIARULO Sergio	Sancerni	-	Details in the separate files	11 April in ITA 17 April in MAR	ITA MAR	Regional	COOPI Milano - Zakoura Casablanca
4	16944	103534	Project Réseau Afrique/Migration: renforcement de l'engagement opérationnel et de la collaboration régionale des acteurs de la société civile sur la gestion des flux migratoires de transit dans le Maghreb.	1 307 131	PAGLIARULO Sergio	Sancerni	-	Details in the separate files	12 April in ITA 14 - 15 April in DZA 16 and 19 April in MAR	ITA DZA MAR	Regional	CISP Rome & Algeria & Morocco
5	16944	103564	Programme de Gestion Intégrale de l' Immigration Saisonnière entre la province de Benslimane et la province de Huelva.	1 196 000	RODRIGUEZ-MARTINEZ Lidia	Eguiguren	-	Details in the separate files	16 April in SPA 23 April in MAR	ESP MAR	Regional	Cartaya Government & Benslimane
6	16944	103626	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine.	1 076 000	PAGLIARULO Sergio	Crnjanski	-	Details in the separate files	13 April in ITA 20 April in TUN	ITA TUN	Regional	IUE Florence & OTE Tunisia (site to be identified)
7	16944	103573	Promotion d'une migration responsable à travers les circuits légaux dans la Région de Tadla Azilal - Maroc.	868 214	RODRIGUEZ-MARTINEZ Lidia	Sancerni	-	Details in the separate files	13 April in ITA 16 and 18 April in MAR	ITA MAR	Regional	MLAL Verona & Zakoura Casablanca - Taza Azilal
8	16944	103558	Enhancing civil society participation in human rights management of migration and asylum in the Southern Mediterranean and Middle East.	535 598	RODRIGUEZ-MARTINEZ Lidia	Eguiguren	-	Details in the separate files	13 April in DEN	DEN	Regional	EHRN Copenhagen
9	16944	103579	International Migration from Middle East and North Africa and Poverty Reduction Strategies.	733 570	RODRIGUEZ-MARTINEZ Lidia	Eguiguren	-	Details in the separate files	11 April in BEL	BEL	Regional	World Bank Brussels
10	16944	103456	Programme de renforcement et de soutien au dialogue et à la gestion des migrations irrégulières et de transit au Maghreb en provenance de l'Afrique de l'Ouest	1 561 246	PAGLIARULO Sergio	Crnjanski	-	Details in the separate files	12 April in ITA 26 April in BEL	ITA BEL	Regional	IOM Rome & Brussels

Table 4: Monitoring AENEAS 2004 Projects – Outputs Produced

N°	Projects monitored	Countries visited	BCS ⁶ produced	Reports (MR) produced
1	Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)	LY	1	1
2	Accompagnement à l'amélioration des conditions d'accueil et de protection des mineurs de 14 ans regroupés en provenance du territoire de la Communauté de Madrid (Mineurs)	ES MA	2	1
3	Integrated Support towards Returning Migrants in Albania and Morocco (ALBAMAR)	IT MA	2	1
4	Réseau Afrique/Migration: renforcement de l'engagement opérationnel et de la collaboration régionale des acteurs de la société civile sur la gestion des flux migratoires de transit dans le Maghreb (Réseau Afrique)	IT MA DZ	3	1
5	Programme de gestion intégrale de l'immigration saisonnière entre la province de Benslimane et la province de Huelva (Huelva)	ES MA	2	1
6	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine (Réintégration)	IT TN	2	1
7	Promotion d'une migration responsable à travers les circuits légaux dans la région de Tadla Azilal (Tadla)	MA IT	2	1
8	Enhancing Civil Society Participation in Human Rights Management of Migration and asylum in the Southern Mediterranean and Middle East (Civil society)	DK	1	1
9	International Migration from Middle East and North Africa and Poverty Reduction Strategies (Intl Migration)	BE	1	1
10	Programme de renforcement et de soutien au dialogue et à la gestion des migrations irrégulières et de transit au Maghreb en provenance de l'Afrique de l'Ouest (Migrations irrégulières)	IT	1	1
Total			17	10

Table 4 below recapitulates the key statistics of this mission, with, in particular, the fact that the overall amount of EC support to the monitored projects is 12,6 Million €, i.e. an average of 1,26 Million € per project. The monitoring mission visited eight countries, out of which 4 South MED countries (including Libya), and 4 EU Member States.

Table 5: Overview of the Monitoring Mission ME1 “Migrations”

N° of projects monitored	10	N° of monitoring operations	17
N° of specified sectors covered (at the level of CRS code)	2	N° of monitoring reports	10
N° of missions undertaken	1	Million € of EC support covered (All projects monitored)	12,6
N° of Countries visited	8	Average size of Project monitored (mio € of EC support)	1,2

⁶ BCS – Background Conclusion Sheet: internal monitoring tool (Excel file) serving to group and structure all the findings and recommendations and support the synthesis presentation in the Monitoring Report (MR). BCS is actually not conceived nor destined to be submitted to the EC, as a formal monitoring output.

4. INSIGHTS OF THE PROGRAMME

4.1. Programme Performance by Monitoring Criteria

The relatively small size of this specific monitoring programme and the fact that none of the projects in question had been monitored before, reduce the scope of possible analysis. Nevertheless, the tables below illustrate the main points of interest. The average ratings⁷ per each of the five ROM main criteria, displayed in the Table 5 below are all satisfactory, equal to or above 3,0, except for efficiency, where the rating is slightly below 3,0. The best rating is observed in “Impact Prospects”, which reaches 3,45 / 4,00.

Table 6: Average ratings per each main criterion

Criterion	Average rating	Sample (number of projects)	Number of reports
Quality of project design	3,02	10	10
Efficiency to date	2,96	10	10
Effectiveness to date	3,04	10	10
Impact Prospects	3,45	10	10
Sustainability	3,00	10	10
AVERAGE	3,10	10	10

Out of the 10 monitored projects, the following four projects are considered as more successful than the others, being stated that they have all their criteria ratings equal or above the score of “b”:

Table 7: Success Projects

N°	Project Title	Scores	Total average
1	Promotion d'une migration responsable à travers les circuits légaux dans la région de Tadla Azilal (Tadla)	a-a-b-a-b	3,65
2	Accompagnement à l'amélioration des conditions d'accueil et de protection des mineurs de 14 ans regroupés en provenance du territoire de la Communauté de Madrid (Mineurs)	a-b-b-a-b	3,53
3	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine (Mirem)	a-a-b-b-b	3,47
4	Réseau Afrique/Migration : renforcement de l'engagement opérationnel et de la collaboration régionale des acteurs de la société civile sur la gestion des flux migratoires de transit dans le Maghreb (Réseau Afrique)	b-a-b-b-b	3,18

One can also add to this list the Project “TRIM”, which has a high total average of 3,25 although its present efficiency (April 2007) is scored “c” (2,40), slightly below the “b” threshold level of 2,50.

With regards to the consideration of the least successful or “problem” projects, the criterion applied has been to retain the projects having two or more “d” ratings. None of the 10 monitored projects belongs to this category (there are no “d” ratings for any of the prime issues of any of the monitored projects).

⁷ Ratings in the Monitoring Reports are “a” – very good, “b” – good, “c”- problems, “d” – serious deficiencies. For the purpose of statistics, these rates are translated as follows: a = 4, b = 3, c = 2, d = 1. Thus, the maximum possible rating would be 4.

However, the Project “Programme de renforcement et de soutien au dialogue et à la gestion des migrations irrégulières et de transit au Maghreb en provenance de l’Afrique de l’Ouest”, implemented by IOM Italy, has not been appraised as successful at all, with a “c” score for all the criteria, and a rather low total average of 2,24 / 4,00.

By using the rating of the prime issues as the indicator of the monitored projects’ performance, the following main comments can be formulated:

Table 8: Comments on Projects’ Performances (Prime Issues)

N°	Prime Issue	Comments on Projects’ Performances
1	Design Quality	The best conceived projects are both NGO operated: “Tadla” and “Mineurs”. The lowest score for design is found with “Albamar”, due in particular to its dual or composite construction focused on two different countries in two different regions (Albania & Morocco) in terms of characteristics and problems related to the migration theme.
2	Efficiency to date	“Tadla” is again best scored, together with “Réintégration” and “Albamar”, followed by “Réseau Afrique”. The comparatively lowest efficiency is observed with “Migrations irrégulières”, followed by “Civil society” and “Huelva”, due either to over-ambitious design, not adapted to the project environment reality or to internal functional constraints.
3	Effectiveness to date	Effectiveness is often correlated to efficiency; the best scores for effectiveness are observed with “Trim” and “Albamar”, followed by “Tadla” and the poorest effectiveness is noted with “Migrations irrégulières” and “Intl Migration”. It can be seen that effectiveness can be more easily observed/appraised in the projects acting directly on the ground in direct confrontation with the migration problems, and may appear as much less visible in complex partnership schemes, without sufficient anchorage on the ground.
4	Impact Prospects	Impact prospects appear to be good for all projects. It has to be noted that in monitoring projects which are hardly halfway into their implementation, the statements concerning the impact prospects cannot be precise enough and tend therefore to appear as rather optimistic: this may, to some extent, explain the very high score –“a” / 4,00– given to several projects; only “Migrations irrégulières” is already considered as having visible problems in reaching any impact at all.
5	Sustainability	Generally taken, scoring of sustainability is also relatively high, since monitoring during projects’ implementation looks at the future sustainability prospects, as in the case of potential impact: best prospects are observed with “Huelva”, followed by “Mineurs” and “Trim”. It is important to note that these three projects are implemented in tight cooperation with the central and/or local authorities in the partner countries, which itself provides some guarantee for their future sustainability.

A more detailed insight in the performance of the monitored projects is provided in the Table 8 overleaf, which displays the numerical scores for all the main criteria and the sub-criteria, as resulting from the BCSs.

4.2. Projects Performance by Monitoring Criteria and Prime Issues

Table 9: Average ratings for main criteria and prime issues

Code	Criterion	Projects										Average
		P1: TRIM	P2: Mineurs	P3: ALBAMAR	P4: Reseau Afrique	P5:Huelva	P6: Reintegratio n	P7: Tadra	P8: Civil Society	P9: Intl Migration	P 10: Migrations irrégulières	
M1	Quality of project design	3,00	4,00	2,00	3,00	3,30	3,70	4,00	2,60	2,30	2,30	3,02
M11	Actual Relevance	3,00	4,00	2,00	3,00	4,00	3,00	4,00	4,00	3,00	3,00	3,30
M12	Feasibility & flexibility	3,00	4,00	2,00	3,00	3,00	4,00	4,00	2,00	2,00	2,00	2,90
M2	Efficiency to date	2,40	3,20	3,80	3,60	2,20	3,80	3,80	2,20	2,80	1,80	2,96
M21	Input availability	2,00	3,00	4,00	4,00	2,00	4,00	4,00	2,00	3,00	3,00	3,10
M22	Activity timeliness	2,00	3,00	3,00	4,00	2,00	4,00	3,00	2,00	2,00	2,00	2,70
M23	Results achievement	2,00	3,00	4,00	3,00	2,00	4,00	4,00	2,00	3,00	1,00	2,80
M24	Partner contribution & involvement	4,00	4,00	4,00	4,00	3,00	3,00	4,00	3,00	3,00	2,00	3,40
M3	Effectiveness to date	3,45	3,00	3,45	3,00	3,00	3,33	3,33	3,00	2,55	2,33	3,04
M31	Accessibility of results	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	2,00	2,90
M32	Use of results	3,00	3,00	3,00	3,00	3,00	4,00	4,00	3,00	3,00	3,00	3,20
M33	Project Purpose achievement	4,00	3,00	4,00	3,00	3,00	3,00	3,00	3,00	2,00	2,00	3,00
M34	Status of previous key observations											-
M4	Impact Prospects	4,00	4,00	3,00	3,50	4,00	3,50	4,00	3,00	3,00	2,50	3,45
M41	Ensuring of impact achievement	4,00	4,00	3,00	4,00	4,00	3,00	4,00	3,00	3,00	2,00	3,40
M42	Wider planned effects	4,00	4,00	3,00	3,00	4,00	4,00	4,00	3,00	3,00	3,00	3,50
M43	Status of previous key observations											-
M5	Sustainability	3,40	3,44	2,56	2,78	3,89	3,00	3,10	3,00	2,63	2,25	3,00
M51	Economic viability	4,00	3,00	2,00	3,00	4,00	3,00	3,00	3,00	3,00	2,00	3,00
M52	Local ownership	3,00	4,00	3,00	3,00	4,00	3,00	4,00	3,00	2,00	2,00	3,10
M53	Policy support	3,00	4,00	3,00	2,00	4,00	3,00	4,00	3,00	2,00	2,00	3,00
M54	Institution building	4,00	3,00	3,00	3,00	4,00	3,00	4,00	3,00	3,00	2,00	3,20
M55	Socio-cultural adequacy	3,00	4,00	3,00	3,00	4,00	3,00	3,00	3,00	2,00	3,00	3,10
M56	Gender equality	3,00	3,00	2,00	2,00	4,00	3,00	2,00	3,00	3,00		2,78
M57	Technology appropriateness	3,00	4,00	3,00	3,00	3,00	4,00	3,00	3,00		3,00	3,22
M58	Consideration for environ. protection	3,00					2,00	2,00				2,33
TOTAL AVERAGE		3,25	3,53	2,96	3,18	3,28	3,47	3,65	2,76	2,66	2,24	3,10

A short analysis of the situation – actions recommended for each project is outlined in the Annex I Table.

4.3. Performance of projects over time

As mentioned already, this is the first time Centrally Managed Thematic Projects are subject to ROM, thus there are no grounds for assessment of the projects' performance over time (i.e. comparison with the performance in previous years, so as to identify the influence of potential modifications in the design or measures taken following the monitoring visits on the projects' progress and performance.

4.4. Strong and Weak Points by Criterion in 2007

The strengths and the relative weaknesses of the monitored projects are presented in the Table 9 below (for definition of the main criteria and sub-criteria refer to Table 8).

Table 10: Strong and weak points per main criterion

Strong & Weak		P1: TRIM	P2: Mineurs	P3: ALBAMAR	P4: Reseau Afrique	P5:Huelva	P6: Reintegration	P7: Tadia	P8: Civil Society	P9: Intl Migration	P 10: Migrations irrégulières	OVERALL
Project-visits		1	2	2	3	2	2	2	1	1	1	17
Strongest	Main Criterion	M4	M1 M4	M2	M2	M4	M2	M1 M4	M3 M4 M5	M4	M4	M4
Weakest	Main Criterion	M2	M3	M1	M5	M2	M5	M5	M2	M1	M2	M2

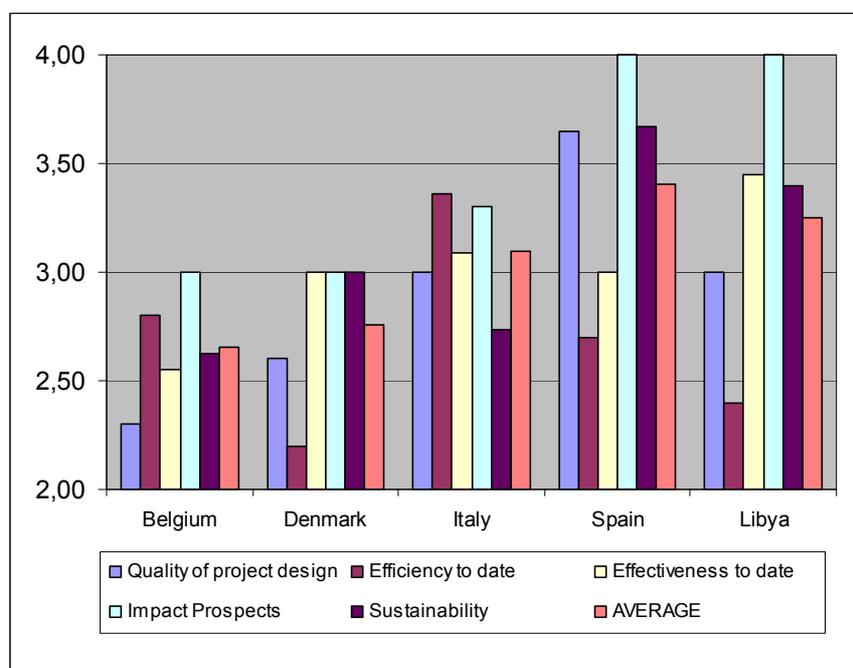
4.5. Analysis per Country

In the Synthesis Reports elaborated for big Regional Programmes of the MEDA Programme in previous years, this section provided a country-specific outlook of the situation regarding the implementation of the Regional Programme in the region. It also presented a synthetic view of the involved MEDA Partners as per their technical, financial and institutional capacity to support the proper implementation of project activities, maintain an adequate level of efficiency and effectiveness, promote the overall project effect over the beneficiary areas and undertake the appropriate actions to secure its long-term viability. However, in the present case of the 10 Migration projects, such an analysis cannot be made in view of the very small number of projects monitored and the relatively limited number of countries involved.

The examination of the performance of the 10 monitored projects per project coordinator's country provides the indications presented in Table 11, with the highest score obtained for Spain, and the lowest for the WB's project "Intl Migration". This analysis is provided as an example only, since it is clear that such indicators cannot be considered as statistically reliable and meaningful due to the very small number of monitored projects.

Table 11: Performance per coordinating country

	Belgium (Washington)	Denmark	Italy	Spain	Libya
Number of Reports	1	1	5	2	1
Quality of project design	2,30	2,60	3,00	3,65	3,00
Efficiency to date	2,80	2,20	3,36	2,70	2,40
Effectiveness to date	2,55	3,00	3,09	3,00	3,45
Impact Prospects	3,00	3,00	3,30	4,00	4,00
Sustainability	2,63	3,00	2,74	3,67	3,40
AVERAGE	2,66	2,76	3,10	3,40	3,25



However, this examination cannot provide secure indications as to the main factors / characteristics of the country (and of the theme-related environment) that influence the projects' performance.

The MED Monitoring Team considers useful to indicate in the present Synthesis Report, that the experience from the synthetic work for big Regional Programmes in the MEDA Region revealed that, without neglecting the importance of the national factor, the key aspect affecting project performance had been the capacity, experience and motivation of partner institutions, rather than their origin and/or the general political environment. Furthermore, it has been possible to identify specific recurring patterns, characterising partners originating in the same country, area or region, that tend to influence project implementation in a variety of occasions throughout the Regional Programmes.

Nevertheless, these remarks are presented only in order to trigger a potential more detailed and representative analysis, based on an eventual more complete monitoring operation, covering the whole Migration Programme in all concerned countries.

4.6. Analysis per Type of Partner and Nature of Project

A variety of types of Project Partners is observed in the sample of projects of the Migration Programme which were monitored in the frame of the present monitoring operation, with varying technical, administrative, financial and scientific capacities. These can be categorised as follows:

- Local / Regional Authorities
- National NGOs
- International NGOs
- Inter-governmental organisations
- International education / research organisations.

Depending on the scientific, technical and institutional context of the projects, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution. However, the small sample of projects monitored within this monitoring operation does not allow a reliable analysis of the performance and attitude of each partner type group, as observed through the monitoring of the implementation of the 10 migration projects.

It is however possible to look at the monitored projects by distinguishing or classifying them according to:

- (i) the type or status of their operator and
- (ii) their nature and key goals,

as indicated below:

Table 12: Classification of the monitored projects

Project Operator	Project nature & goal		
	Study, reinforce & share knowledge of migration phenomena in the region	Support to local action and bilateral cooperation	Multilateral cooperation in management of migratory flows
Local & regional authority		TRIM, Mineurs, ALBAMAR, Huelva	
National NGO		Tadla	Réseau Afrique
International education & research organization	MIREM		
International NGO	Civil Society		
Inter-governmental organization	Intl Migration		Migration irrégulière

5. SPECIAL ISSUES

As indicated in the foreword to this report, the number of the monitored projects and the fact that they have not been monitored before and the fact that they represent only a minor share of the total number of 36 projects funded under “AENEAS” 2004 Call for Proposals, do not allow to draw a full-fledged appraisal and tackle all the issues that have been usually covered in MED Monitoring Synthesis Reports. We have, nevertheless, maintained the sequence of the chapters below with the purpose of indicating which issues and aspects are normally covered in such an analysis.

5.1. Deconcentration

The monitored projects belong to the centrally managed thematic programmes, which do not call for any formal intervention of the EC Delegations. However, there are a number of thematic projects addressing individual countries of the MED Region, the management of which has been deconcentrated to the EC Delegations. In this sense, it appears as important to underline the important need to ensure coordination of the follow-up of the deconcentrated and the centrally managed projects / programmes of the same Theme, which, among others, would ensure avoidance of duplications and achievement of potential “amplifier effects” for the performance of both the deconcentrated and the centrally managed projects, while also it would allow the centrally managed projects to benefit from the knowledge and experience of the Delegations on the situation of the Theme in their country, as well as from their capacity to access quickly and smoothly all relevant stakeholders (as could be directly seen in the monitored projects “MIREM” and “TRIM”).

Consequently, it is considered by the MED Monitoring Team that it would be worthwhile that the AIDCO considers keeping the Delegations informed of the implementation of such projects in their respective countries. The set up of the standard ROM operations, which provides for briefing and debriefing at the Delegations in the frame of the missions in the field, is considered to be a very appropriate tool to support such coordination.

It is underlined that the standard policy of the MED Monitoring Team has always been to inform the EC Delegations about all monitoring missions to their respective countries covering any regional project, either centrally managed or devolved to the EC Delegation in another country, proposing that our monitoring task force can brief & debrief them on the nature of the project and the essential feedback from the accomplished fieldwork.

5.2. Follow up on Recommendations

Since the projects in question had not been monitored in the past, it was not possible to investigate on the question of whether or not the previous monitoring recommendations had been taken into consideration.

It is highly recommended to foresee the re-monitoring of these projects in 2008, whether or not in a wider frame of monitoring other migration projects, since AIDCO/F will manage its own ROM Project from 2008 on. This will offer a very interesting possibility of combining the monitoring the projects belonging to different AENEAS Calls for Proposals and/or different geographical regions (AENEAS 2004, 2005 and 2006), one of the targets being to draw essential lessons for the appropriate orientation and follow up of the upcoming Migration and Asylum programme 2007 – 2013. Such an integrated approach would most certainly provide a much more ample basis for a full-fledged synthesis report.

5.3. Logical Framework Approach

The number of monitored projects was too small to draw up reliable cross-cutting conclusions: it is, nevertheless, clear that certain projects comply much better with the obligation to produce and use a Logical Framework Matrix (LF) in the project design and to use the LF as a main project management tool during implementation, whereas certain other are not in this situation due also to the fact that their operators do not use PCM nor LFM in their usual operational procedures (inter-governmental organisations such as the World Bank and International Organization for Migrations).

It is interesting to present the main issues encountered, which confirm the findings of our monitoring of other regional programmes:

- i) The most recurrent problems in the Intervention Logic are the following:
- over-ambitious project scope;
 - unclear objectives;
 - mixing concept with detail and mixing levels;
 - low cohesion;
 - incomplete list of activities;
- ii) Problems with objectively verifiable indicators (OVIs) and sources of verifications (SOVs) are very frequent: a high majority of projects do not propose OVIs which are “SMART” enough (**S**pecific, **M**easurable, **A**ttainable, **R**ealistic, **T**ime-bound), and it is also seen that the SOVs, though easily understood, are often combined with wrong OVIs.
- iii) Problems with the risks and assumptions: the most frequent source of difficulties is the confusion between the risks induced by the external environment and these falling within the control of the project operators.

6. LESSONS LEARNT AND RECOMMENDATIONS

6.1. Success Stories

It has not been possible either to draw up a reliable statement on any success story among the 10 monitored projects. The chapter 2.1 highlights four projects which have best monitoring scores, but the absence of any previous monitoring history and the fact that these projects are more or less half-way in their implementation call for a cautious position, not authorising to set forth any definite conclusions in this respect.

This caution is reinforced by the very nature of the migration projects, which, in most cases, intervene directly on the ground in critical socio-political conditions, where external risks and assumptions can play a very important role and exert very strong –often unexpected- impact on the project progress.

However, it is considered as useful to briefly list here the usual reasons or “ingredients” of the success projects in Regional Programmes monitored in the past:

- Simple design;
- Involvement of a relatively small number of partner countries;
- Highly efficient management;
- Adequate institutional support and support by the public sector;
- Access of all planned beneficiaries to the project results;
- Good relations with similar or similarly-scoped projects;
- Implementation of the project by national experts;

6.2. Lessons Learnt

The key findings drawn from the monitoring of the 10 migration projects fully fall into the general conclusions confirmed throughout our monitoring experience of other regional programmes of similar importance (Euromed Water, SMAP, Euromed Heritage, etc), with, in particular:

- **Proper design is a key to success.** Partners should abide by the principles of LFA with no exception. A careful consideration of requirements, risks and costs should be made before going on with the project. Project description should be short and clear and supported by project management tools (Gantt charts, List of deliverables, Deadlines).
- **Efficient management for effective operations.** The consortia led by experienced co-ordinators are more likely to succeed, where thematic or sectoral experience is well combined with a hands-on experience of the PCM principles.
- **Flexible structures.** Large consortia are likely to encounter administrative trouble. The number of partners should be kept as small as possible, always securing the participation of entities with complementary skills and capacities. Pre-existing synergies may also prove effective for future endeavours. Such schemes could use inputs of specialised –local- experts or entities as and when appropriate.
- **Plan with the end in mind.** Sustainability is one of the first things to be considered. Partners should elaborate a concrete plan for making operations viable long after the completion of the project.
- **Administrative Traps.** Many projects have suffered heavy problems, related to unforeseen administrative difficulties stemming from the need to apply EC rules & regulations. Clear instructions should be given by the coordinators to all involved partners and at an early stage.

6.3. Recommendations

Based on the above appraisal, the following recommendations can be formulated:

1. Projects should be asked to submit a correct Project Description. The text should be simple, short and clear, avoiding verbose expressions. It should include among others:
 - a. A properly elaborated LFM, based on the PCM principles, including meaningful OVIs.
 - b. A complete and detailed list of activities / work breakdown structure, as indicated in the LFA methodology.
 - c. A complete list of deliverables, not only major outcomes.
 - d. A Gantt chart or any other network diagram, depicting the relations between tasks and respective deadlines.

Partners should be strongly advised to explicitly clarify and quantify the project outcome, in terms of scope, form, time, cost and quality. Indeed, any vagueness in the description of expected results may lead into uncontrolled reductions of the project's added value.

2. Further guidance should be given to partners in order to improve the quality of reporting. In their technical reports, progress should be clearly specified, not only in tabular form; it should be self-assessed against the detailed plan of activities that has been prepared by the project. Partners are also advised to fully respect their contractual obligations concerning management reporting.
3. Projects should be asked to prepare a number of important plans including:
 - a. A "Phase-Out Strategy" explaining their strategy for securing project sustainability. The strategy could be based on tailor-made or standard business plan templates easy to be found in literature;
 - b. A "Dissemination Plan", explaining how and when they plan to promote the project in the concerned areas, where relevant.

In all cases partners should be given templates, in order to secure homogeneous and proper preparation of technical documents.

4. Partners should always receive an abstract of the monitoring recommendations addressed to them. In this way they are given the opportunity to respond to the Monitor's comments but also be accountable for non-taking corrective actions.
5. Projects should be asked to provide full reporting on training activities, if and where planned, as these sometimes constitute a significant part of the project intervention logic. Specifically, partners should be asked to provide a detailed schedule of foreseen activities as well as analytical reporting on the implemented ones. This includes a full list of participants, completed evaluation sheets, information on courses and curriculum. Moreover on the training issue, partners should be prompted to perform at least one more evaluation round, six to twelve months after the training event. This would allow for assessing the effectiveness of the training efforts as well as for tracing the career path of former trainees.
6. Proper guidelines should be prepared, covering key project issues, especially the ones with hidden administrative difficulties, as indicated above.

The Annex I presented overleaf recapitulates the monitoring reports produced, indicating the key observations and recommendations formulated in each of them.

ANNEX I

Monitoring Reports Produced

#	Project Data						Monitoring Data			Conclusions ⁸					Action Points
	CRIS	Title	Country visited	Budget	End Date	Project Authority	Mission No.	Report Ref.	Monitor	D	E	Ef	I	S	
1	103526	Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)	BE LY	2.000.000	30/09/07	IOM (Libya)	1	10395.01	Dragan Crnjanski	b	c	b	a	b	EC: It is very important to speed up the Addendum that will allow the project to pursue its implementation and cope, if possible, with the very tight time schedule. IOM Libya: Produce an updated logframe, including a more coherent sequence of overall & specific objectives. AIDCO and EC Delegation in Tunisia: Support the efforts of the project to develop its visibility towards the community of international donors in Tripoli, with a privileged focus on EU Member Countries.
2	103417	Accompagnement à l'amélioration des conditions d'accueil et de protection des mineurs de 14 ans regroupés en provenance du territoire de la Communauté de Madrid (Espagne)	ES MA	1.999.999	23/12/08	Dirección General de Inmigración, Cooperación al Desarrollo y Voluntariado	1	10396.01	Rafael Eguiguren	a	b	b	a	b	CM, Paideia: 1) Intégrer au CL les changements effectués. 2) Affiner et incorporer les IOV au stade des résultats et des sous-résultats et définir une fréquence de suivi. Utiliser ces IOV pour illustrer à l'aide de données objectives la situation de base des MNA en Espagne et les effets de l'intervention sous ses différentes facettes. Utiliser ces données non seulement comme un impératif de compte-rendu et d'apprentissage, mais comme une opportunité pour légitimer l'utilité du modèle en vue de son éventuelle reproduction et pour apporter des preuves techniques visant à limiter la spéculation idéologique sur les stratégies d'intervention avec les mineurs. 3) Établir des CAA pour la gestion des activités. 4) Donner la priorité, au moment propice, à la documentation sur les protocoles d'action (écoles, port, etc.) et aux ressources didactiques afin d'assurer leur consolidation et leur éventuelle reproduction. 5) Prendre en considération le risque induit par le retard de la construction du centre de Ben Guerir,
3	103632	Integrated Support towards Returning Migrants in Albania and Morocco (ALBAMAR)	IT MA	1.334.572	15/12/08	Cooperazione Internazionale (COPI)	1	10397.01	Alain Sancerni	c	a	b	b	b	COOPI & local partners: 1) Establish a new regional logframe and a logframe by country. 2) Correct the deficiencies related to the regional dimension and ensure a monitoring of the project's overall coherence. 3) Integrate the gender issue, at the migrations level, but more particularly at the level of the departure/return areas (returnees, potential migrants). 4) Prepare a project phase-out strategy, in partnership with the international agencies of cooperation and committed NGOs.

⁸ D= Design, E= Efficiency, Ef= Effectiveness, I= Impact, S= Sustainability

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4	103534	Réseau Afrique/Migration: renforcement de l'engagement opérationnel et de la collaboration régionale des acteurs de la société civile sur la gestion des flux migratoires de transit dans le Maghreb	IT MA DZ	1.307.131	16/12/08	Comitate Internazionale per lo Sviluppo dei Populi (CISP)	1	10398.01	Alain Sancerni	b	a	b	b	b	CISP: 1) Reformuler un cadre logique mieux adapté à la réalité du projet, et plus conforme aux différences du terrain, proposant des indicateurs et des hypothèses plus opératoires. 2) Essayer dans le temps et la mesure du possible de faire émerger la dimension (trans)régionale, y compris en ce qui concerne les populations de migrants distribuées en Europe, au Maghreb et en Afrique sub-saharienne. 3) Dans la suite des recherches et des initiatives actuelles, développer la place des femmes dans les problématiques et les activités du projet. 4) Construire dès à présent une stratégie de sortie du projet, à partir des résultats acquis et du contexte de coopération favorable. 5) Prochain monitoring : dans 12 mois (mars - avril 2008).
5	103564	Programme de gestion intégrale de l'immigration saisonnière entre la province de Benslimane et la province de Huelva	ES MA	1.196.000	10/12/08	Ayuntamiento de Cartaya	1	10399.01	Rafael Eguiguren	b	c	b	a	a	Mairie de Cartaya et partenaires: 1) Formaliser ligne de base et indicateurs de sous-résultats (p.ex.: demandes d'employeurs, taux de retour, respect des contrats, travailleuses régulières, économies pour les employeurs, couverture sociale, etc.) et garantir leur collecte et leur consolidation dans des rapports afin de justifier et de légitimer techniquement le modèle. 2) Définir clairement un plan d'activités et en rendre compte selon le calendrier. 3) Les changements proposés, même si globalement adaptés, doivent être officialisés, formulés en détail et communiqués à la CE. Le projet doit assurer le suivi de la valeur ajoutée de la reformulation. 4) Gérer la demande de travailleuses à l'avance pour faciliter le travail de l'ANAPEC.
6	103626	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine	IT TN	1.076.000	19/12/08	Institut universitaire européen, Italie	1	10400.01	Dragan Crnjanski	a	a	b	b	b	IUE: Il serait utile, au plan formel, de s'assurer d'une meilleure adéquation entre l'Annexe 1 du Contrat de subvention et le Cadre logique. Délégations de la CE dans les pays concernés (Algérie, Maroc, Tunisie): répondre favorablement à la proposition du projet pour mettre en place un lien de communication/information et soutenir ses efforts de mise en visibilité (participation souhaitée aux trois rencontres consultatives).
7	103573	Promotion d'une migration responsable à travers les circuits légaux dans la région de Tadla Azilal (Maroc)	MA IT	868 214	11/09/08	Movimento Laici Americana Latina (MLAL)	1	10401.01	Alain Sancerni	a	a	b	a	b	MLAL: 1) Intégrer la dimension genre dans la stratégie du projet. 2) intégrer la question de l'environnement. 3) développer la participation des communautés de migrants en Italie et en Espagne. 4) Préparer et formuler une stratégie de sortie du projet. 5) contribuer dans la mesure du possible à la promotion et à la valorisation de la région de Tadla Azilal (tourisme, image de soi des populations, développement). Commission Européenne:1) prévoir, si possible, un avenant prolongeant le projet de 3 mois (soit 36 mois au total : fin du projet le 11/12/08). 2) prévoir un second monitoring (1 an, soit en 04/2008).

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8	103558	Enhancing Civil Society Participation in Human Rights Management of Migration and asylum in the Southern Mediterranean and Middle East	DK	535 598	01/03/08	Euro-Mediterranean Human Rights Network	1	10402.01	Rafael Eguiguren	b	c	b	b	b	EMHRN and member NGOs: 1) Use LFM and PCM to formulate proposals. 2) Establish a first outline of baselines and OVIs by sub-result area and ensure their monitoring and feedback into the programme. These tools are important not only for results-based accountability, but also for (i) a more strategic long-term approach built on evidence-based information on what works, what does not and why. So far, adaptations have been primarily based on intuition; (ii) better fund-raising prospects supported with facts that legitimise the network's approach and allow facts-based monitoring. 3) Formalise extension request as soon as possible, justifying its contribution on overall implementation. 4) Ensure facilitation and promotion of NGO communication in-between meetings. AIDCO: Whereas the different AENEAS projects have been conceived in isolation and address different migration perspectives, today they offer a wealth of information that is extremely relevant and complementary for the rest of the programme participants.
9	103579	International Migration from Middle East and North Africa and Poverty Reduction Strategies	BE	733 570	28/12/08	International Bank for Reconstruction and Development (IBRD)	1	10403.01	Rafael Eguiguren	c	b	b	b	b	WB: 1) More defined work plans and milestones are required for better monitoring and timely identification of deviations and corrective actions. 2) Improve the LFM: Identify a simple set of OVIs for future measurement of results and impact; define risks and assumptions. 3) Document level and substance of participation of diasporas, returned migrants, etc. 4) Ensure proper attention to an exit strategy as outlined in the proposal. AIDCO: Whereas the different AENEAS projects have been conceived in isolation and address different perspectives of migration, today they offer an exceptionally relevant wealth of information that is exceptionally relevant, complementary and useful for the rest of the projects of the programme. There is presently no mechanism to capitalise upon this opportunity. It is suggested to consider the organisation of a forum where the different projects (and some proposed related guests) can briefly present their findings and establish personal contact.
10	103456	Programme de renforcement et de soutien au dialogue et à la gestion des migrations irrégulières et de transit au Maghreb en provenance de l'Afrique de l'Ouest	BE IT	1.561.246	13/12/08	IOM Italie (Rome)	1	10404.01	Dragan Crnjanski	c	c	c	c	c	IOM: Revoir le cadre logique (et par conséquent la définition des objectifs généraux et spécifiques au niveau de l'Annexe I du Contrat de subvention), pour en clarifier la subsidiarité et pour les délimiter par rapport aux activités à mener, à l'issue de la première réunion technique. Cette remise au point doit être basée sur le programme d'activités du projet arrêté d'un commun accord avec ses partenaires lors de la réunion technique prévue au Niger début mai 2007.