ANNEXES

Amico

A.MI.CO. PROGRAMME IMPLEMENTATION TOOLKIT

IOM
UN MIGRATION

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Publisher: International Organization for Migration - Coordination Office for the Mediterranean

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This publication was issued without formal editing by IOM.

Cover photo: © www.rawpixel.com / Teerasak ANANTANON

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ANNEXES

A.MI.CO. PROGRAMME IMPLEMENTATION TOOLKIT

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It is possible to request the Word and Excel formats of the Annexes writing to migrationdevelopmentitaly@iom.int

1. Designing and organizing the A.MI.CO. Training Course

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1.4. ENGAGEMENT AND SELECTION OF PARTICIPANTS

ANNEX I
(Example)

The Training Course for Migrants' Associations for Co-Development (A.MI.CO.) aims to support initiatives by migrants for the socioeconomic development of Italy and their countries of origin, through specific training activities for representatives of migrants' associations interested in promoting co-development projects.

1. A.MI.CO. TRAINING COURSE

Geographic location: To reach out to multiple local associations, the A.MI.CO. Training will not be held in only one location but in the following cities: Rome, Turin and Palermo.

Content: The Training Course A.MI.CO. is theoretical and practical in nature, and it addresses some specific topics concerning: the link between migration and development; the importance of networking and partnership; project development, budget and accounting, project monitoring and implementation.

Learning objectives: The A.MI.CO. Training Course aims to contribute to the increase of the capacity of migrants' associations to:

- Develop co-development project proposals
- Build and maintain partnerships with different stakeholders
- Develop and manage the project budget and apply proper cost monitoring
- Implement, manage and monitor co-development projects
- Increase their ability to communicate the project achievements to third parties
- Strengthen networks between migrants' associations

The Training Course is **free** and has a duration of **5 days**, and it also includes lunch breaks and coffee breaks. The following expenses are also reimbursed: travel and accommodation expenses for admitted associations coming from areas that are more than 50 km away from the course venue. Eligible expenditures and terms of reimbursement are communicated to admitted associations only.

2. TARGET

The call for participants is open to **associations of migrants from non-EU countries** based in Italy interested in promoting development projects in their countries of reference The training course is intended for association members of any type and level (e.g. leaders, project designers, volunteers or technical and administrative staff, etc.), particularly those actively involved in the design and implementation of co-development projects.

3. SELECTION CRITERIA

- A geographical proximity criterion applies to admittance to the course: associations can only apply for the course held in the city closest to their headquarters;
- The maximum number of participants is **20** per course: a maximum of one person per association can be admitted;
- Selection is also based on the order in which applications are received.

4. SCHEDULE

Rome: 12 – 16 June 2019
Turin: 12 – 16 June 2019
Palermo: 19 – 23 June 2019

5. HOW TO APPLY FOR THE A.MI.CO. TRAINING COURSE

Migrant' associations that intend to participate in the A.MI.CO. Training Course are required to submit the following documents:

- The filled-in registration form (Annex II) in a digital version;
- A declaration stating that they are available to attend the A.MI.CO. Training Course for its entire duration, if they are admitted (Annex III);
- The charter of the association (if the association has one);
- Copy of the entry in the local/national register of associations (if applicable).

The above documents must be sent by email to the following address: migrationdevelopmentitaly@iom.int with the following subject line "A.MI.CO. Training Course".

Attachments must not exceed the total maximum limit of 6 MB.

Note: any incomplete applications and/or applications submitted in forms other than attachments are not eligible.

The deadline for applications is 20 February 2019, 12:00pm.

List of Annexes:

- Annex II: Registration form
- Annex III: Declaration of availability

ANNEX II

Registration Form

PRELIMINARY INFORMATION	
Which course are you interested in?	**Choose one of the following options:** ☐ Rome ☐ Turin ☐ Palermo

1. CONTACT DETAILS AND INFORMATION ABOUT THE APPLICANT ASSOCIATION

Name of the association	
With reference to its members, how would you define the association?	**Choose one of the following options:** ☐ Diaspora association ☐ Migrant association ☐ Multicultural association ☐ Association with migratory background ☐ Association of new generation of citizens ☐ Other (specify):
Main address	Street: N°: Postal Code: City:
Tax code or VAT number	
Contact details: main office telephone and email address	Telephone: Email:
Web page	
Social Network (Facebook / Instagram)	
Legal Representative	Name / Surname
Contact person	Name / Surname
Has the association participated in other A.MI.CO. Trainings?	☐ YES ☐ NO If Yes, specify the year

2. PERSONAL DATA OF THE MEMBER OF THE ASSOCIATION WHO ENROLS IN THE COURSE

Name and surname	
Email and telephone	
Address *(necessary to verify eligibility for any reimbursement of travel and accommodation expenses)*	Street: N°: Postal Code: City:
Role within the association	
Duration of the assignment (specify from which year the role is occupied)	
Main functions performed	
Have you ever attended training courses on similar subjects?	☐ YES ☐ NO *If yes, how many?* *Briefly describe your training experience.*

3. ASSOCIATION ACTIVITIES, PROJECTS AND PARTNERSHIPS

Mission of the association	
Main activities and projects *(especially about co-development)*	
Does the association develop activities and projects abroad?	☐ YES ☐ NO *If yes, briefly describe the type of project, the duration, the place of implementation, and the available budget.*
What other activities or co-development projects would the association like to start?	
In which geographical areas (abroad) does the association develop or would it like to develop co-development activities or projects?	

Describe the training needs of your association	
Collaborations and partnerships	*Specify the collaborations and partnerships in your countries of reference.*
Funding source for your projects	☐ Public bodies ☐ Private bodies ☐ Own funds ☐ Other (specify):

4. MOTIVATION

Briefly indicate the reasons for your application	

ANNEX III

Declaration of availability A.MI.CO. Training Course

1. CONTACT DETAILS OF AND INFORMATION ABOUT THE APPLICANT ASSOCIATION

Name of the association	
With reference to its members, how would you define the association?	**Choose one of the following options:** ☐ Diaspora association ☐ Migrants' association ☐ Multicultural association ☐ Association with migratory background ☐ Association of new generation of citizens ☐ Other (specify):
Main address	Street: N°: Postal Code: City:
Tax code or VAT number	
Contact details: main office telephone and email address	Telephone: Email:
Web page	
Social Network (Facebook / Instagram)	

2. PERSONAL DATA OF THE MEMBER OF THE ASSOCIATION WHO ENROLS IN THE COURSE

Name and surname	
Email and telephone	

The undersigned (name and surname) _____,

as the representative of the Association (name of the association)

_____,

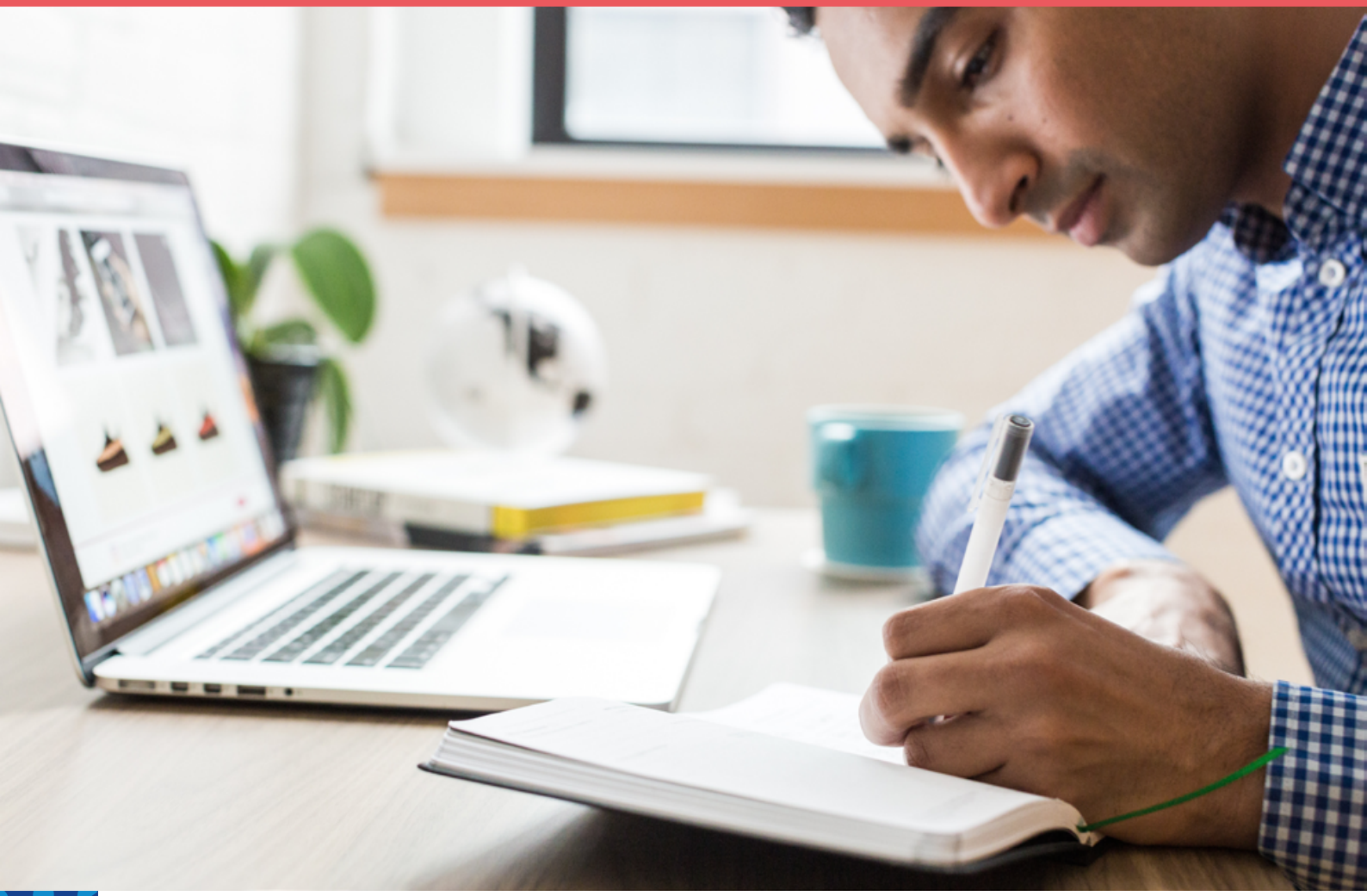
undertakes to ensure attendance of the association for the entire duration of the A.MI.CO. Training Course, if the association they represent is admitted.

Place and date: _____

Signature _____

(Attach a copy of an identity document)

2. Facilitator's guide to the A.MI.CO. Training Course



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2.2. TRAINING METHODOLOGY

ANNEX IV

Pre-Course assessment

Pre-test assessment (entry quiz)

Country: _____

City: _____

Dates of the Training Course: _____

Participant's Sex: ☐ Male ☐ Female

1. Within the project cycle, the purpose of the "Conceptualization" phase is to:

   ☐ Programme in what order the activities of a given project are implemented, taking into account special risks
   ☐ Acquire a thorough understanding of the situation by conducting a problem analysis and a solutions analysis
   ☐ Identify the context-specific factors that could affect the outcome of the project
   ☐ Define the position of an association on Migration and Development issues
   ☐ None of the above

2. The project beneficiaries only need to be identified once the project implementation starts

   ☐ Yes, that avoids wasting time taking part in long discussions during the project design phase
   ☐ No, they should be consulted at the early stages of a project to ensure that the project addresses real needs, while contributing to ownership and sustainability
   ☐ Yes, they can also be identified during the implementation phase, and that would not make any difference
   ☐ It depends on the beneficiaries and the target area

3. The engagement project stakeholders stakeholders in the initial phase is crucial to the success of the project implementation. Why?

   ☐ It builds confidence and trust
   ☐ It ensures sustainability once the project is over
   ☐ It ensures that the needs of the beneficiaries are met
   ☐ All of the above

4. Please specify if each statement below is an objective, outcome, output or activity.

a) Organizing three public forums on responsible tourism

☐ Objective
☐ Outcome
☐ Output
☐ Activity

b) Obstetricians have an increased ability to detect birth at risk.

☐ Objective
☐ Outcome
☐ Output
☐ Activity

c) Community members follow hygienic practices according to World Health Organization guidelines and recommendations.

☐ Objective
☐ Outcome
☐ Output
☐ Activity

d) Assisted self-help group members deal with gender-based violence cases in the community, according to safety protocols.

☐ Objective
☐ Outcome
☐ Output
☐ Activity

e) Police, officials and Civil Society Organizations have vaster knowledge and technical skills to identify women who survived gender-based violence, and to implement appropriate follow-up referral processes to meet their needs.

☐ Objective
☐ Outcome
☐ Output
☐ Activity

f) Contributing to the improvement of access to justice for all citizens in Country X.

☐ Objective
☐ Outcome
☐ Output
☐ Activity

5. The development of vertical logic of the logical framework is…

   ☐ A bottom-up process (from activities, outputs, outcomes to objectives)
   ☐ A top-down process (from objectives, outcomes, outputs to activities)

6. Identifying a good partner is:

   ☐ Not really important, because, in the end, only one association can take the lead and assume responsibility for the successful implementation of the project
   ☐ Not easy, because partners should share the same vision and have complementary expertise and skills
   ☐ Very important, and therefore you should identify a good partner even before identifying a project idea
   ☐ Crucial when it comes to receiving funding and preparing good reports

7. When initially discussing with your (potential) partners, you should:

   ☐ Clarify tasks and responsibilities
   ☐ Analyse the added value of working together
   ☐ Outline an initial communication strategy with them
   ☐ All of the above

8. What are the main challenges faced by international partnerships when it comes to project implementation?

   ☐ Distance, project objectives and working hours
   ☐ Organizational and cultural differences; relationships with external stakeholders
   ☐ Distance, and organizational and cultural differences between the different partners involved

9. When drafting your project budget, bear in mind to include the following lines:

   ☐ Staff costs
   ☐ Office costs
   ☐ Operating costs
   ☐ All of the above

10. The best tool for designing and monitoring a project budget is:

- ☐ Word
- ☐ Excel
- ☐ Power Point

11. What do you need to monitor a project?

- ☐ The logical framework (results matrix/results framework)
- ☐ The operational work plan
- ☐ The budget schedule
- ☐ All of the above

12. In what way does evaluation differ from monitoring?

- ☐ Evaluation is more important than monitoring in the long term, because it assesses the exact impact of your initiative and how replicable it is
- ☐ Monitoring gathers information about the progress of scheduled activities, while evaluation gathers information about effectiveness in order to influence future initiatives
- ☐ Monitoring is more time-consuming and costly, while evaluation is more time-efficient since it is carried out regularly throughout the project cycle

13. What are the main channels and tools for communicating project activities?

- ☐ Press releases
- ☐ Social networks (e.g. Facebook, Instagram, Twitter)
- ☐ Web site, blog, newsletter
- ☐ None of the above

14. You can use storytelling during project implementation in order to:

- ☐ Present project results to the donor, while giving voice to people
- ☐ Communicate project activities to the local community
- ☐ Attract potential beneficiaries
- ☐ None of the above

2.3. TRAINING IMPLEMENTATION

SESSION 0 / TRAINING INTRODUCTION

ANNEX V
Methods and tools for the creation of work groups

You can use different methods to create groups. Some examples:

NEIGHBOURING GROUPS

The facilitator indicates that participants will work in groups of three. With a clear gesture, the facilitator indicates each person in turn and assigns them respectively to group "One, two, three... one, two, three, etc."

VOLUNTEER GROUPS

Participants form groups on their own, based on common interests, affinity, interdisciplinarity, etc. The facilitator can set limits (for example: no more than four people per group) or make suggestions on the criteria for group formation (for example: people who did not know each other before the course).

RANDOM GROUPS

You can bring sweets of different flavours/colours and ask participants to pick one at random. Participants who picked the same flavour/colour go in the same group. Prepare in advance and make sure you count the total number of participants; then choose in how many groups you want to divide them, and bring the same number of sweets for each flavour/colour to make sure all groups are formed.

ANNEX VI

Work Agenda (to be created for each individual course)

Training Course A.MI.CO. 2019
19 – 22 June 2019 – PARMA
IOM – Coordination Office for the Mediterranean

TIME	19 JUNE 2019	20 JUNE 2019	21 JUNE 2019	22 JUNE 2019	23 JUNE 2019
	Training Introduction and Developing a Project	Developing a Project and Building a Partnership	Project Budget: Costs and Financial Resources	Monitoring and Evaluation	Communication
9h30 am 10h30 am	Training introduction Name of the trainer	Developing a project Name of the trainer	Project Budget: Costs and Financial Resources Name of the trainer	Monitoring and Evaluation Name of the trainer	Communicating the Project Name of the trainer
10h30 am 10h45 am			Coffee break		
10h45 am 01h00 pm	Developing a project Name of the trainer	Developing a project Name of the trainer	Project Budget: Costs and Financial Resources Name of the trainer	Monitoring and Evaluation Name of the trainer	Communicating the Project Name of the trainer
01h00 pm 02h00 pm			Lunch		
02h00 pm 03h30 pm	Developing a project Name of the trainer	Building a Partnership Name of the trainer	Project Budget: Costs and Financial Resources Name of the trainer	Monitoring and Evaluation Name of the trainer	Communicating the Project Name of the trainer
03h30 pm 03h45 pm			Coffee break		
03h45 pm 04h45 pm	Developing a project Name of the trainer	Building a Partnership Name of the trainer	Project Budget: Costs and Financial Resources Name of the trainer	Monitoring and Evaluation Name of the trainer	Closure Activities and Final Training Evaluation
04h45 pm 05h00 pm	Daily feedback	Daily feedback	Daily feedback	Daily feedback	

SESSION 1 / DEVELOPING A PROJECT

ANNEX VII
Case study

PROMOTING GENDER EQUALITY IN COUNTRY X

Country X is plagued by a high rate of gender-based violence (SGBV), especially in the countryside and in remote villages. Policies for the promotion of gender equality and SGBV laws are poorly structured and fragmented in Country X, with implementation functions being dispersed across several government ministries.

Although existing laws allow police or other government bodies (e.g. social services) to take action in case of SGBV incidents, they rarely do so. In fact, in the local culture, fathers, elder brothers and husbands are considered to be the heads of the household, and many cases of domestic violence/ SGBV are not even perceived as abuse. At the same time, many cases of violence are not reported to the police due to a general lack of awareness of women's rights and of laws addressing such problems, especially among illiterates.

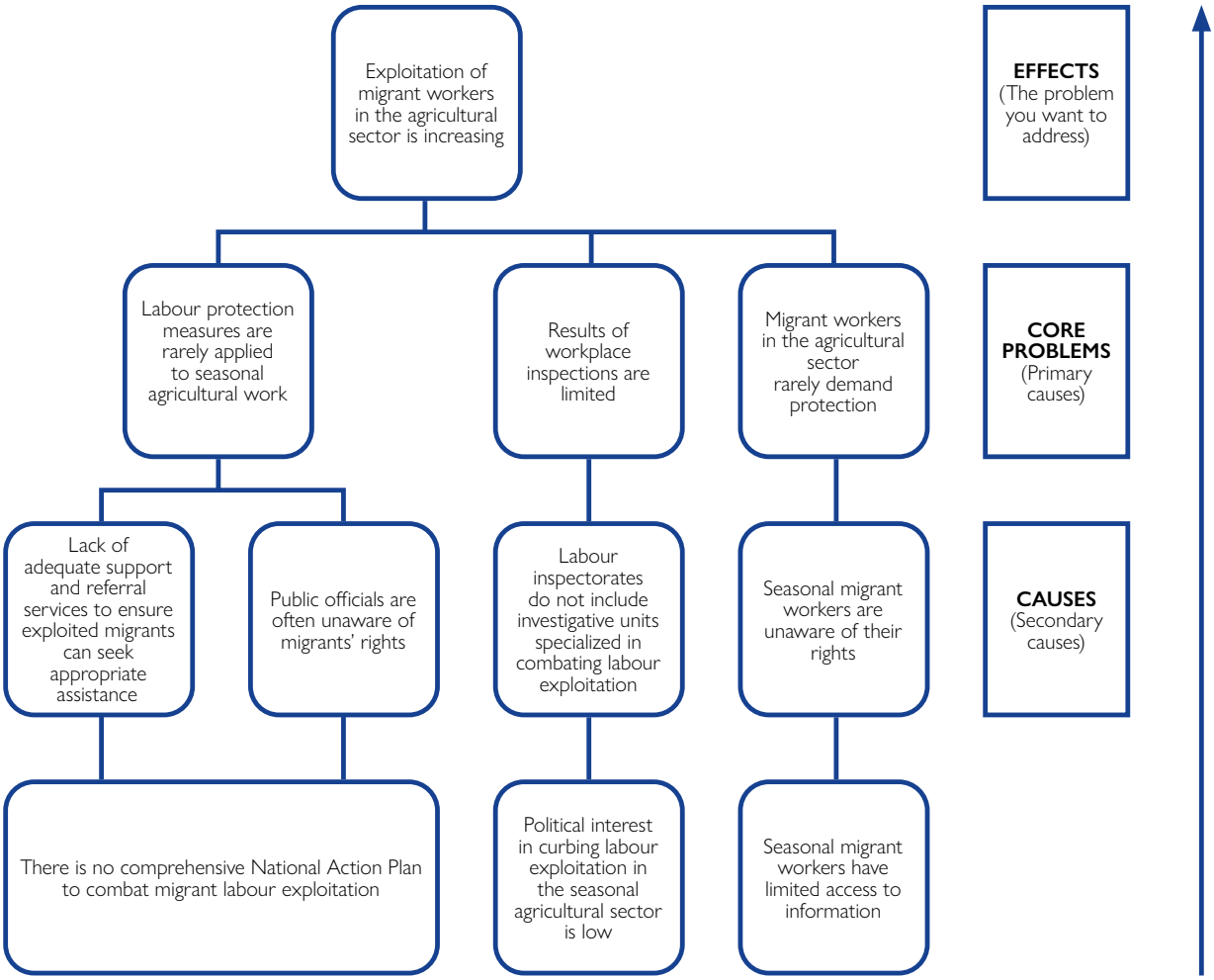
Moreover, access to justice and support mechanisms is hard to be ensured in remote villages, thus hindering many women from formally (or informally) reporting to the police and receiving help. Police officers and paralegals in remote areas do not have the appropriate skills to deal with such cases, nor do they take the right approach when dealing with SGBV victims, as domestic violence is inherent in their culture.

The distance women need to go to reach legal or law enforcement facilities, or civil society organizations, also discourages them from taking action, as public transportation fees should be covered by their husbands and/or they would have to walk a very long way and thus be away from home a long time, while they are expected to take care of the household and do domestic chores.

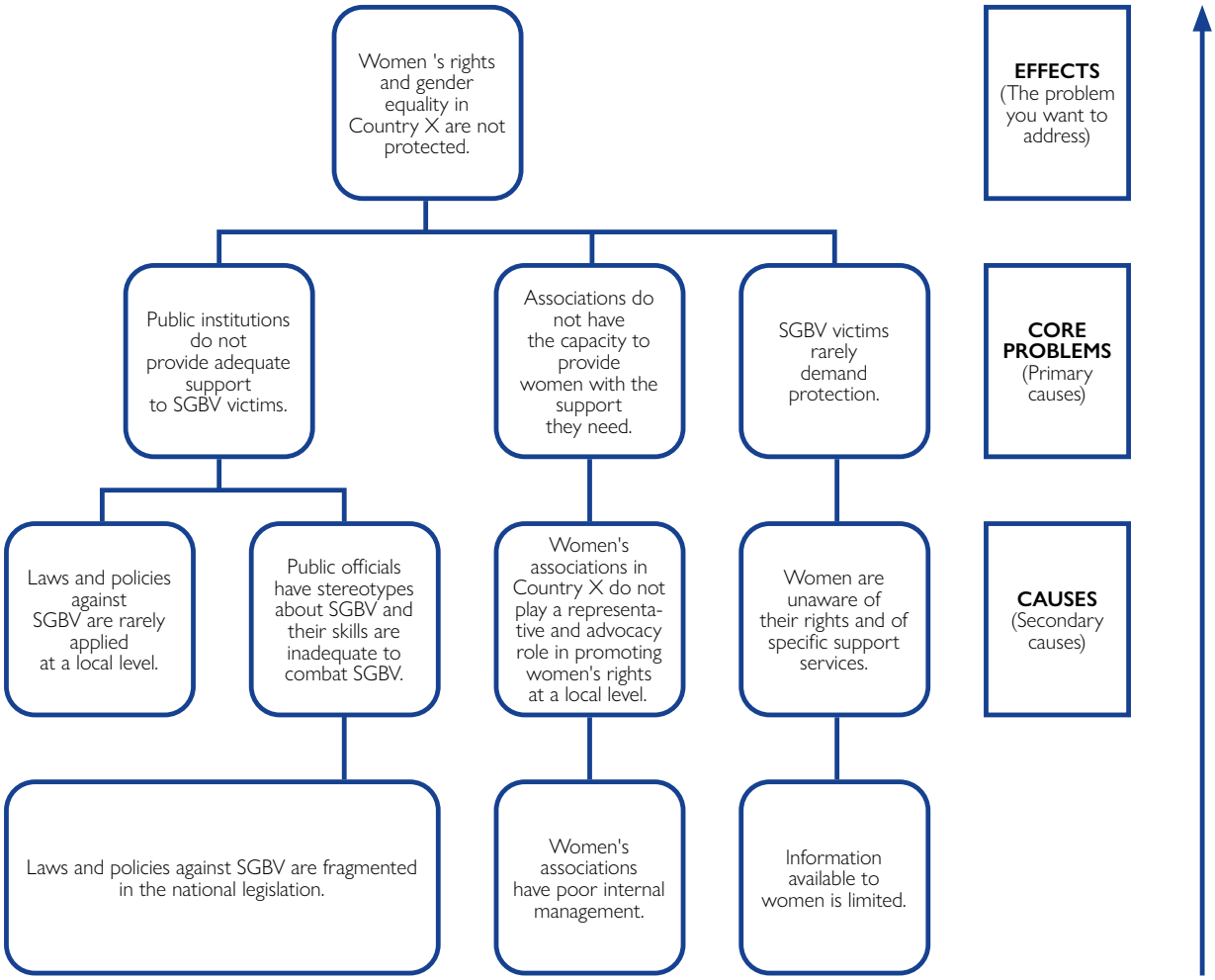
Civil society organizations are actively involved in country X. However, almost all associations working for the promotion of women's rights and combating SGBV have been created only recently, and they do not receive appropriate support from the government.

Although they have good ideas and legal skills, and they work with legal professionals and experienced social workers, they do not have any sound internal strategy management or the communication skills necessary to play an influential role when dealing with government institutions and SGBV victims.

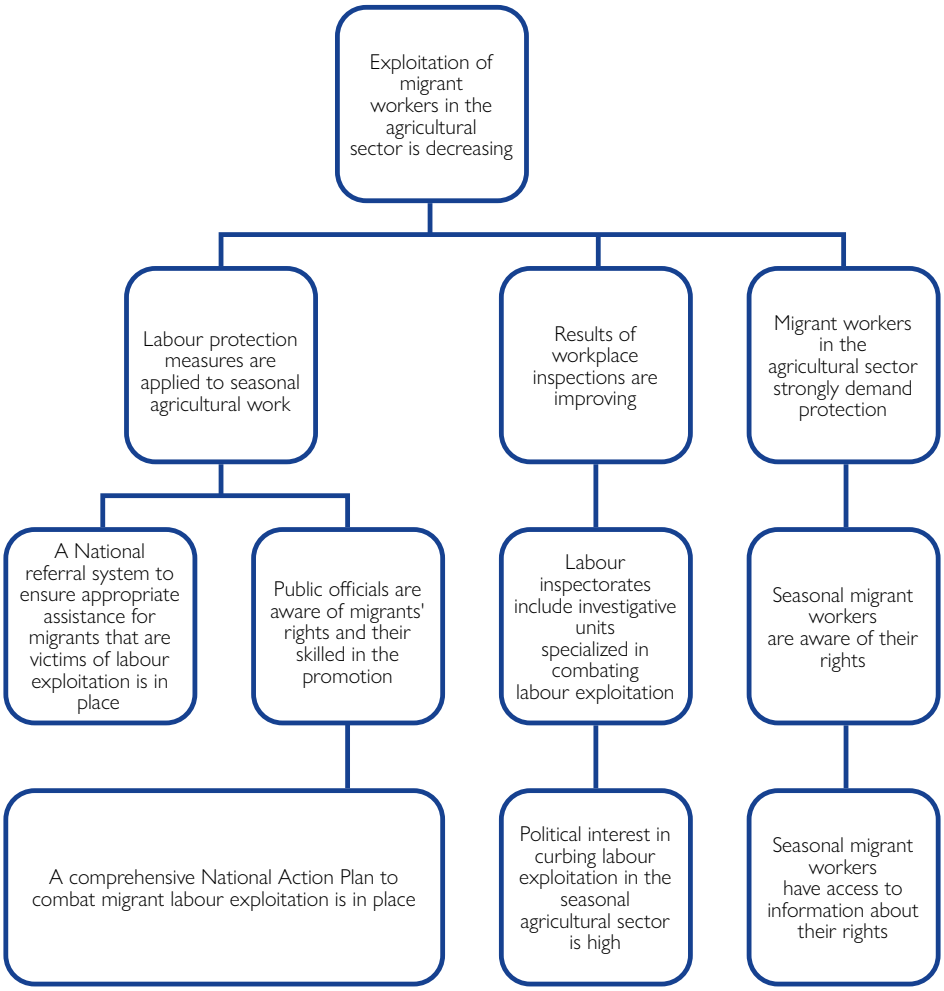
ANNEX VIII
Problem Tree example



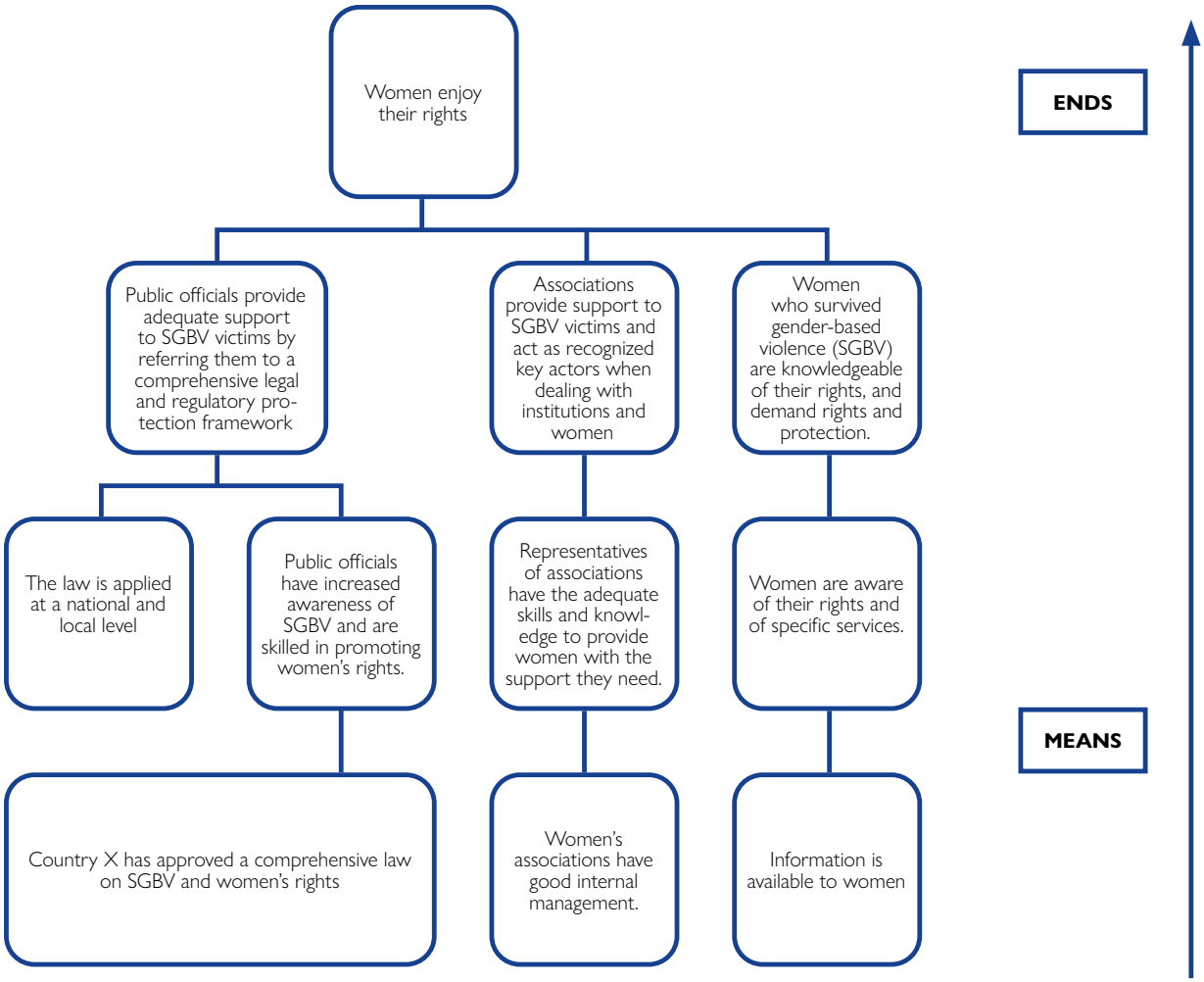
Problem tree example based on case study



ANNEX IX
Solution Tree example



Solution Tree example based on case study



ANNEX X
Logical Framework Tool*

RESULTS	INDICATORS	BASELINE/ TARGET	SOURCES OF VERIFICATION	ASSUMPTIONS
Objective The most significant, realistic objective that the project can help to achieve.	Quantitative or qualitative factor or variable for measuring achievement or reflecting expected changes.	*Baseline measurement* establishes the value of the indicator at the beginning of the project planning. *Target* describes the expected value of the indicator upon completion of the activity.	Quantitative or qualitative sources from which the status of each of the indicators can be ascertained. For each indicator you can specify one or more verification sources.	
Outcomes The intended changes in institutional performance, in individual or group behaviour or attitudes, or in the political, economic, or social position of the beneficiaries.				Assumptions necessary for the outputs to deliver the outcomes.
Outputs The intended changes in the skills or abilities of the beneficiaries, or in the availability of new products or services as a result of project activities.				
Activities The coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed within the project.				

* Adapted from IOM Project Handbook, 2012.

ANNEX XI
Logical Framework Example

RESULTS	INDICATORS	BASELINE/TARGET	SOURCES OF VERIFICATION	ASSUMPTIONS
Objective The project aims to contribute to the promotion of women's rights and gender equality in Country X, particularly to the promotion of access to services for women who survived gender-based violence (SGBV).	1. Number of women seeking support from women's associations, by age. 2. Number of women who received support through services for SGBV survivors and are satisfied with the support, by age.	Baseline: 1. 0 Target: 1. 20 women supported, broken down by age. Baseline: 1. 0 Target: 1. 20 women satisfied with the support they received, broken down by age.	1. National statistics. 2. Women associations' reports and records. 3. Survey among the women benefiting from the SGBV support services.	
Outcome 1 Women's associations in Country X have improved their capacity to deal with government institutions and have strengthened their representative and advocacy role in promoting women's rights at a local level.	3. Percentage of women's associations that promote and protect women's rights.	Baseline: 1. 0. Target: 1. 50% increase	1. National statistics. 2. Women associations' reports and records.	Continued willingness of women's associations to deal with women in their communities in a constructive manner.
Output 1.1 The three main women's associations in Country X have been empowered to provide women with training in women's rights and in the measures that can be taken to ensure that they are upheld.	1. Number of representatives of women's associations that completed the training-of-trainers workshops. 2. Percentage of trained women who feel they are more effective when providing other women with guidance. 3. Percentage of trained women who scored 70 per cent or higher in a post-workshop test. 4. Percentage of trained women who facilitated training workshops for other women.	Baseline: 1. 0. Target: 1. 30 women. Baseline: 2. n.a. Target: 2. 80% of participants. Baseline: 3. n.a. Target: 3. 80% of participants. Baseline: 4. n.a. Target: 4. 80% of participants. Baseline: n.a. Target: 4. 70% of initiatives identified	1. Training course attendance sheets. 2. Survey among the associations benefiting from the project. 3. Post-workshop evaluation test. 4. Training workshop material (present sheets, agendas, etc.). 5. Women associations' reports and records.	Continued intention of the representatives of women's associations who have been trained to provide training for other women in their communities. Continued willingness of women in the community to deal with women's associations that have been trained.
Activities 1.1 Identify the main women's associations to involve in the project. 1.2 Organize bilateral meetings with associations to collect specific needs and consult them on feasibility, methodology and content for training-of-trainers workshops. 1.3 Organize training-of-trainers workshops for representatives of women's associations. 1.4 Write a ToT guide and give it to relevant associations. 1.5 Organize a strategic planning workshop with involved association to develop an advocacy and communication action plan. 1.6 Organize social theatre sessions to raise awareness of SGBV and inform the community about the support provided by the associations. 1.7 Provide technical support to the trained associations for 3 months after the workshop.				Women's associations continue to cooperate with the lead association and agree to participate in training-of-trainers workshops. Availability of venues and basic material resources to allow associations to provide training in their communities.

ANNEX XII
Guide to the Development of SMART Indicators

HOW TO SELECT SMART INDICATORS

Specific: Does the indicator embody the essence of the intended result?

Measurable: Are changes objectively verifiable? Does the indicator measure the results in a reliable and clear manner?

Achievable: Does the indicator require no more than a reasonable amount of time, effort, and money to gather and analyse the necessary data? Are targets realistic?

Relevant: Is the indicator plausibly associated with the result?

Time-bound: Is it clear from the result statement that the result will be achieved within the time frame available for project implementation?

ANNEX XIII
Workplan Tool

Activity	Responsible party	Time frame (months)					
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1.1.		☐	☐	☐	☐	☐	☐
1.2.		☐	☐	☐	☐	☐	☐
1.3.		☐	☐	☐	☐	☐	☐
…		☐	☐	☐	☐	☐	☐

SESSION 2 / BUILDING PARTNERSHIP

ANNEX XIV

Stakeholder score table

TASKS/ACTIVITIES	ROLE 1 (STAKEHOLDER X)	ROLE 2 (STAKEHOLDER X)	ROLE 3 (STAKEHOLDER X)	ROLE 4 (STAKEHOLDER X)
Task/Activity 1				
Task/Activity 2				
Task/Activity 3				
Task/Activity 4				
Task/Activity 5				

ANNEX XV
RACI-matrix template

TASKS/ACTIVITIES	ROLE 1 (STAKEHOLDER X)	ROLE 2 (STAKEHOLDER X)	ROLE 3 (STAKEHOLDER X)	ROLE 4 (STAKEHOLDER X)
Task/Activity 1				
Task/Activity 2				
Task/Activity 3				
Task/Activity 4				
Task/Activity 5				

INSTRUCTIONS ON HOW TO FILL IN THE RACI MATRIX

1 Fill in the RACI-matrix template with the information required:

a. Horizontal axis: list of roles (as collectively defined)
b. Vertical axis: list of tasks (as collectively defined)

2 Use one post-it for each stakeholder (previously identified) and assign a kind of responsibility to each specific stakeholder, then attach the post-it to the RACI matrix.

a. R/Responsible: This is the doer of the work. Although this stakeholder may delegate or seek support from others, ultimately it is its responsibility to ensure the work is done.
b. A/Accountable: This stakeholder is accountable for the work carried out by the responsible stakeholder, and signs off the work. The golden rule of RACI is that only one stakeholder/person can be accountable for each task.
c. C/Consulted: These contributors provide input, opinions, and advice through two-way communication.
d. I/Informed: Although they are not contributors, these stakeholders are kept up to date on progress or completion through one-way communication.

Task/Activity examples: coordinating, monitoring, implementing the project.

Role examples: project manager, project team, external consultant.

SESSION 3 / PROJECT BUDGET: COSTS AND FINANCIAL RESOURCES

Annex XVI
Project budget form

Title project:

Lead Association:

		UNIT	NUMBER OF UNITS	UNIT COST	TOTAL
A. STAFF COSTS					
A.1					
A.2					
A.3					
				Subtotal - Staff costs	
B. OFFICE COSTS					
B.1					
B.2					
B.3					
				Subtotal - Office costs	
C. TRAVEL COSTS					
C.1					
C.2					
C.3					
				Subtotal - Travel costs	
D. OPERATING COSTS					
D.1					
D.2					
D.3					
				Subtotal - Operating costs	
					GRAND TOTAL

BUDGET LINE	DESCRIPTION
STAFF COSTS	"Project staff (salaries) The total cost of staff working on the project must not exceed 30% of the total budget."
OFFICE COSTS	Rent, utility bills, stationery
TRAVEL	"Specify travel costs (transport) and other travel-related costs (e.g. hotels). Travel costs for coordination between partners must not exceed 5% of the total budget. Other travel expenses related to the implementation of the activities and/or monitoring/evaluation will be assessed on the basis of the efficiency principle."
OPERATING COSTS	Communication material, press material, room rental, catering, etc. and any other costs directly connected with carrying out the project activities

NB: *The following costs are not eligible: expenses incurred for fundraising activities; expenses incurred by partners in other European Member States.*

Annex XVII
Budget example

Title project: Empowering Women's Associations in Country X for the Promotion of Women's Active Citizenship

Lead Association: and partner(s): ASSOCIATION OF AFRICAN MIGRANT WOWEN (IN COUNTRY OF DESTINATION) PARTNERS: LOCAL NGO WORKING IN THE FIELD OF GENDER ISSUES (IN COUNTRY OF ORIGIN)

		UNIT	NUMBER OF UNITS	UNIT COST	TOTAL
A. STAFF COSTS					
A.1	Project Coordinator	month	5	500,00	2.500,00
A.2	Admin Assistant	month	5	250,00	1.250,00
A.3	Project assistant (local)	month	5	200,00	1.000,00
				Subtotal - Staff costs	**4.750,00**
B. OFFICE COSTS					
B.1	Stationery	lump sum	1	100,00	100,00
B.2	Projector	item	1	300,00	300,00
B.3	Communication (telephone, internet)	month	5	50,00	250,00
				Subtotal - Office costs	**650,00**
C. TRAVEL COSTS					
C.1	Follow-up visits: domestic travel costs + accommodation	each	10	40,00	400,00
C.2	Monitoring visit: Return ticket ITA>Country X + Accommodation	person	1	600,00	600,00
C.3	Awareness-raising sessions (social theatre): domestic travel costs	person	20	10,00	200,00
				Subtotal - Travel costs	**1.200,00**
D. OPERATING COSTS					
D.1	Training workshop: participants' travel costs + accommodation	person	20	40,00	800,00
D.2	Training workshop: catering	day	3	300,00	900,00
D.3	Training workshop: trainer	hour	18	40,00	720,00
D.4	Training workshop: stationery	person	20	3,00	60,00
D.5	Advocacy plan development: consultant	lump sum	1	1.500,00	1.500,00
D.6	Advocacy conference: hall rent	each	1	150,00	150,00
D.7	Advocacy conference: catering	day	1	500,00	500,00
D.8	Advocacy conference: communication material	each	100	5,00	500,00
D.9	Awareness-raising sessions (social theatre): speaker and microphone rent	day	10	27,00	270,00
				Subtotal - Operating costs	**5.400,00**
				GRAND TOTAL	**12.000,00**

SESSION 4 / MONITORING AND EVALUATION

Annex XVIII

Monitoring Activity Progress

OUTPUT 1	MILESTONES	QUARTER 1		IMPLEMENTATION PROBLEMS	ACTIONS TO BE TAKEN	PERSON IN CHARGE	REMARKS	QUARTER 2		IMPLEMENTATION PROBLEMS	ACTIONS TO BE TAKEN	PERSON IN CHARGE	REMARKS
		expected	implemented					expected	implemented				
1.1 Activity													
1.1.1 Sub-activity													
1.1.2													
1.2													
1.2.1													
1.2.2													
1.3													
1.3.1													
1.3.2													

Instructions:

1. At the beginning of the three-month period proceed with the detail planning (the activities/sub-activities for the quarter in question);
2. At the end of the three-month period carry out the first observation for the quarter in question: in the "implemented" column, mark with a **green** colour the cells containing the activities/subactivities that were carried out according to the planning; mark with a **yellow** colour the cells containing the activities that were only partially carried out as planned; finally, mark with a **red** colour the cells containing the activities that were not carried out. The next columns allow to specify the issues with the activity execution, the corrective actions to be taken and the persons in charge of carrying out the actions in question;
3. Once the monitoring for the current quarter is completed, proceed with the planning of the next quarter. If there are any activities that were not carried out during the previous quarter, they shall be included in the next one, in addition to the activities already planned for the period in question.

Annex XIX

Results Monitoring Framework

	BASE VALUE	INTERMEDIATE VALUE 1	INTERMEDIATE VALUE 2	INTERMEDIATE VALUE 3	FINAL VALUE	WHO COLLECTS THE DATA	WHEN DATA IS COLLECTED	HOW DATA IS COLLECTED	NOTES
MONITORING AREA 1									
Indicator 1.1									
Indicator 1.2									
Indicator 1.3									
Indicator 1.4									
MONITORING AREA 2									
Indicator 2.1									
Indicator 2.2									
Indicator 2.3									
Indicator 2.4									
MONITORING AREA 3									
Indicator 3.1									
Indicator 3.2									
Indicator 3.3									
Indicator 3.4									

Annex XX
Exercise in Evaluation Criteria

	EVALUATION CRITERIA AND EVALUATION QUESTIONS
SUSTAINABILITY	1. To what extent were effective mechanisms put in place for decision-making and the involvement of actors?
	2. How far did the coordination mechanisms make it possible to strengthen the partnership?
IMPACT	3. To what extent did educational activity reduce child mortality rates? What other external factors contributed?
EFFECTIVENESS	4. To what extent did access to education increase knowledge of maternal and child health?
EFFICIENCY	5. Did staff arrangements ensure an adequate use of human resources? Were there alternatives?
	6. To what extent was the training appreciated by the attendees?
RELEVANCE	7. To what extent did the information campaigns take into account local cultural aspects?
COHERENCE	8. Were there mechanisms to detect and consider any new needs of or complaints from the beneficiaries?
	9. To what extent the protection programme was consistent with the intervention of other actors in the same area?

SESSION 5 / COMMUNICATING THE PROJECT

Annex XXI

Ten rules for effective storytelling

1. Focus on informing: though in a creative and original form, your main goal is to provide information about something that you know very well and that you wish to share with other people.

2. Focus on people: protagonists tell about themselves in person, nobody does it on their behalf. If the context allows it, write the message with them, or ask them to write it in person. You can choose to give voice to:

    - Beneficiaries, the people who directly or indirectly reap the benefits of your project. What has happened in their lives since they got acquainted with you? What was there before and what is there now? What resources have they deployed to help change?
    - Operators and volunteers, the people who help to create change in the lives of the beneficiaries. Who are they? What skills and expertise have they invested in? What passion or goal drives them?
    - Donors, the people who care about the stories of the beneficiaries and who have chosen to support your projects. Who are they and why do they believe in you?

3. Fight prejudices and stereotypes: show that reality has many facets, give prominence to different voices and perspectives.

4. Share concrete achievements: switch the focus of the message from the problem to the solution. Show how the money provided by the donors has been spent, what people are doing, how their lives are actually changing.

5. Give prominence to emotions and feelings: protagonists are real people, who suffer and rejoice like all of us. Readers identify with their stories and recognize parts of their own lives, like challenges, difficulties and successes.

6. Describe every situation with honesty and truthfulness: the audience takes time to read your stories; in exchange, present them with fragments of reality, and show that they can trust you.

7. Engage the reader: make them feel part of the lives of your protagonists, possibly telling their stories as if they were part of a serial; entertain, intrigue and amuse them.

8. Give the stories a beginning and an ending: develop the stories through actions and plot changes that follow a chronological order.

9. Combine text, videos and photos: if you can, enhance your written messages with photos and original videos. On the web, images are the most appreciated and shared content!

10. Keep it simple: use an easy and familiar style (and be careful to avoid orthographic and grammar errors!).

Annex XXII
Communication and visibility plan template*

A - Objectives

B - Communication Activities

C - Resources

A - OBJECTIVES

1. Overall communication objectives
2. Target groups
   - Within the country/ies where the action is implemented;
   - Within the EU (as applicable).
3. Specific objectives for each target group, related to the objectives of the action and the phases of the project cycle.

B - COMMUNICATION ACTIVITIES

4. Main activities that take place during the implementation of the communication and visibility plan. Include details of:
   - the nature of the activities;
   - the responsibilities for delivering the activities.
5. Communication tools chosen

Include details of the advantages of particular tools (media, advertising, events, etc.) in the local context.

6. Accomplishment of the communication objectives

Include measures for the different tools proposed.

7. Feedback methods (when applicable)

Give details of forms of assessment or other means to get feedback on the activity from participants.

C - RESOURCES

8. Human Resources
   - Person/days required to implement the communication activities;
   - Members of the management team responsible for communication activities.
9. Financial resources

Budget required to implement the communication activities (in absolute terms and as a percentage of the overall budget for the activities).

* IOM, Project Development Manual for Migrants' Associations, 2019.

Communication Plan Template*

TYPE OF COMMUNICATION	RESPONSIBLE PERSON	TARGET AUDIENCE	DELIVERY ACTIONS	KEY MESSAGES	TIMELINE		
					M1	M2	M3

Instructions on how to fill in the communication plan template:

Type of communication: Include a list of platforms that will be used for communication and visibility during the project (e.g. public events, press notes, social media, websites, publications, communication materials, information campaigns and visibility materials). Create a new row for each type of platform that will be used during project implementation.

Persons responsible: Specify the individuals responsible for the action. Use this section to specify the people who are best suited for delivering the message with the best level of acceptance by the target audience.

Target audience: Specify the audience that the message is targeting. Messages should focus on "what's in for me" for this target audience. Identify the recipient of the message before drafting a targeted message. Consider the type of audience depending on the purpose of the communication: external or internal; targeted groups or everyone.

Delivery actions: Specify what actions must be taken to use this communication or visibility platform. This section defines how the message is delivered. This needs to take into account the type of communication, the timing of the delivery, and the person who delivers the message. This column also defines the resources required to deliver the message and the mechanisms to collect feedback and to follow up.

Key messages: Summarize the key messages that are to be delivered through this platform. Key messages convey the purpose of the communication, and therefore the type of audience who receives the message needs to be considered.

Timeline: Specify the planned schedule for the particular communication. Note that depending on the scale and duration of the project, the units used for the timeline may vary accordingly (quarterly, monthly, weekly).

SESSION 6 / CLOSURE ACTIVITIES AND TRAINING EVALUATION

Annex XXIII
Post-assessment test

Pre-test assessment (entry quiz)

Country: _____

City: _____

Dates of the Training Course: _____

Participant's Sex: ☐ Male ☐ Female

1. Within the project cycle, the purpose of the "Conceptualization" phase is to:

   ☐ Programme in what order the activities of a given project are implemented, taking into account special risks
   ☐ Acquire a thorough understanding of the situation by conducting a problem analysis and a solutions analysis
   ☐ Identify the context-specific factors that could affect the outcome of the project
   ☐ Define the position of an association on Migration and Development issues
   ☐ None of the above

2. The project beneficiaries only need to be identified once the project implementation starts

   ☐ Yes, that avoids wasting time taking part in long discussions during the project design phase
   ☐ No, they should be consulted at the early stages of a project to ensure that the project addresses real needs, while contributing to ownership and sustainability
   ☐ Yes, they can also be identified during the implementation phase, and that would not make any difference
   ☐ It depends on the beneficiaries and the target area

3. The engagement project stakeholders stakeholders in the initial phase is crucial to the success of the project implementation. Why?

   ☐ It builds confidence and trust
   ☐ It ensures sustainability once the project is over
   ☐ It ensures that the needs of the beneficiaries are met
   ☐ All of the above

4. Please specify if each statement below is an objective, outcome, output or activity.

   a) Organizing three public forums on responsible tourism

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

   b) Obstetricians have an increased ability to detect birth at risk.

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

   c) Community members follow hygienic practices according to World Health Organization guidelines and recommendations.

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

   d) Assisted self-help group members deal with gender-based violence cases in the community, according to safety protocols.

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

   e) Police, officials and Civil Society Organizations have vaster knowledge and technical skills to identify women who survived gender-based violence, and to implement appropriate follow-up referral processes to meet their needs.

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

   f) Contributing to the improvement of access to justice for all citizens in Country X.

   ☐ Objective
   ☐ Outcome
   ☐ Output
   ☐ Activity

5. The development of vertical logic of the logical framework is…

   ☐ A bottom-up process (from activities, outputs, outcomes to objectives)
   ☐ A top-down process (from objectives, outcomes, outputs to activities)

6. Identifying a good partner is:

   ☐ Not really important, because, in the end, only one association can take the lead and assume responsibility for the successful implementation of the project
   ☐ Not easy, because partners should share the same vision and have complementary expertise and skills
   ☐ Very important, and therefore you should identify a good partner even before identifying a project idea
   ☐ Crucial when it comes to receiving funding and preparing good reports

7. When initially discussing with your (potential) partners, you should:

   ☐ Clarify tasks and responsibilities
   ☐ Analyse the added value of working together
   ☐ Outline an initial communication strategy with them
   ☐ All of the above

8. What are the main challenges faced by international partnerships when it comes to project implementation?

   ☐ Distance, project objectives and working hours
   ☐ Organizational and cultural differences; relationships with external stakeholders
   ☐ Distance, and organizational and cultural differences between the different partners involved

9. When drafting your project budget, bear in mind to include the following lines:

   ☐ Staff costs
   ☐ Office costs
   ☐ Operating costs
   ☐ All the above

10. The best tool for designing and monitoring a project budget is:

- ☐ Word
- ☐ Excel
- ☐ Power-Point

11. What do you need to monitor a project?

- ☐ The logical framework (results matrix/results framework)
- ☐ The operational work plan
- ☐ The budget schedule
- ☐ All of the above

12. In what way does evaluation differ from monitoring?

- ☐ Evaluation is more important than monitoring in the long term, because it assesses the exact impact of your initiative and how replicable it is
- ☐ Monitoring gathers information about the progress of scheduled activities, while evaluation gathers information about effectiveness in order to influence future initiatives
- ☐ Monitoring is more time-consuming and costly, while evaluation is more time-efficient since it is carried out regularly throughout the project cycle

13. What are the main channels and tools for communicating project activities?

- ☐ Press releases
- ☐ Social networks (e.g. Facebook, Instagram, Twitter)
- ☐ Web site, blog, newsletter
- ☐ All of the above

14. You can use storytelling during project implementation in order to:

- ☐ present project results to the donor, while giving voice to people.
- ☐ communicate project activities to the local community.
- ☐ attract potential beneficiaries.
- ☐ All of the above

Annex XXIV
Participants' generic evaluation questionnaire

To be completed by each participant at the end of the A.MI.CO. Training Course on
PROJECT DEVELOPMENT AND IMPLEMENTATION

Dates: _____ **Venue:** _____

You have just attended the A.MI.CO. training course. Please help us improve the development and organization of future similar learning activities by answering the following questions.

1. What is your global impression of the training course?

2. Does the course content improve your understanding of how to manage a project in the field of migration and development? Please provide feedback by giving your rating from 1 to 5 (where 1 is "does not improve my understanding at all" and 5 is "improved my understanding exceptionally").

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3. What did you specifically like about this training?

_____

4. Will the information you received during this course be of immediate use to you?

☐ Yes, definitely for my current and future projects.
☐ Probably for future projects.
☐ No, it is too abstract, general or complex for my purposes.

5. Has reviewing the course made you more aware of the specific needs and challenges of migration and development-related projects? Please provide feedback by giving your rating from 1 to 5 (where 1 is "does not improve my understanding at all" and 5 is "improved my understanding exceptionally").

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

6. The course provides a number of templates/tools. Do you find those reference materials useful?

☐ Yes, very useful
☐ Useful to some extent
☐ Not useful

7. What are the main new ideas, concepts, or skills that you take away from this course?

8. Would you recommend this training course to other members of the association and/or partners?

☐ Yes, absolutely
☐ Probably
☐ No

9. Do you consider the length of the course:

☐ Too long
☐ Too short
☐ Just right

10. How would you rate the compatibility of:

	Excellent	Good	Fair	Poor
The **objectives** of the course with your expectations?	☐	☐	☐	☐
The **programme** with your expectations?	☐	☐	☐	☐
The **learning methods** with the learning objectives	☐	☐	☐	☐

11. How would do you rate the following items?

	Excellent	Good	Fair	Poor
The organization of the session	☐	☐	☐	☐
The methodology	☐	☐	☐	☐
The facilities	☐	☐	☐	☐
The schedule	☐	☐	☐	☐
The duration	☐	☐	☐	☐
The content	☐	☐	☐	☐

12. With reference to **Session 1**:

How would you rate the following items?

	Excellent	Good	Fair	Poor
Congruence of the course contents with the stated objectives	☐	☐	☐	☐
Relevance of the training contents to the interests of the association	☐	☐	☐	☐
Applicability of the topics covered in the working environment	☐	☐	☐	☐
Extent of the topics covered	☐	☐	☐	☐

How would you rate the trainer's performance in relation to the items below?

	Excellent	Good	Fair	Poor
Level of expertise	☐	☐	☐	☐
Clarity of presentation	☐	☐	☐	☐
Communication and interpersonal skills	☐	☐	☐	☐
Management of participants' questions and interventions	☐	☐	☐	☐
Management of group work and active participation	☐	☐	☐	☐

13. With reference to **Session 2**:

How would you rate the following items?

	Excellent	Good	Fair	Poor
Congruence of the course contents with the stated objectives	☐	☐	☐	☐
Relevance of the training contents to the interests of the association	☐	☐	☐	☐
Applicability of the topics covered in the working environment	☐	☐	☐	☐
Extent of the topics covered	☐	☐	☐	☐

How would you rate the trainer's performance in relation to the items below?

	Excellent	Good	Fair	Poor
Level of expertise	☐	☐	☐	☐
Clarity of presentation	☐	☐	☐	☐
Communication and interpersonal skills	☐	☐	☐	☐
Management of participants' questions and interventions	☐	☐	☐	☐
Management of group work and active participation	☐	☐	☐	☐

14. With reference to **Session 3**:

How would you rate the following items?

	Excellent	Good	Fair	Poor
Congruence of the course contents with the stated objectives	☐	☐	☐	☐
Relevance of the training contents to the interests of the association	☐	☐	☐	☐
Applicability of the topics covered in the working environment	☐	☐	☐	☐
Extent of the topics covered	☐	☐	☐	☐

How would you rate the trainer's performance in relation to the items below?

	Excellent	Good	Fair	Poor
Level of expertise	☐	☐	☐	☐
Clarity of presentation	☐	☐	☐	☐
Communication and interpersonal skills	☐	☐	☐	☐
Management of participants' questions and interventions	☐	☐	☐	☐
Management of group work and active participation	☐	☐	☐	☐

15. With reference to **Session 4**:

How would you rate the following items?

	Excellent	Good	Fair	Poor
Congruence of the course contents with the stated objectives	☐	☐	☐	☐
Relevance of the training contents to the interests of the association	☐	☐	☐	☐
Applicability of the topics covered in the working environment	☐	☐	☐	☐
Extent of the topics covered	☐	☐	☐	☐

How would you rate the trainer's performance in relation to the items below?

	Excellent	Good	Fair	Poor
Level of expertise	☐	☐	☐	☐
Clarity of presentation	☐	☐	☐	☐
Communication and interpersonal skills	☐	☐	☐	☐
Management of participants' questions and interventions	☐	☐	☐	☐
Management of group work and active participation	☐	☐	☐	☐

16. With reference to **Session 5**:

How would you rate the following items?

	Excellent	Good	Fair	Poor
Congruence of the course contents with the stated objectives	☐	☐	☐	☐
Relevance of the training contents to the interests of the association	☐	☐	☐	☐
Applicability of the topics covered in the working environment	☐	☐	☐	☐
Extent of the topics covered	☐	☐	☐	☐

How would you rate the trainer's performance in relation to the items below?

	Excellent	Good	Fair	Poor
Level of expertise	☐	☐	☐	☐
Clarity of presentation	☐	☐	☐	☐
Communication and interpersonal skills	☐	☐	☐	☐
Management of participants' questions and interventions	☐	☐	☐	☐
Management of group work and active participation	☐	☐	☐	☐

17. Please describe in one sentence the benefits you gained from this training course:

18. If some objectives were not fully met, please check the appropriate box.

☐ The time dedicated was insufficient
☐ The method was not appropriate
☐ The programme was irrelevant
☐ Other:

19. What would you recommend to improve this training course? (i.e. to change, to add, or to reduce)

Annex XXV

Training evaluation questionnaire after 3 months

To be completed by each participant of the A.MI.CO._Training Course on PROJECT DEVELOPMENT AND IMPLEMENTATION

Dates: _____ **Venue:** _____

Several weeks/months ago you attended the A.MI.CO. training course. Please help us evaluate the results of this course by answering the following questions:

1. Can you describe, in one sentence, the **operational benefits** that you gained from this course?

2. Can you remember the objectives that you were supposed to meet at the end of the course? For each objective, indicate the degree to which it has been met over time.

List of Objectives	Completely met	Fairly met	Insufficiently met

3. Have you implemented new ideas, skills or behaviours after the course? Please elaborate:

   If not, please explain why:

4. Did you share the new ideas, skills and behaviours you learned with other members of the association? How?

5. Would you recommend this course to other representatives of associations?

6. If you answered yes, what should the prerequisite be for his/her participation?

7. What are objectives and topics that ought to be developed in a follow-up learning session?

3. Implementation guide for A.MI.CO. Award

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3.2. STEP-BY-STEP IMPLEMENTATION

CALL FOR PROPOSALS

Annex XXVI
Call for proposal example

1. INTRODUCTION AND BACKGROUND INFORMATION

[Introduction and background information about the institution organizing the training]

The Course supports socioeconomic and environmental development initiatives by Italian migrants' associations in their countries of reference and in Italy through specific training sessions addressing the design and implementation of sustainable development projects. Through multidisciplinary training modules that combine face-to-face lectures and exercise sessions, the Course provides theoretical and practical information on planning and managing co-development projects.

The A.MI.CO. Award, a monetary prize aimed at supporting the implementation of sustainable development projects involving both the countries of reference and Italy, has been established in order to capitalize on the skills acquired by the associations that attended the A.MI.CO. Training Course to reward the best projects and, at the same time, to support the role of the diaspora in co-development initiatives. The call for proposals mainly targets projects that enhance the potential of Italian associations with a migratory background as promoters of transnational initiatives, such as the creation of partnership networks and/or trans-nationals alliances, the circulation of skills, economic and/or cultural exchange, etc.

2. ELIGIBLE APPLICANTS

The call for proposals is open to all migrants' associations based in Italy and affiliated to a third country that participated in the A.MI.CO. Training Course in 2019 and obtained a certificate of attendance.

Therefore, any project proposals submitted by applicants other than those mentioned above are not eligible.

Any associations applying as lead associations can only submit one proposal and are not allowed to apply as partners in other submitted proposals.

Each applicant can only submit one proposal, even in the context of multiple partnerships/project proposals. Therefore, any project proposals submitted by partnerships that have one or more members in common are not eligible, even if they are submitted by a different applicant.

3. ELIGIBILITY CRITERIA

Project proposals should include the implementation of project activities in a third country other than OECD Countries.[1] At the same time, proposals should include an implementation component in Italy.[2]

Projects can last from a minimum of **6 months up to a maximum of 9 months**.

All funded projects must be completed by 20 November 2019.

In order to be eligible, projects must comply with **the rules set out in paragraphs 4 and 7** of this call for proposals, and meet the following **mandatory criteria**:

a) Projects must be aimed at improving the living conditions of the population residing in the third countries where the activities are implemented, and at responding to local needs, as properly identified and reported in the project proposal;

b) Projects must involve the communities of reference, both in the third country (other than OECD countries) and Italy, and include transnational activities;

c) Projects must contribute to the achievement of the 2030 Sustainable Development Goals, set by the 2030 Agenda (SDGs), as regards the following areas:

- Combating and preventing discrimination based on gender, religion, ethnicity, etc.;
- Good governance;
- Promotion of art and culture;
- Conflict resolution and peacebuilding;
- Rural or coastal development;
- Environment protection and countering climate change;
- Protection and promotion of human rights and civil liberties;
- Sustainable/responsible tourism.

d) At least 20 per cent of the total budget of the project must be co-financed (in cash and/or in kind) by the proposing association and/or its partners;

e) Projects must promote a partnership which is consistent with the overall structure of the project, with at least one partner based in the third country where the project is implemented;

f) Projects must last no longer than 9 months;

g) Where necessary, please note that any costs associated with infrastructure work cannot exceed 15 per cent of the total budget.

---

[1] www.oecd.org/about/members-and-partners/

[2] Expenses for fundraising activities are not eligible.

4. PARTNERSHIP RULES

The lead association can establish partnerships with one or more other parties. Partnerships can be established with:

a) Migrants' associations or migrants' networks based in Italy;

b) Non-profit associations;

c) Local incorporated associations in third countries;

d) Local institutions in […] and/or third countries, including local authorities, training centres, Universities;

e) For-profit organizations in […] and in third countries, as long as their partnership is consistent with the project proposal.

Applicants are not allowed to be members of multiple partnerships, or to take part in multiple project proposals. Therefore, any project proposals submitted by partnerships that have one or more members in common are not eligible, even if they are submitted by a different applicant.

5. CRITERIA FOR PROJECT PROPOSAL EVALUATION

Project proposals are reviewed by an internal commission that assesses the following elements:

a) Compliance with the Sustainable Development Goals set by the 2030 Agenda (SDGs) as regards the specific areas listed in paragraph 3, letter (c);

b) Empowerment of the migratory dimension, with specific reference to project activities;

c) Solidity of the project idea and the project proposal;

d) Quality and consistency of the budget with the project activities;

e) The soundness of the partnership and its consistency with the objectives of the project;

f) The level of involvement of the target community in the different phases of the project;

g) The sustainability of the project, or its ability to produce positive effects for the beneficiaries also after its conclusion;

h) The amount and quality of the co-financing provided by the project leader and/or its partners.

After the assessment, a ranking list will be published on the following website […].

Please note that the Award includes an initial phase aimed at remodelling the project proposals together with the awarded associations, in order to improve the projects and increase their sustainability.

6. METHOD OF PROVIDING CO-FINANCING

The Award co-finances of up to 10 project proposals.

The maximum co-financing for each project proposal is EUR 10.000.

In order to obtain co-financing, winning associations must sign an agreement with IOM and accept the rules about monitoring and reporting activities defined in the agreement.[3] The full amount is paid upon signing the aforementioned agreement.

7. HOW TO SUBMIT PROJECT PROPOSALS

Associations are required to submit their project proposals by filling in the forms attached and listed below:

a) Project proposal form filled-in in a digital version (Annex A);

b) Filled-in budget proposal form (Annex B);

c) Filled-in Work Plan form (Annex C);

d) Presentation of the association;

e) The charter of the association and a copy of the registration form recorded at the Revenue Office;[4]

f) The annual financial statement for the last year and, if available, for the last three years;

g) The account statement of the lead association, if the lead association provides any in-cash co-financing;

h) The CV of the legal representative of the association, and the main aspects of the project proposal;

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[3] Co-financing is subject to the availability of funds and final approval by the donor, up to a maximum of 10 projects. IOM reserves the right to negotiate any changes to the winning proposals in order to improve their chances of success.

[4] Please refer to the national legislation.

i) The partnership agreement between the lead association and the partner, duly filled in and signed on letterhead by all project partners. If the partner association provides any co-financing, the agreement must explicitly specify the amount and type of co-financing provided.

j) The certificate of attendance to an A.MI.CO. Course held in 2019, as specified in paragraph 2 of the call for proposals.

Any incomplete project proposals or proposals other than those mentioned above are not eligible. The documents must be filled in and sent in electronic format, and the attachments must not exceed the maximum total limit of 7 MB.

The projects and the respective attachments must be sent to the email address migrationdevelopmentitaly@iom.int with the following subject line "A.MI.CO. Award 2019".

The deadline for application is 10 November 2019 at 12:00pm. Project proposals received after the deadline are not eligible.

8. LIST OF ANNEXES

– Annex XXVII: Project proposal form;

– Annex XXVIII: Budget proposal form;

– Annex XXIX: Work Plan form.

Annex XXVII
Project proposal form

1. CONTACT INFORMATION

BRIEF DESCRIPTION OF THE APPLICANT ASSOCIATION

Name of the Association		
Full address **City**		
Telephone **Email**		
Web/Facebook		
Contact Person	**Name**	**Surname**

2. PROJECT DESCRIPTION

Project title

Main activity sectors (check the appropriate box)

- ☐ Combat against and prevention of discrimination (gender, religious, ethnic, etc.);
- ☐ Good governance;
- ☐ Promotion of art and culture;
- ☐ Conflict resolution and peacebuilding;
- ☐ Rural or coastal development;
- ☐ Environmental protection and actions to counter climate change;
- ☐ Protection and promotion of human rights and civil liberties;
- ☐ Sustainable/responsible tourism.

Project implementation country (foreign country)

Country: _____ (specify the country where most of the project activities take place)

City: _____ (specify the city/cities where most of the project activities take place)

Project implementation area (within the country - Italy)

City: _____ (specify the city/cities where most of the project activities take place)

Target groups of concern (specify the number and type of beneficiaries of the project)

Direct: _____

Indirect: _____

Duration of the Project _____ (specify the number of months, from a minimum of 6 months to a maximum of 9 months)

Needs assessment (describe the reasons why the project is necessary, starting from the needs of the target group of concern addressed by the project. Also specify if there are other national or international stakeholders that work in a field addressing the needs specified, and the degree of collaboration that the project plans to establish with these stakeholders)

Objectives of the Project (specify, in narrative form, the overall objective to which the project aims to contribute. Specify, in narrative form, one or maximum 2 specific objectives that the project intends to achieve)

Overall Objective:

Specific Objective(s): (max 2):

How does the project intend to achieve the specific objective?
(specify the project's strategy, as well as any innovation with respect to the traditional way of dealing with the problems listed above; clearly list the results that the project intends to achieve, one or maximum two specific objectives, and the related results and activities)

How do the transnational dimension of the proposed activities and the migratory background of the association represent an added value for the project?

(Describe in detail how the association's migration background represents an added value for the project, specifically with reference to transnational activities, and how the migration experience of the proposing association is reflected in the proposed activities)

How does the partnership intend to monitor the achievement of the specific objective?

(Specify how the partnership intends to supervise the execution of the activities and the implementation of the operational steps – intermediate results – necessary to achieve the specific objective. Describe the governance structure of the project (organization chart) and the various responsibilities. Submitting a project monitoring plan is considered a plus when assessing the proposal. Also specify the **external conditions** required to facilitate the achievement of the intermediate objectives and results, such as the **risks** that may occur, and how the partnership may intend to remedy to ensure the success of the project. Specify who, within the partnership, is responsible for data collection and project monitoring)

External communication (Describe the external communication strategy, in […] and in the project implementation country, while specifying the objective, the target, the expected outcomes, and the tools. Specify if and how you plan to integrate storytelling activities into the strategy).

EXTERNAL COMMUNICATION IN […]

Objective:	
Target:	
Expected outcomes:	
Tools:	
Any comments / notes:	

EXTERNAL COMMUNICATION IN THE PROJECT IMPLEMENTATION COUNTRY

Objective:	
Target:	
Expected outcomes:	
Tools:	
Any comments / notes:	

Partnership (Specify the composition of the partnership, filling in all parts of the form below for each partner of the project, including the lead association).

Name of the lead association (organization/institution):

Contact person (Name, Surname, email):

Description of the type of organization and of the skills that the association makes available to the project:

Role of the association in the proposed activity:

Name of the partner (organization/institution):

Full partner address (full address, city):

Email, telephone, partner website:

Contact person (Name, Surname, email):

Description of the type of organization and of the skills that the association makes available to the project:

Role of the partner in the proposed activity:

History of the partnership (Specify if it is the first time the proposing association works with the above partners. If appropriate, describe the history of the cooperation between the partners from the beginning, highlighting the objectives already achieved together, the difficulties overcome, and the opportunities for sharing networks and knowledge for a common goal)

Sustainability (Describe the exit strategy for the project, specifying how the partnership ensures that the benefits produced thanks to the project continue after its completion, who takes care of carrying on with any activities/maintaining any structures or mechanisms/maintaining capacity-building, both from the point of view of project management and from a financial point of view. Also specify how the project plans to involve the local community)

PROJECT OUTLINE (LOGICAL FRAMEWORK)

RESULTS	INDICATORS	BASELINE/ TARGET	SOURCES OF VERIFICATION	ASSUMPTIONS
Objective The most significant, realistic objective that the project can help to achieve.	Quantitative or qualitative factor or variable for measuring achievement or reflecting expected changes.	*Baseline measurement* establishes the value of the indicator at the beginning of the project planning. *Target* describes the expected value of the indicator upon completion of the activity.	Quantitative or qualitative sources from which the status of each of the indicators can be ascertained. For each indicator you can specify one or more verification sources.	
Outcomes The intended changes in institutional performance, in individual or group behaviour or attitudes, or in the political, economic, or social position of the beneficiaries.				Assumptions necessary for the outputs to deliver the outcomes.
Outputs The intended changes in the skills or abilities of the beneficiaries, or in the availability of new products or services as a result of project activities.				
Activities The coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed within the project.				

Annex XXVIII

Budget proposal form

Title project:

Lead Association:

		UNIT	NUMBER OF UNITS	UNIT COST	TOTAL
A. STAFF COSTS					
A.1					
A.2					
A.3					
A.4					
				Subtotal - Staff costs	
B. OFFICE COSTS					
B.1					
B.2					
B.3					
B.4					
				Subtotal - Office costs	
C. TRAVEL COSTS					
C.1					
C.2					
C.3					
C.4					
				Subtotal - Travel costs	
D. OPERATING COSTS					
D.1					
D.2					
D.3					
D.4					
				Subtotal - Operating costs	
				GRAND TOTAL	

BUDGET LINE	DESCRIPTION
STAFF COSTS	"Project staff (salaries) The total cost of staff working on the project must not exceed 30% of the total budget."
OFFICE COSTS	Rent, utility bills, stationery
TRAVEL	"Specify travel costs (transport) and other travel-related costs (e.g. hotels). Travel costs for coordination between partners must not exceed 5% of the total budget. Other travel expenses related to the implementation of the activities and/or monitoring/evaluation will be assessed on the basis of the efficiency principle."
OPERATING COSTS	Communication material, press material, room rental, catering, etc. and any other costs directly connected with carrying out the project activities.

NB: *The following costs are not eligible: expenses incurred for fundraising activities in Italy; expenses incurred by partners in other European Member States.*

Annex XXIX
Work plan form

Title project:

Lead Association:

WORK PLAN										
PROJECT PHASES/TIME FRAME										
ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	**WHO/ RESPONSIBLE PARTY** (Specify the name of the partner or partners responsible for each listed activity)
OUTPUT 1: *(Specify as reported in the logical framework)*										
Activity 1.1 (Specify each activity included in the project as reported in the logical framework)	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 1.2	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 1.3	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 1.4	☐	☐	☐	☐	☐	☐	☐	☐	☐	
OUTPUT 2: *(Specify as reported in the logical framework)*										
Activity 2.1 (Specify each activity included in the project as reported in the logical framework)	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 2.2	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 2.3	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 2.4	☐	☐	☐	☐	☐	☐	☐	☐	☐	
OUTPUT 3: *(Specify as reported in the logical framework)*										
Activity 3.1 (Specify each activity included in the project as reported in the logical framework)	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 3.2	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 3.3	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Activity 3.4	☐	☐	☐	☐	☐	☐	☐	☐	☐	

PROJECT MONITORING AND COACHING

Annex XXX

Financial report *

Project title:

Association:

Reporting period:

		UNIT	NUMBER OF UNITS	UNIT COST	TOTAL	EXPENSES (PERIOD I)	EXPENSES (PERIOD II)	TOTAL EXPENSES (PERIOD II AND II)	REMAINING	COVERED BY IOM	COVERED BY THE PARTNER
	A. STAFF COSTS										
A.1											
A.2											
A.3											
A.4											
		Subtotal - Staff costs									
	B. OFFICE COSTS										
B.1											
B.2											
B.3											
B.4											
		Subtotal - Office costs									
	C. TRAVEL COSTS										
C.1											
C.2											
C.3											
C.4											
		Subtotal - Travel costs									
	D. OPERATING COSTS										
D.1											
D.2											
D.3											
D.4											
		Subtotal - Operating costs									
GRAND TOTAL											

* This is only a graphic reproduction of the Financial Report, which in the original version has additional Excel sheets reporting the disaggregated costs.

Annex XXXI
Narrative report

Lead Association:	
Project title:	
Project duration:	
Project implementation Country/ ies (foreign):	
Project implementation city:	
Total Budget (Award and co-funding):	
Leftover budget (within the reporting period):	

1. SUMMARY OF KEY ACHIEVEMENTS DURING THE REPORTING PERIOD

In this section, specify the progress made towards achieving or contributing to the results specified in the logical framework. Also include details on the implementation of activities related to achieving the results/ outcomes. Specify any changes to the original project document and the work plan, if any, and specify, in detail, why such changes were necessary. Also include information about any visibility/communication products made. Attach supporting documents - e.g. - in the case of training, include attendance signature sheets and programme.

2. ACTIVITY IMPLEMENTATION

a. **Specify which activities were carried out by filling in the following table for each activity. Please refer to the logical framework and the work plan, list the activities in the same order, and describe them in the same way** *(Attach an updated work plan and other supporting documents – such as produced materials, photos of the activities, signature sheet, publications, training course programmes, etc.)*

	S.O. / OUTPUT 1					
ACTIVITY *(copy the activity and the respective reference number from the logical framework)*						
Type and no. of beneficiaries involved						
Type and no. of institutions involved						
Type and no. of partners involved						
Number of training courses (if applicable)						
Project implementation country/ies						
Comments						

b. Which activities were <u>not</u> implemented? Please state the reason.

3. CHALLENGES ENCOUNTERED AND ACTIONS TAKEN

List below any challenges encountered during the implementation of the project and the actions taken to overcome them.

Challenges Encountered	Action taken
Describe and analyse significant difficulties or delays faced during project implementation	*Summarize the corrective measures that were taken or are being planned*

4. GROWTH OF THE ASSOCIATION

a. What did your association learn during the implementation of the project that it can apply to future projects?

b. Please fill in the following table and provide details in narrative form in the "comments" column.

	YES	NO	COMMENTS
Did the association develop new synergies during the implementation of the project?	☐	☐	
Did the association acquire new members thanks to the implementation of the project?	☐	☐	
Did the association gain greater visibility thanks to this project?	☐	☐	
Did the association develop a direct relationship with the local communities with which the project was implemented? (in particular, specify any local authorities, beneficiaries and local associations)	☐	☐	
Did the association develop new ideas during/after the implementation of the project?	☐	☐	
Did the association share the results of the project with its members?	☐	☐	
Did the association plan how to share the results of the project with the main stakeholders and with the target community?	☐	☐	

5. LEFTOVER BUDGET MANAGEMENT

(to be filled in for final report)

Specify the amount of leftover budget on the closing date of the project, why the funds were no spent, and how the association intends to use them.

Annex XXXII
Phone monitoring tool

PROJECT OVERVIEW	
Name of the Association	
Name of the Project	
Duration	
Country and city	
Contact Person	
Web page	

PROJECT TITLE

PLANNED ACTIVITIES		
1.1 *Name of the Activity*	**1.2** *Name of the Activity*	**1.3** *Name of the Activity*
State of Activity	*State of Activity*	*State of Activity*

MONITORING	
	Month 1
1. Main achievements	
2. Next steps	
3. Partnership management	
4. Challenges Encountered / Actions Taken	
Doubts / requests	
ACTIONS	
NOTES	

Notes

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