



# FINAL REPORT

September

External Final Evaluation of the  
Migrants as Messengers (MaM)  
Phase 2 Initiative

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**Consultancy:** External Final Evaluation of the Migrants as Messengers (MaM) Phase 2 Initiative.

**Timeframe of the assessment:** 8 April 2022 – 15 September 2022.

**Geographical scope:** Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone.

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# CONTENTS

LIST OF TABLES .....	5
LIST OF FIGURES .....	5
1. EXECUTIVE SUMMARY.....	8
2. BACKGROUND .....	15
INTRODUCTION.....	15
ABOUT THE OBJECT OF THE EVALUATION.....	15
3. PURPOSE, OBJECTIVES AND SCOPE.....	16
PURPOSE.....	16
OBJECTIVES.....	16
SCOPE.....	17
4. APPROACH AND METHODOLOGY .....	17
APPROACH.....	17
METHODOLOGICAL STRATEGIES .....	18
SAMPLING STRATEGY .....	19
INCLUSIVITY, GENDER EQUALITY AND HUMAN RIGHTS BASED APPROACH .....	20
COVID-19 EVALUATION MEASURES .....	21
NORMS AND STANDARDS .....	21
5. LIMITATIONS TO THE EVALUATION .....	21
6. FINDINGS ON RELEVANCE .....	23
Q1. HOW RELEVANT IS THE PROJECT APPROACH IN RELATION TO THE STRUCTURAL NEEDS AND CONTEXT OF THE VOLUNTEERS TOWARDS CONTRIBUTION TO THE EXPECTED OVERALL RESULTS? .....	23
Q0. <i>Relevance of the project design: Analysis of the Theory of Change</i> .....	24
Q1.1. <i>Is the project focused on the skills required by Volunteers to perform their roles as messengers, helping them generate messages and support the target audience to make informed migration-related decisions?</i> .....	27
Q1.2. <i>To what extent did the project consider the situation of Volunteers (male and female) when implementing activities, generating messages and supporting the target audience in making informed migration-related decisions?</i> .....	31
Q1.3. <i>Is the partner training relevant to journalists and media outlets in the region?</i> .....	36
Q1.4. <i>To what extent was the project flexible and adapted to the restrictions imposed by the COVID-19 pandemic?</i> .....	38
7. FINDINGS ON EFFICIENCY .....	41
Q2. HOW WELL HAS THE PROJECT BEEN IMPLEMENTED TO ENSURE THE MAXIMIZATION OF RESULTS AND RESOURCES? .....	41
Q2.1. <i>Have the Volunteers been recruited and trained in a timely manner so as to ensure the generation of key messages, implementation of activities and the engagement with target audiences?</i> .....	42
Q3. HAVE THE IMPLEMENTATION STRATEGIES TO ENGAGE THE TARGET AUDIENCES BEEN THE BEST POSSIBLE OPTIONS TOWARD GENERATING DEBATES AND SUPPORT INFORMED MIGRATION-RELATED DECISIONS? .....	46
Q3.1. <i>Has the project considered the most appropriate channels to engage target audiences?..</i>	46
Q3.2. <i>Have the materials (digital content) used been adequately adapted to youth and young female audiences?</i> .....	48
Q4. HAVE THE IMPLEMENTATION STRATEGIES TO ENGAGE AND EMPOWER VOLUNTEERS BEEN EFFICIENT? .....	51

Q4.1. *Have the implementation strategies considered adequate approaches toward ensuring the engagement and empowerment of Volunteers to share their experiences?*..... 51

## 8. FINDINGS ON SUSTAINABILITY .....54

Q5. TO WHAT EXTENT ARE THE BENEFITS OF THE PROJECT LIKELY TO CONTINUE ONCE THE EXTERNAL SUPPORT IS WITHDRAWN?..... 54

Q5.0 *Most Significant Change results*..... 55

Q5.1. *To what extent the project strengthened the capacities of Volunteers and partners organizations to carry out future awareness raising activities*..... 59

Q5.2. *Have the Volunteers and partners organizations (including media) developed a sense of engagement and ownership about their role/involvement in preventing irregular migration?* 62

Q5.3 *To what extent the project has strengthened the internal structures and processes of the volunteer and returnees' organizations through awareness raising activities so that they can continue to work autonomously?*..... 64

Q6. WHAT HAVE BEEN THE CHALLENGES IN TERMS OF SUSTAINABILITY DURING PROJECT IMPLEMENTATION AND HOW HAVE THEY BEEN ADDRESSED? ..... 67

Q6.1. *What are the main contextual challenges that can affect the sustainability of results?*..... 67

Q6.2. *What are the main internal challenges affecting the sustainability of results?*..... 68

## 9. CONCLUSIONS .....69

CONCLUSIONS LINKED TO RELEVANCE..... 69

CONCLUSIONS LINKED TO EFFICENCY ..... 70

CONCLUSIONS LINKED TO SUSTAINABILITY..... 71

## 10. RECOMMENDATIONS .....72

RECOMMENDATIONS RELATED TO PROJECT DESIGN AND MONITORING ..... 72

RECOMMENDATIONS RELATED TO RELEVANCE..... 72

RECOMMENDATIONS RELATED TO EFFICIENCY..... 73

RECOMMENDATIONS RELATED TO SUSTAINABILITY ..... 73

RECOMMENDATIONS RELATED TO GENDER MAINSTREAMING ..... 74

## 11. LIST OF ANNEXES .....75

ANNEX I – EVALUATION MATRIX..... 76

ANNEX II – SOCIAL MEDIA CONTENT REVIEW ..... 83

ANNEX III – MONST SIGNIFICANT CHANGE RESULTS ..... 85

ANNEX IV – APPROACH AND METHODOLOGY ..... 88

ANNEX V – LIST OF INFORMANTS PER TECHNIQUE..... 97

ANNEX VI– GRES SCALE..... 98

ANNEX VII – DATA COLLECTION TOOLS.....101

ANNEX VIII - LIST OF DOCUMENTS REVIEWED .....122

## LIST OF TABLES

- Table 1. Limitations and mitigation strategies
- Table 2. Distribution of messages in the sample of social media content reviewed
- Table 3. Number of Volunteers per country
- Table 4. Assessment of IOM staff with regard the availability of personnel, budget and timeframe
- Table 5. Volunteers' opinion on the level of collaboration with internal and external stakeholders
- Table 6. Adequacy of the collaborations with influencers
- Table 7. Distribution of messages of video testimonies analysed in the social media content
- Table 8. Distribution of type of content analysed in the social media content review
- Table 9. Number of men and women in the Volunteer network
- Table 10. Perception of Volunteers about the level of collaboration reached by the project with regard awareness-raising activities
- Table 11. MaM Volunteers Survey
- Table 12. Returnees' organizations that received logistical support from IOM by July 2022
- Table 13. Perception of IOM MaM staff about how the project has contributed to ensure the commitment of Volunteers and media partners
- Table 14. Consideration of IOM staff on the contribution to the generation of synergies between partners
- Table 15. Agreement of the Volunteers with regard to the availability of resources of the associations per countries

## LIST OF FIGURES

- Figure 1. Project's Theory of Change
- Figure 2. Survey results on the extent volunteers consider the acquired skills useful beyond the scope of the project
- Figure 3. Agreement of Volunteers to the adaptation of the project activities to the specific needs
- Figure 4. Agreement of the IOM staff to the adaptation of the project activities to the specific needs
- Figure 5. Perception of IOM staff and Volunteers on the adaptation of the project to emerging needs resulting from the COVID-19 pandemic
- Figure 6. Assessment of Volunteers with regard the adaptability of methods, resources, skills and support during the training process
- Figure 7. IOM staff on the level of collaboration reached by the project to produce synergies and combined results

Figure 8. Agreement of the Volunteers with regard the availability of resources of the associations

## ACRONYMS

<b>CO</b>	Country Office
<b>ERG</b>	Evaluation Reference Group
<b>FGD</b>	Focus Group Discussion
<b>KII</b>	Key Informant Interview
<b>IOM</b>	International Organization for Migration
<b>MaM</b>	Migrants as Messengers
<b>NCE</b>	No Cost Extension
<b>PRODOC</b>	Project Document
<b>RO</b>	Regional Office
<b>TNV</b>	Training of New Volunteers
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UNEG</b>	United Nations Evaluation Group

## 1. EXECUTIVE SUMMARY

The **purpose** of this final evaluation was to obtain a critical assessment of the efficiency, relevance and sustainability of the project “Migrants as Messengers” Phase 2, implemented by the IOM, with the dual purpose of accountability and learning. The scope of the evaluation considered the implementation period from April 2019, until April 2022<sup>1</sup>. The **geographic scope** covered all the seven countries targeted by the intervention: Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone.

In terms of the **methodology**, the evaluation considered a mixed-method concurrent embedded approach by producing both quantitative and qualitative data, as well as a criteria-based approach complemented with a program theory model. The assessment was based on the analytical framework that included the evaluation matrix and the Theory of Change (ToC), as well as some key research methods, such as the Most Significant Change. The data collection techniques considered were semi-structured interviews, focus group discussions, extensive document review and an online survey. Gender equality and human rights were reflected throughout the process, and participation was ensured by involving a wide range of stakeholders in the design and execution of the evaluation.

The **key findings** are presented according to each of the evaluation criteria.

### RELEVANCE:

- The ToC includes all key elements to explain how MaM is expected to work and includes a series of relevant assumptions that contribute toward explaining the mechanism of change leading from one level of result to the next. The ToC is well understood internally, although it would be helpful to share and include the ToC in key reporting documents to strengthen ownership and a shared understanding.
- A wide range of relevant training was made available to the MaM Volunteers, taking into account the communication and technical skills required for successful awareness raising as well as their psychosocial needs to enable them perform these tasks. There was general agreement that the trainings were beneficial and no specific gaps in training related to awareness raising were identified, and that the training would be useful beyond the scope of the MaM project. The media training was found highly relevant and useful by media participants, sensitising them to the topic and enabling them to report professionally and ethically on migration stories.
- The key messages of the digital content produced under the MaM project reflected the key messages of the project, although there was some imbalance between the key messages, with more messaging related to the dangers of irregular migration than legal routes and alternatives to migration.
- Lessons learned from Phase 1 were integrated in the design and implementation of Phase 2, mainly the use of the peer-to-peer communication approach, the follow-up opportunities for young people and to tailor individual components to different audiences using different messages and channels.
- Recognition of the role of women in preventing irregular migration in terms of their commitment, reliability and capacity to engage with female audiences was incorporated in

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<sup>1</sup> Although this is the final evaluation, the evaluation did not cover at least three months of implementation.



Phase 2. Nevertheless, attention to how gender relations affect differently women and men in the (regular and more importantly, irregular) migration journey remained unaddressed during the trainings and awareness raising activities.

- As the context of the pandemic impacted in-person events, short online training capsules were developed, smaller calls and online sessions replaced regular coordination meetings, and activities were adapted to the respective COVID-19 restrictions in each country.

### EFFICIENCY

- While there were delays to the initial recruitment and training of Volunteers due to the COVID-19 pandemic, the network of Volunteers was strengthened over the lifespan of the project with the continuous addition of new Volunteers, reaching the target already by year 2, and the improvement of the skills and knowledge of existing Volunteers.
- The project budget was considered adequate and some savings were made in the early phases of the project due to fewer in-person activities and meetings than planned because of the pandemic. COVID-19 also had some impact on the timeframe, which led to a no-cost extension being granted.
- An appropriate balance of the different communications channels (community engagement, media and social media) was used. It was found that social media was generally more relevant for youth in certain countries and urban areas, while radio and community engagement remain key channels for reaching more rural regions. While there were some successes engaging influencers as message amplifiers, more emphasis could have been given to this area, particularly in those countries where access to internet and social media usage is high among youth.
- A wide variety of digital content was produced using various formats. Content using testimonials and drama was considered by Volunteers to be the most effective in connecting with audiences, including youth and young women. Many videos captured well the compelling stories of returnees, including of women. The use of local languages and dialects reinforced the peer-to-peer approach.
- The main strategies to ensure volunteer engagement included leveraging the peer-to-peer approach, using a cross-cutting gender approach to engage women Volunteers, involving MaM Volunteers in the COVID-19 response, and providing mental health and psychosocial support to Volunteers.
- The evolution of Volunteers has been gradual, with most Volunteers satisfied with their participation in the project, and a very high percentage of them now part of a volunteer network or association. This points towards their continuing engagement in awareness raising on migration issues. Furthermore, Volunteers report a high level of collaboration with both other MaM organisations as well as with external organizations engaged in similar awareness-raising activities.

### SUSTAINABILITY

- The most significant changes identified that link to the sustainability of results are: at the individual level, Volunteers contributing to decision making processes within their communities, thus becoming agents of change; the willingness of some media partners to continue collaborations with Volunteers beyond the MaM project; the fact that skills training improved Volunteers' employment prospects; and the improvement of personal

wellbeing through psychosocial support. At the institutional level, the improvement of the volunteer's capacity to create, sustain and scale up associations; the strengthening of networking, and the generation of synergies and the improvement of the quality of media reporting on migration can be highlighted. At the community level, the improved coexistence and respect within members of the community regarding returnees, and stronger social cohesion in the communities.

- Various efforts have been made to train and support Volunteers in conducting awareness raising activities to build autonomy in this area. Volunteers have been trained and are motivated to continue with the awareness-raising work on preventing irregular migration and promote safe alternatives, the lack of funding and material support (mainly equipment), has been highlighted by all respondents as something needed.
- Some 16 returnees' associations, 4 of which are led by female Volunteers, have received logistical support from the MaM project so as to be able to continue awareness raising about irregular migration once the support is withdrawn. This support was mainly focused on legal advice for the constitution of the association as a legal entity.
- Volunteers had a high level of motivation to continue working on awareness raising, principally so that they can increase knowledge and capacities, improve their self-esteem and ease their professional and social reintegration, and help the overall community. Partner organizations improved their knowledge about the issue, and had adapted their stance towards returnees and their capacity to work with IOM.
- The key areas identified to ensure institutional and social sustainability of Volunteers and associations are to keep developing partnership with media and other relevant organizations, finding alternative source of funding to conduct awareness-raising actions, and engaging other UN partners to showcase volunteer associations and their skills in content creation.
- In terms of contextual challenges, it has been noted that the political, security and economic context, as well as some weather and infrastructures conditions, could affect the continuity of the awareness-raising activities. The fact that the project could receive negative media attention through inaccurate perceptions of media partners and influencers participating in the training, and the risk that migrants that testify in videos become the target of online harassment, are also perceived as potential risks
- With regard to the internal challenges, some aspects were identified that may affect the continuity of the associations (financial, legal, human resources); the engagement and commitment of Volunteers working on awareness raising activities; the means that Volunteers need to ensure the continuity of their work (tools for content creation, use of relevant platforms, access to internet, skills and equipment); Volunteers' needs for further training in order to become more professionalized; as well as the need to support women's associations, involve elders, religious and community leaders.

These key findings allowed the evaluation team to draw up the following **conclusions**:

#### RELEVANCE:

1. The ToC of the project is coherent, well contextualized and includes all key elements to explain how the project works, showing clear linkages and causal pathways among all these elements, and including relevant assumptions that contribute to the explanation of mechanisms of change leading from one level of result to the next. However, the ToC lacks assumptions linking intermediary outcomes with the final outcomes.

2. The shift from an individual-centered approach during Phase 1, to one that is more supportive of associations and which recognizes the role of women in preventing irregular migration in Phase 2 shows a positive evolution of the MaM approach towards ensuring sustainability while considering cross-cutting issues. Nevertheless, attention to individual Volunteers and informal networks of Volunteers as well as identifying how gender relations affect differently women and men in the (regular and more importantly, irregular) migration journey remained very limited.
3. The project has ensured the usefulness of the knowledge and skills developed beyond the awareness raising purposes of the intervention. This means that Volunteers can actually apply their knowledge and skills to other personal interests, which in some cases include self-employment and income generation. This might be the reason why participants highlighted the need to include additional vocational trainings. Media representatives also found the trainings highly relevant and useful, as they enable them to report professionally and ethically on meaningful migration stories.
4. During the pandemic, IOM mobilized the MaM volunteer network to conduct peer-to-peer awareness raising on COVID-19, which had a positive impact and reinforced the concept of volunteering. In order to adapt the implementation of activities to the restrictions imposed, short online training capsules were developed, and virtual meetings replaced regular face-to-face coordination meetings. Although it accentuated the relevance of the use of new technologies and digital education among the participating Volunteers, some challenges related to limited internet connections were faced.

#### EFFICIENCY:

5. The project shows good adaptability to contextual factors, especially to the challenges imposed by the pandemic, and particularly when it comes to recruiting new Volunteers and the improvement of the skills and knowledge of existing Volunteers. Overall, the great majority of Volunteers in all target countries expressed considerable levels of engagement and their willingness to continue with the awareness raising activities, and a high percentage of the Volunteers are part of a volunteer networks or associations. The challenge at this point is to ensure that the necessary conditions are in place so that this volunteer engagement can bring sustainable results at the highest levels.
6. The efficient use of the budget and the positive impact that virtual trainings had on its execution led to a no-cost extension of the project, which is a great opportunity to consolidate the results achieved. With regard to more cost-efficient strategies, no specific alternatives were identified, but increasing the in-house capacity in digital skills, the identification of lessons learned regarding online activities and more advance notification to Volunteers about activities could be further explored.
7. The relevance of the communication channels depending on the location of target audiences (urban and rural areas) calls for specific approaches based on the analysis of these criteria. In addition, the engagement of influencers can be prioritized in the next phase in those areas where access to internet and social media usage is high among the youth. Finally, in terms of video production, testimonials and drama using local languages are identified as they are main enablers to reach and sensitize young people, while considering an emphasis on quality over quantity and providing certain control and flexibility to Volunteers in the video-production process.

8. During the implementation of the project, some strategies were put into place to strengthen volunteer engagement, such as the peer-to-peer approach, a gender approach to engage women Volunteers, the involvement of Volunteers in the COVID-19 response, and the provision of mental health and psychosocial support to Volunteers. Despite the limited data on volunteer's retention rates, the overall number of MaM Volunteers grew over the years with a special attention to the recruitment of female Volunteers. It will be essential to ensure the measurement of the levels of retention through the years by country as a proxy indicator to measure levels of engagement.

### SUSTAINABILITY

9. Relevant changes have been identified, mainly at the individual and institutional levels, which are the key areas of direct focus of the project. At the individual level, the considerable levels of motivation and engagement identified stand out, since these are essential toward ensuring sustainability of results. Sustainability efforts are mainly put in developing formal entities (associations), and limited focus is given to individual Volunteers and informal networks to keep developing awareness raising activities. At the institutional level, logistical support, counselling and training are the key contributions made to ensure the sustainability of volunteer associations. However, although the project has enabled the creation of a structure of Volunteers working on awareness raising in the seven countries, the institutional sustainability still relies on the capacity of the associations to access alternative sources of funding and develop meaningful partnerships with other organizations. In addition, the sustainability of results also relies to a certain extent on the capacity of IOM to link current activities to other relevant internal initiatives and initiatives from other UN entities and relevant organizations to maximize cross-fertilization and sustainability of results.
10. No particular contextual challenges were identified beyond those already considered in the ToC and other project documents, beyond those linked to COVID-19 measures that are expected not to have a major impact for a potential Phase 3. When it comes to internal challenges, these are mainly linked to the assumptions included in the revised ToC: volunteer associations not having sufficient resources and meaningful partners, community leaders/decision makers not being engaged, synergies not being created with media and other partners such as UN entities and other relevant organization, not ensuring that broadcasts and articles reach intended audiences and not ensuring that media sources are trusted by target communities.

After the analysis done, the **recommendations** made by criteria are:

### DESIGN AND MONITORING

- The MaM team, together with relevant stakeholders, should review and validate the assumptions proposed at the highest level of change, and propose additional ones if needed for potential Phase 3. In addition, a simplified version of the ToC should be embedded in key documents to strengthen ownership and a shared understanding among partners.
- Develop an accurate measurement of the levels of retention of Volunteers through the years by country and by gender, as a proxy indicator to measure levels of engagement of Volunteers working on awareness raising.

### RELEVANCE

- Consider linking MaM Volunteers in parallel to separate livelihood support programmes so that the focus of MaM can remain on tailored training and capacity building of Volunteers for awareness raising and the project is not seen as a substitute for ensuring their personal economic stability, despite the professional skills that some MaM trainings may provide.
- Keep exploring ways to engage media through non-transactional partnerships that emphasize the importance of the topic of irregular migration as an issue of public interest, to ensure more durable partnerships. At the institutional and community level, the project should strengthen the work with women's organizations and community and religious/traditional leaders in preventing irregular migration through awareness-raising sessions, in order to reach out to a larger number of people.
- Put more emphasis throughout the project on the discourse around volunteerism in order to enhance the sense of ownership, promoting its benefits to the empowerment of the individual and its contribution to social transformation in communities. This could be done by holding information sessions on the role of Volunteers in disseminating messages on the importance of safe migration.
- Ensure a more consistent and systematic approach to disseminating all the key messages of the project by elaborating this aspect more clearly in the communications strategies and campaign plans at both regional and country level, to ensure that there is not an imbalance of messaging. This can also include developing more consciously targeted messages for the different audiences (including women) and the different communications channels, and ensuring the use of testimonials and drama in local languages.

#### EFFICIENCY

- Consider maintaining some of the practices introduced during the pandemic such as online regular meetings and online training modules, where cost efficiencies can be achieved without compromising on quality and/or participation. These should be based on a thorough identification of potential limitations, so as to ensure that the hybrid implementation approach (face-to-face/virtual) provides the same services and opportunities to Volunteers and target groups with limited access to internet.

#### SUSTAINABILITY

- Contribute to reinforcing partnerships among migrants' associations and other CSOs, and their capability to apply for funding with a view to implementing other projects related to preventing irregular migration. Information sharing, including good practices and lessons learnt among volunteer associations across target countries, could also reinforce synergies and eventually lead to joint activities that could also strengthening their capacity to access funding.
- Strengthen the partnership of volunteer's organizations with the local administration is also important to buy-in the support of decision makers, essential for sustainability purposes and the eventual support of public entities to the activities of the Volunteers. While in some countries such as Senegal the project has engaged with the Ministry of Foreign Affairs, there is still room for improvement when it comes to volunteer associations being recognized by political actors as partners in the prevention of irregular migration.
- Keep promoting synergies with other projects from IOM and other UN entities and relevant organizations, in order to work under a more comprehensive/holistic approach that can

ensure contribution from different angles while strengthening the sustainability of results. Within IOM, a series of relevant initiatives are currently being developed, such as the COMPASS project, the IOM X campaign and the Waka Well website for which relevant synergies have been already considered.

#### GENDER MAINSTREAMING

- Add new markers to identify and broaden the level of integration of gender issues at all levels (activities, outputs and outcomes). The GRES Score could be used to ensure that all relevant gender-oriented work is captured, classified (gender negative, blind, targeted, responsive and/or transformative)<sup>2</sup> and reported.
- Provide specific gender trainings to staff at the country level. The trainings should present good practices and lessons learned from other COs, ensure that a broader understanding of how gender issues can be applied in the prevention of irregular migration, as well as include clear protocols on how to address the work with female migrants.

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<sup>2</sup> [http://web.undp.org/evaluation/documents/guidance/gender/GRES\\_English.pdf](http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf)

## 2. BACKGROUND

### Introduction

This report presents the findings, conclusions and recommendations of the external final evaluation of the Migrants as Messengers (MaM) Phase 2 Initiative (hereafter “the project”) implemented by the International Organization for Migration. Artival Research & Evaluation carried out the consultancy between April and September 2022.

### About the object of the evaluation

According to the final evaluation ToR (ToR), in 2021, an estimated 146,043 irregular migrants arrived in Europe, 112,747 by sea and 33,296 by land<sup>3</sup>. Important also is the Western Mediterranean Route (through Morocco and Algeria), for which Libya is an important transit country with an estimated number of 610,000 migrants (2021)<sup>4</sup>, 4,000 of them living in detentions centers<sup>5</sup>.

With this context, and because of the high number of deaths at sea, and the tragedies and abuses migrants face (including detention), policymakers in migrants' countries of origin, transit and destination face the ambitious task of designing and implementing sustainable measures to address the root causes of irregular migration. In order to contribute to this situation, IOM assisted stranded migrants to return home voluntarily. Between 2017 and 2021, 52,190 migrants took part in the reintegration assistance project of the EU-IOM Joint Initiative for Migrant Protection and Reintegration<sup>6</sup> in the West and Central Africa region.

With regard to internet penetration, West Africa has a 39 per cent Internet users to total population, which is lower than the global average of 53 per cent, but higher than in Central Africa (12%) and Eastern Africa (27%)<sup>7</sup>. The rise of the Internet goes hand in hand with the growth of social media, with 38 per cent of West Africans active on social media.

Young people with a desire/plan to migrate in the future are generally distrustful of information campaigns on irregular migration, and they are more likely to believe information obtained through trusted sources. Therefore, returned migrants who share their experiences with their communities and families can have a high impact.

In this context, the overall goal of the MaM Phase 2 project is to use peer-to-peer communication, using digital and community engagement, to provide young people with the information they need to make informed migration decisions.

Specifically targeting male and female adults between 18 and 35 years old, it seeks to inform on:

- The risks and realities of irregular migration along the Mediterranean routes;
- The frameworks for legal migration; and
- Safe alternatives to irregular migration.

<sup>3</sup> <https://migration.iom.int/europe/arrivals?type=arrivals#content-tab-anchor>

<sup>4</sup> <https://migration.iom.int/reports/libya-%E2%80%94-migrant-report-38-july-%E2%80%94-september-2021>

<sup>5</sup> According to IOM Displacement Tracking Matrix (DTM); available at: <https://migration.iom.int/reports/libya-%E2%80%94-detention-centre-profile-generator-june-2021>

<sup>6</sup> More information available at: [www.migrationjointinitiative.org](http://www.migrationjointinitiative.org)

<sup>7</sup> In “Digital in 2018 in Western Africa, Hootsuite and We Are Social”.

While the primary audience is young people who aspire to migrate in the future, the project also targets their families and friends, and seeks to engage media and influencers as message amplifiers.

The IOM rolled out the first Phase of the MaM project in three countries (Guinea, Senegal and Nigeria) from November 2017 to March 2019. Phase 2 builds on this, adding four more countries (Côte d'Ivoire, The Gambia, Liberia, and Sierra Leone) to bring the total to seven.

### 3. PURPOSE, OBJECTIVES AND SCOPE

#### Purpose

In line with the final evaluation ToRs, the purpose of this final evaluation was to obtain a critical assessment of the efficiency, relevance and sustainability of the project “Migrants as Messengers” Phase 2, implemented by the IOM, with the dual purpose of **accountability** and **learning**.

A cluster RCT was evaluating the impact of the MaM Phase 2 campaign on the primary audience migration's knowledge, attitude, perception, intention and behaviour. Data was continuously gathered and analysed to monitor the implementation of the different activities and track the engagements generated online. A Mental Health and Psychosocial Support (MHPSS) study will analyze the impact the campaign had on the mental health of Volunteers.

To complement this information, the present final evaluation documented the campaign's efficiency, relevance and sustainability. It provides findings and conclusions on how the proposed activities have helped to acquire the necessary skills in the Volunteers to perform their roles as messengers helping them generate messages and support the target audience to make informed migration-related decisions. The aim was to demonstrate whether demonstrate that the accompaniment given to the Volunteers and implementation corresponded to their needs or if it has been necessary to identify new activities. In addition, it elucidates, in the case of young female returnees, if the necessary resources have been available (training program, training, internet connectivity, accompaniment) and if a strategy was implemented to help generate agents of change in the participating communities.

#### Objectives

The main objectives of the evaluation are:

- To provide evidence-based information on the performance of MaM Phase 2 and the results achieved (outputs, outcomes).
- To enhance strategic planning, decision-making, and implementation of peer-to-peer campaigns by providing information on lessons learned, good practices, replicable innovations, and identification of areas for improvement.

The evaluation specifically focused on how the campaign worked with the **MaM Volunteers** and the **partner organizations** (media and civil society organizations). The evaluation determines whether MaM Phase 2 has succeeded in delivering the skills and building a framework that enables the Volunteer network and partner organisations to continue working on awareness-raising campaigns on irregular migration, safe migration and other safe alternatives in the future.



The evaluation findings will help guide future planning and implementation of similar campaigns both within IOM and externally.

### **Scope**

In line with the ToRs, the scope of the evaluation considered the implementation period from April 2019, until April 2022<sup>8</sup>. The geographic scope covered all the seven countries targeted by the intervention: Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone. The evaluation was conducted between April 2022 and September 2022 by an external consulting firm (Artival Research & Evaluation). IOM reviewed the submitted products, provided comments and signed-off the final report.

**The evaluation was focused on maximizing the utility of its conclusions, lessons learned and recommendations.** In order to do so, the evaluation design and process was carried out with careful consideration on meeting the information needs of primary and secondary audiences.

## **4. APPROACH AND METHODOLOGY**

The purpose of this section is to establish the approach and methodology that guided the data collection, analysis, interpretation and the way in which the final deliverables were framed. **A more comprehensive description of the approach and methodology is presented in Annex 5.**

### **Approach**

**The driving questions for the evaluation could be summarized as** “How adequate and efficient has been the work with Volunteers and other partners towards the achievement of main goals?” and “How likely is it that results will last over time”? In order to address these evaluation main questions, the evaluation was built on the conceptual framework proposed in the ToRs and the Log Frame and guided by a set of evaluation questions. A set of criteria and evaluation questions were originally proposed in the ToRs, mainly focused on the relevance, efficiency, and sustainability of the results of the project. The evaluation team proposed a strong forward looking, formative and summative approach for the evaluation, aimed at understanding how the project worked, capturing learning and improving its design and implementation. The **evaluation matrix** is attached as **Annex 1**.

The evaluation focused on identified priority criteria and evaluation questions as follows:

- **Relevance:** The extent to which the intervention was suited to the needs of target groups and the changing socio-political contexts. This includes social and cultural structures, priorities of the target groups and implementing partners (IPs) to addressing the rights and needs of the most vulnerable groups of population. More importantly, it also had a clear focus on the impact of the COVID-19 pandemic in the MaM Phase 2 project.
- **Efficiency:** measures the achievement of results in relation to the resources used in the search for an optimal allocation thereof.

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<sup>8</sup> Although this is the final evaluation, the evaluation did not cover at least three months of implementation.

- **Sustainability:** analyses the extent to which results are likely to last. Considering the timing of the evaluation, the assessment focused on the early indications of financial, institutional, technical and environmental sustainability of the MaM Phase 2 project results.

Finally, in addition to the criteria-based evaluation model suggested, the evaluation was also informed by a **program theory approach**. The program theory perspective states that every program is built upon explicit or implicit models on how the intervention will cause the desired results. For this, the global model of the project was revised, aiming at establishing the underlying intervention rationales, the causal linkages between all elements in the project toward the production of results. The theoretical model included all relevant aspects of the intervention: assumptions, global bottlenecks, key advocacy strategies, main priorities, outputs, dimensions, outcomes and the final impact.

The final recommendations provide information on how to address key information needs, giving actionable suggestions toward enhancing the effectiveness for future phases of the project. In addition, it shows how IOM's work could improve the use of digital and community engagement, to provide young people with the information they need to make informed migration decisions.

### **Methodological strategies**

The evaluation was developed through a mixed-method concurrent embedded approach<sup>9</sup>. The evaluation team produced both quantitative and qualitative data concurrently, having a primary qualitative method that guided the process, complemented by a secondary quantitative method that provided a supporting role in the procedure.

Both primary and secondary methods were conducted in an interim and iterating way to ensure the highest methodological robustness. The primary and secondary methods were implemented in response to evaluative needs and analysed together in a way that helped shed light on the structure, outputs and processes implemented during the project.

The combination of techniques was chosen to enable the consulting team to obtain a reasonable view and understanding of the project to be able to answer and provide meaningful recommendations. **The use of different and complementary sources of information helped to fill the gap between the absence of information in some cases, non-updated information or unreliable information.**

The following methodological strategies and data gathering techniques were used:

**Most Significant Change**<sup>10</sup> (MSC): is a supplementary qualitative strategy by which the evaluator collects significant change stories emanating from the field level, in an attempt to reconstruct early evidence of engagement and empowerment of Volunteers that could contribute to ensure the sustainability of results. The technique is usually conducted during a considerable period of time (such as a year), although given current limitations, the evaluation team focused on the stories shared by the group of stakeholders during the fieldwork. Then the team selected what were considered the "best stories", or those that better represented the aims of the programme, generating a dialogue about the success of the intervention. Once all the changes were identified and classified in an excel sheet, an interactive dashboard was

<sup>9</sup> Creswell. "Research Design", Third edition, 2009.

<sup>10</sup> Davies, R & Dart, J (2005) "The "Most Significant Change" technique

created in Tableau to identify main patterns and trend, and included in the analysis. The visual can be found in section Q5.

Document review: The evaluation team started conducting a review of the project based on primary and secondary sources. The consulting team continued to review and synthesize material from the selected documentation during fieldwork and data analysis.

Content review: The evaluation team also reviewed a representative sample of the social media content produced and disseminated by the Volunteers, qualitatively analyzing the messaging, gender aspects, and other aspects against the project's overall goals.

Key Informant Interviews (KII): The evaluation team conducted online semi-structured interviews guided by protocols based on questions in the evaluation matrix and those developed during the document and portfolio reviews. This was a crucial method in the assessment as it generated key perceptual data, and allowed data triangulation, views and opinions of different stakeholders.

Focus group discussion (FGD): Some local facilitators (IOM non-MaM staff and independent consultants) conducted focus group discussions to complement KIIs with Volunteers' members of associations.

Online survey: The online survey was designed to complement qualitative techniques and produce quantitative information about the perceptions and views of key stakeholders. It was also designed to gather the perceptions and feedback of those informants not reached through interviews. In order to increase the likelihood that informants complete the questionnaires, the surveys were kept as short as possible, were shared through the COs and launched through the "SurveyMonkey" online platform.

The information produced enabled the assessment of the different questions through:

- A qualitative assessment, that allowed the consulting team to address the inquiry questions considered, amplifying the understanding of the findings and enabling adequate guidance to the decision-making processes. The consulting team coded and provided specific information about each of the questions, producing diverse and rich qualitative data analysis sourcing KIIs, FGDs and the online survey. The qualitative enquiry was carried out using a specific qualitative analysis software (Dedoose).
- A quantitative assessment based on the results obtained through the survey, allowed the quantification of the variables considered in each of the evaluation question and indicators. Once the quantitative results and database were ready, specific software was used to conduct the analysis and produce the visuals (Tableau and Excel).

### **Sampling strategy**

The evaluation employed a purposive sampling technique, which was a non-probability sample that was selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling<sup>11</sup>. It is a non-probability approach that fits with the strong qualitative focus of the evaluation. All details about the **sampling strategy can be found in Annex 6**.

A set of two **questionnaires** was designed, one to IOM staff and one to Volunteers, that was shared with all the contacts provided by the COs. The aim was to access as many people as

<sup>11</sup> <https://www.thoughtco.com/purposive-sampling-3026727>

possible, and to obtain answers of these two groups of informants about specific questions related to relevance, efficiency and sustainability of the actions undertaken with Volunteers

All the seven countries were considered in the sample for **interviews**. The sample of targeted communities was designed to illustrate the different situations, highlight what is typical, average (typical case sampling) and was complemented with extreme or deviant case sampling, which highlights unusual manifestations of the phenomenon of interest e.g. very low or very high levels of participation of volunteers in a particular scenario). Informants interviewed included Volunteers, national implementing partners, the IOM program managers, M&E specialists, as well as other technical staff. At the country level, the sampling strategy was complemented with a snowball sampling approach, where the goal was to identify new relevant informant based on the feedback provided by selected informants. In order to get a comprehensive understanding of how adequate and efficient was the work with Volunteers and other partners towards achievement of main goals, and how likely is it that results will last over time, the idea was to select, where possible, people from different backgrounds to try to access a broad spectrum of realities. Using this approach, the evaluation team tried to get the widest range of evidences avoiding an over-representation of the most active people. In this sense, a special attention was given to women and people from the different regions.

For the **focus groups discussions**, the three countries where MaM Phase 1 was implemented (Senegal, Guinea and Nigeria) received an extra attention, as there was more room to determine the sustainability of results working with Volunteers. Therefore, two focus groups with Volunteers were carried out in the three above mentioned countries and one focus group discussion in the other four countries (Sierra Leone, Liberia, Côte d'Ivoire, and The Gambia). In total, ten focus groups, with a total of 70 participants were carried out.

Concerning the selection of participants, they were selected from the list provided by the COs ensuring gender balance, representation of the different regions of the country (when possible) and that people from different backgrounds were involved. The goal was to get a comprehensive understanding of their experiences acting as Volunteers and what could be done to improve and ensure the sustainability. In this way, the sample of participants at the local level was made taking into account the criteria provided by the IOM during the inception phase, being among others: accessibility; possibility to organize regular meetings; digital infrastructure; and presence of CSOs engaged in migration and advocacy.

### **Inclusivity, Gender equality and Human Rights based approach**

So as to ensure inclusivity, participatory, gender and human rights responsiveness, the final evaluation was guided by the UNEG's principles on Integrating Human Rights and Gender Equality in Evaluation<sup>12</sup>, as well as IOM guidelines for gender and the IOM Project Handbook (including relevant Annex 6.10).

The evaluation considered **some strategies to assess whether gender and human rights considerations are mainstreamed into the project**:

- Ensured the provision of information on how interventions affected men and women differently, and the extent to which actions contributed toward gender equality, human

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<sup>12</sup> Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

rights and women empowerment. For that purpose, the GRES Scale<sup>13</sup> was used as reference<sup>14</sup>.

- Took into account contextual elements of the project, and analysed how it affected implementation.
- Focused on determining whether outcomes and outputs were gender responsive, and that the M&E system captured data that reflect structural misbalances in the way men and women face the problems the interventions address.
- Designed gender-responsive evaluation tools based on the evaluation matrix indicators, that ensured a contextual gender analysis and target gender-responsive stakeholders.

### **COVID-19 evaluation measures**

The evaluation team also reflected on, and factored in, both the direct and indirect causal effects of the COVID-19 pandemic on the final evaluation.

Furthermore, the evaluation was conducted remotely, using the online video conferencing tool “Zoom”. However, there are some challenges associated with this. The use of online methods required good internet connectivity, tools, and most of all a robust database with contact details of the targeted constituents and stakeholders. In addition, some challenges related to the bias during data collection were taken into consideration.

### **Norms and standards**

The evaluation was conducted following relevant IOM policies on M&E and IOM Data Protection Principles, as well as UNEG norms and standards. The consultants were fair and carried out the evaluation with integrity and honesty. Issues of confidentiality were taken seriously. Data collected and any resulting information was not linked to any particular person or office. The participants were made aware that their participation was voluntary. Dissent or unwillingness to participate was respected and they were aware that they were allowed to withdraw from the exercise/ interview at any time without negative consequences. The consultants declared not to have any conflicts of interest, as they have not directly or indirectly participated in any of the interventions under review, nor have a personal relationship with managers and/or consultants involved in those.

## **5. LIMITATIONS TO THE EVALUATION**

Table 1. Limitations and mitigation strategies

LIMITATIONS	EXPLANATION	MITIGATING STRATEGY
<b>Concurrent use of techniques</b>	The survey and the interviews were conducted simultaneously. Therefore, some results and findings arising from the survey were not explored further through other techniques such as interviews and focus groups.	To address this issue, information collected during interviews was complemented with the gained insights through questionnaires, since interview protocols were designed to address in detail some of the questions included in the survey.

<sup>13</sup> [http://web.undp.org/evaluation/documents/guidance/gender/GRES\\_English.pdf](http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf)

<sup>14</sup> A comprehensive description of the GRES Scale is presented in Annex 6.

LIMITATIONS	EXPLANATION	MITIGATING STRATEGY
<b>Inability and restrictions to conduct on-site data collection</b>	<p>The evaluation team struggled to develop a rich and contextualized perspective of the evaluand due to the inability to conduct on-site data collection. Data collection strategies such as unobtrusive observation, building rapport with stakeholders (observing local customs and cultural norms), as well as all sorts of inductive inquiry were not possible.</p> <p>Due to the online data collection mode, the focus groups discussions were held by local consultants or IOM staff.</p>	<p>Remote interviewing (by phone, teleconferencing) constituted only a partial solution to this challenge. It only partly alleviated the access problem and was prone to bias (especially when interviews cover complex or sensitive topics).</p> <p>The evaluation team used online data collection methods on Zoom or Skype and tried to make sure that the quality of the data to be collected remained high.</p> <p>Some debriefings were made with all the national consultants to guide their work.</p>
<b>Delays in receiving data</b>	<p>There were some delays in receiving feedback from the relevant stakeholders on expected deliverables, mainly in the Volunteers' survey.</p>	<p>The consulting team adapted the timeline to be able to adjust data collection to the information received.</p>
<b>Incomplete datasets</b>	<p>The consulting team required reviewing documentation including project reports, progress reports, monitoring data, evaluation reports, social media analytics and other relevant materials. In some cases, there was limited information for some of the activities involved. In particular, some social media metrics were inaccessible (e.g., WhatsApp, Volunteers' personal channels) and multiple factors that contribute to Facebook and Twitter analytics (including use of paid boosting of posts) mean clear conclusions were not always be drawn.</p>	<p>The consulting team informed about the missing data or documentation required, and the assessment reflected those gaps while being flexible enough to cover them through other inquiry strategies and/or questions.</p>
<b>The availability of key participants willing to openly express their opinions and reflections.</b>	<p>The process sought to establish a relationship of trust with informants. There were women victims of gender violence, or other people who were not willing to tell their personal story.</p>	<p>The evaluation team captured some observations to discuss them either individually or as a group through qualitative tools.</p>
<b>Evaluation and bias</b>	<p>Evaluations are by definition vulnerable to cognitive and behavioural biases, such as seeing patterns where there are not, or attribution biases where causes are identified only based on internal characteristic rather than external circumstances.</p>	<p>The evaluation team tried to the extent possible to be as systematic, transparent and reflexive as possible. Systematic by following a clear established plan, transparent in the way judgements were generated and based on triangulation and reflexive in having present the bias problem throughout the process.</p>

## 6. FINDINGS ON RELEVANCE

### **Q1. How relevant is the project approach in relation to the structural needs and context of the Volunteers towards contribution to the expected overall results?**

The results presented in this section focus on the analysis of the ToC, the relevance of the intervention with regard to the structural needs of the Volunteers, mainly related to their skills, the situation of Volunteers (special attention to female situation), the journalist needs and the extent to which the project was flexible and adapted to the restrictions imposed by the COVID-19 pandemic.

#### **Key findings:**

1.1. The ToC includes all key elements to explain how MaM is expected to work. It also includes all the key relevant linkages and causal pathways among all these elements. No relevant theory failures (the way those linkages are made) were identified, and the review process only identified several areas where positive feedback loops could add accuracy to the overall results.

1.2. The ToC also includes a series of relevant assumptions that contribute toward explaining the mechanism of change leading from one level of result to the next. However, no assumptions are included in the link between intermediary outcomes and the final outcomes, which is a considerable gap since this is the highest level of change and therefore the causal connections should be explained in detail.

1.3 The ToC is well contextualized and has been revised to ensure its adequacy. In addition to the potential risks included in the ToC document, the evaluation identified some other potential risks that could enhance the contextualization of the ToC. The ToC is well understood internally, although it would be helpful to share and include the ToC in key reporting documents to strengthen ownership and a shared understanding.

1.4. Successful peer-to-peer awareness raising requires a considerable investment in training and capacity building. A wide range of relevant training was made available to the MaM Volunteers, taking into account the communication and technical skills required for successful awareness raising as well as their psychosocial needs to enable them perform these tasks. There was general agreement that the trainings were beneficial and no specific gaps in training related to awareness raising were identified. The level of volunteer participation in the design of training and activities varied across countries and is an area where the approach to their involvement appears to be inconsistent. Overall, the Volunteers agreed that the training would be useful beyond the scope of the MaM project, although some regretted the absence of more specific vocational training, highlighting the need for careful expectations management.

1.5. The key messages of the digital content produced under the MaM project reflected the key messages of the project, although there was some imbalance between the key messages, with more messaging related to the dangers of irregular migration than legal routes and alternatives to migration.

1.6. Lessons learned from Phase 1 were integrated in the design and implementation of Phase 2, mainly the use of the peer-to-peer communication approach, the follow-up opportunities for young people and to tailor individual components to different audiences using different messages and channels. There was a shift from a more individual-centered approach during phase 1 to one that was more supportive of associations in phase 2, focusing more on the community level.

1.7. According to both Volunteers and IOM staff consulted, there is a common acceptance that the needs of the returnees' migrants and youth (project-related) were taken into consideration during the implementation of the project.

1.8. Recognition of the role of women in preventing irregular migration in terms of their commitment, reliability and capacity to engage with female audiences was incorporated in Phase 2. Nevertheless, attention to how gender relations affect differently women and men in the (regular and more importantly, irregular) migration journey remained unaddressed during the trainings and awareness raising activities.

1.9. The media training was found highly relevant and useful by media participants, sensitising them to the topic and enabling them to report professionally and ethically on migration stories. Successful media partnerships were established during MaM Phase 2, which served to amplify the voices of Volunteers, particularly on radio. However, structural weaknesses related to the media sector in the region means there is often recourse to paid contracts with media.

1.10. In response to the global pandemic, IOM mobilized the MaM volunteer network to conduct peer-to-peer awareness raising on COVID-19, in collaboration with partners, which had a positive additional benefit of reinforcing the concept of volunteering.

1.11 As the context of the pandemic impacted in-person events, short online training capsules were developed, smaller calls and online sessions replaced regular coordination meetings, and activities were adapted to the respective COVID-19 restrictions in each country. This has accentuated the relevance of the use of new technologies and digital education among the participating Volunteers, although in countries where internet connections were weak, there were more significant delays to the project implementation. Overall, IOM staff had a more positive perception than Volunteers about the success of the adapted activities.

#### Q0. Relevance of the project design: Analysis of the Theory of Change

The external consulting team reviewed the existing ToC as part of the evaluation. The main goal of the revision was to ensure that the overall logic and cause-effect sequence at all levels is sound and, eventually, validated by the CO team. The reviewed documents clearly reveal all the connections within and among key activities, providing a holistic vision of the interlinkages, expected synergies and complementarities of the key activities included in the four main panes encompassed in the MaM framework.

The adequacy and quality of the ToC is analysed following a series of criteria (completeness, plausibility, accuracy and robustness), which are described below:

**Completeness:** this criterion refers to the extent to which the ToC includes all relevant elements that enable a clear and comprehensive representation of the different pathways of change leading to results at all levels. In an overall sense, **the ToC includes all key elements to explain how MaM works**, as follows:

- **Implementation strategies:** represent the key activities/processes that are carried out to achieve first level, short-term outputs. The ToC includes all of the key activities/processes following four main panes that are relevant to trigger the cause-effect chain leading to different levels of results and goals.
- **Outputs:** represent achievements directly linked to the strategies and activities carried out. They are mainly referred to changes in skills or abilities, or the availability of new services and/ or products. All key outputs (or first-level results) were already included in the original ToC.
- **Assumptions:** are the necessary conditions for the expected changes to occur at the different levels. Assumptions can be internal or external, depending on whether they refer to program factors or non-program factors (context) respectively. In some cases, the programmes have limited or no influence in the occurrence of the assumptions, but



assumptions are needed to ensure countermeasures to limit potential negative impacts and plan strategies to maximize results under favourable conditions. A series of assumptions and risks are considered in the original ToC, which are also explicitly revealed at all levels of change.

- **Outcomes:** Outcomes mainly represent institutional and behavioural changes in development conditions that occur between the completion of outputs and the achievement of final goals. The original ToC includes all relevant intermediate outcomes, and these resulted in no major additions in this level during the review process. Nonetheless, the revision focused more on clearly revealing all key linkages between these outcomes and outputs under the four main panes of intervention.
- **Impact:** is the positive long-term effect on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. In the MaM, these are reflected as final outcomes.

**Accuracy/robustness:** this element studies the degree to which the already presented elements of a ToC (activities, outputs, outcomes, impacts and pillars) and the proposed causal linkages between them are clearly indicated. The analysis under this element also considers the existence of a logical and coherent connection between the theory of action (what is done) and the intended outcomes (the expected changes). Basically, accuracy considers whether an adequate theory about how the MaM will contribute to expected intermediary and final outcomes is developed.

The ToC includes all the key relevant linkages and causal pathways among all these elements. No relevant theory failures (the way those linkages are made) were identified, and the review process only identified several areas where positive feedback loops could add accuracy to the overall result. Positive feedback loops occur when an increase in one particular area leads to an increase in another area and so on in a domino, virtuous circle or spiral effect (e.g. an increase in the willingness of female returnees to tell their stories contributes to normalize certain messages which actually contributes to other female returnees sharing their stories). The ToC clearly reveals the different causal pathways for the four main panes (support to volunteer led organizations, content production, volunteer recruitment and training and media engagement) and how results converge to intermediary and final outcomes, avoiding multiple linkages across implementation strategies and a ToC design where “everything contributes to everything” that is found in certain interventions.

**Plausibility:** the criterion analyses how likely is that the ToC will generate real changes on the ground at expected times. For that, the logic should be based on prior evidence suggesting that the activities, if implemented, are expected to trigger the causal chain leading to desired results. In addition, the logic of the outcome chain needs to be solid and plausible. In order to be plausible, the assumptions made in the ToC should hold true partially or entirely. There should be no large leaps in the theory found (miracle thinking), meaning that the set of assumptions for each causal link should be sufficient to bring about expected changes.

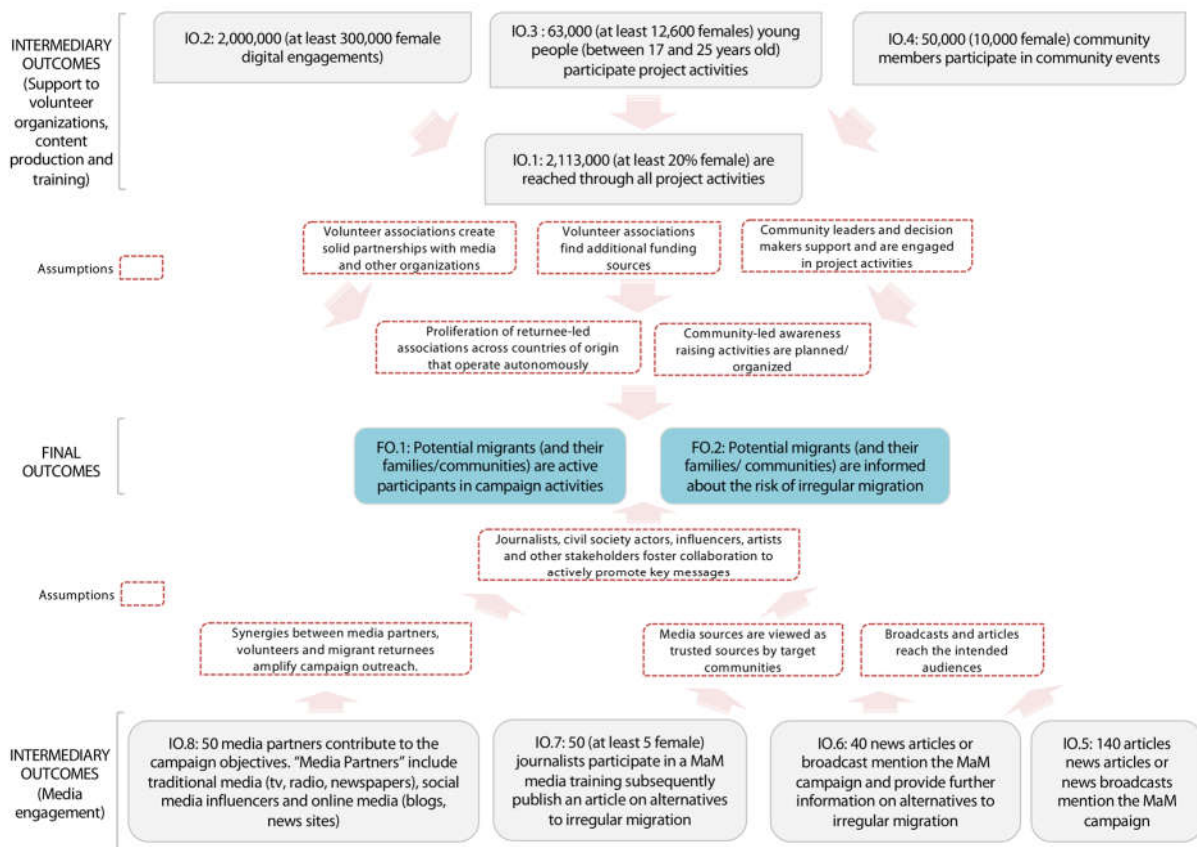
The ToC of MaM was reviewed as part of the overall review of the project’s monitoring system conducted in November 2020. The revision took into consideration the results of year 1 as well as the lessons learned and good practices identified. It was based on the analysis of the project’s main documents, IOM’s Community Response Map (CRM) application, the Project Management (PM) tool, and interviews with the MaM staff in the regional and country offices.

In addition, the ToC includes a series of relevant assumptions that contribute toward explaining the mechanism of change leading from one level of result to the next. However, no assumptions are included in the link between intermediary outcomes and the final outcomes, which is a considerable gap since this is the highest level of change and therefore the causal connections should be explained in detail. The following figure 2 includes some of the key assumptions identified at that level of change that could complement the existing ToC.

A ToC cannot include all potential assumptions that explain the mechanism of change (that would be impossible), but it needs to capture the key main conditions necessary for the mechanism of change to be coherent. Moreover, the assumptions included in figure 1 are conditions not only to meet expected results during the life of MaM, but most importantly, conditions for those results to be sustainable over time once the support is withdrawn.

**Context-sensitivity:** the criterion studies the degree to which the ToC encompasses the diversity of contexts it is meant to cover, and whether it is sensitive to the inherent unpredictability of the context in which the programme is implemented. A ToC is a living document, meaning it should be revisited as new evidence emerges or as new ways of working or approaches are needed. These revisions (such as the one conducted in November 2020) help providing evidence on whether exiting theories remain relevant and suggest modifications to ensure that the document is continuously adapted to contextual challenges, both internal and external.

Figure 1. Proposed set of assumptions linking intermediate outcomes to final outcomes in the ToC



The narrative document of the ToC includes a series of risks, defined as "uncertain aspects that could impact the project", that add an additional layer to the contextual framework of the ToC. Two are the key risks identified in the document that are specific to MaM outcomes and

activities: the risk of receiving negative media attention through wrongful perceptions and the risk that migrants that testify in videos become target of online harassment. In addition to this, some relevant internal and external risks are identified in questions 6.1 and 6.2 of the report.

**Ownership:** the criterion considers the extent to which a shared understanding of the core elements of the MaM is shared among staff, including contextual factors in which the MaM operates. The process of designing and using a ToC should be considered a good opportunity to reflect and “connect all the dots” linking results at all levels of the project strategy, as well as clearly reflect the contribution made by each activity to the overall MaM results framework.

In an overall sense, IOM staff expressed a clear understanding of the particularities of the project, including the implementation strategies, knowledge of results at all levels and the limitations and boundaries of the ToC. As an example, it was clearly stated by several IOM staff the fact that the MaM is not focused on creating Volunteer associations, but support the creation and sustainability<sup>15</sup>.

In addition to this, ownership can be also strengthened by embedding the ToC in the main strategic and operational documents of the project, so as to ensure the familiarity of the staff with the document. Due to its revision in 2020, the ToC was attached in the MaM Year 2 Interim Narrative report. However, no mention or attachment of the ToC (narrative or diagram) was found in the rest of reports, and there are no references to the ToC in those documents.

**Q1.1. Is the project focused on the skills required by Volunteers to perform their roles as messengers, helping them generate messages and support the target audience to make informed migration-related decisions?**

### **Adequacy of the situation/need identification analysis carried out for the capacity building component**

IOM’s impact evaluation study from MaM Phase 1, academic research, as well as the views of IOM staff and media interviewed, suggests that knowledge of irregular migration risks and alternatives in the region is poor, leading to uninformed decision making. As one media representative put it, “so many young people think about migration in Liberia and they have no idea of the risks, problems with not having documents.” One MaM staff member, with experience in voluntary repatriation, explained: “it was clear most young people didn’t have access to information, so there was a real need to educate young people, families and communities... Young people want to migrate, so the testimony from Volunteers is really important.” Peer-to-peer communication has been identified as an effective way to responding to these needs and is the key approach of the MaM project. In many respects, MaM Phase 1 served as a pilot project, and its lessons learned to some extent can be seen as a situation analysis needs assessment for the capacity building component. MaM Phase 1 showed that building up the capacity of Volunteers took time and investment, and therefore amount of skills training and capacity building was considerably increased in Phase 2. As one IOM staff pointed out, “A huge element of the MaM project is the capacity building of the Volunteers... MaM is a platform for Volunteers to lead, so they need the skills.”

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<sup>15</sup> This is actually something that was discussed in the revision of the M&E system conducted in 2020. As described in the document “A step identified in the ToC is that Volunteers set up organizations. An indicator tracks the “Number of Volunteer-led associations that received logistical support from IOM, but not if these organizations have been created”. The document recommended to add an indicator measuring the number of organizations created, but it was not finally applied.

A broad range of skills trainings were provided, to enable Volunteers to generate and deliver messages through the various methods foreseen in the project (on the ground activities, social media and media). On the one hand, these included MHPSS training and public speaking skills, which many Volunteers said helped them overcome their feelings of shame and difficulties in speaking publicly about their migration experiences, which can be seen as a necessary steps in preparing the Volunteers for their awareness-raising tasks. The words of one female Volunteer from The Gambia were typical: “MaM helped me a lot – before I didn’t have the courage to talk, stand for myself, know how to share my story”. Another Volunteer from Guinea said “it has given us meaning.” On the other hand, an array of trainings covered specific communications skills such as community engagement, communicating through drama, storytelling, creative writing, interviewing techniques and technical skills for content creation (video editing, photography). Training was also made available to volunteers in associations on organisational issues such as project management, monitoring & evaluation, and strategic planning. Volunteers were able to select the trainings that they found most relevant to them. According to the MaM Year 2 Interim Narrative Report, by the end of the second year of project implementation at least 77 specific skills training sessions for Volunteers had been organised – a substantial increase on the 21 initially foreseen for the project.

### **Level of participation designing the capacity building component**

One of the concepts of the MaM programme is that activities should be volunteer led, to the extent possible. **The level of participation and decision making in the design of activities varied across the different countries.** According to the Volunteer survey results, the highest number of answers in Côte d’Ivoire (45%) Senegal (45%), Guinea (38%), Liberia (31%) and Sierra Leone (29%) were of joint planning - those events were designed by Volunteers and the final decisions made jointly with IOM staff. The most answers in The Gambia (33%), on the other hand, stated that only information on the activities had been provided, with 29% saying that there was joint planning. The answers saying that Volunteers both designed and made the decisions was 19% for Liberia, 13% Nigeria, 11% Sierra Leone, 10% for The Gambia, 9% Guinea, 8% Senegal, and 0% Côte d’Ivoire. The different levels of agreement may to some extent vary because of the level of development of associations in the country, and participation in MaM Phase 1.

The survey results from IOM staff, in contrast, showed that 24% felt that the final decision on activities was taken jointly with Volunteers, while 35% considered that Volunteers designed the activities but IOM took the final decisions. It was also pointed out that these figures do not reflect the change over time of Volunteers behaviour during the timeline of the project.

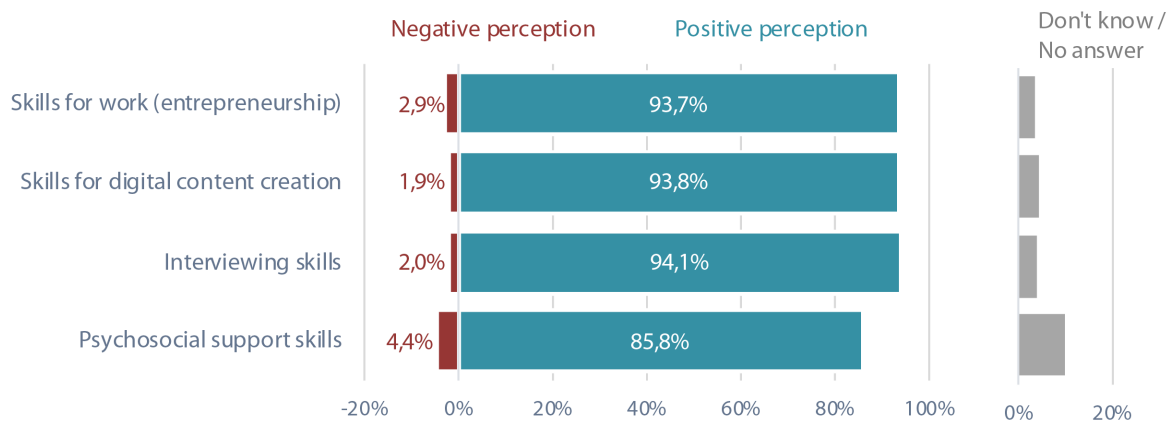
In terms **the design of the trainings**, they were designed by experts in MHPSS, media, drama and content production as well as IOM staff, including the RO. Some 16% of Volunteers surveyed reported that they had also participated in designing the contents of the training of trainers for new recruits, and various skills trainings.

### **Extent to which the skills acquired are useful beyond the scope of the MaM**

As shown in figure 2, a large majority of Volunteers agreed that the skills they had acquired through MaM were useful, both for personal reasons (building confidence) and for future awareness raising or professional activities (positive perception includes those that consider the skills somewhat useful, considerably useful and completely useful). More specifically, 84% of Volunteers rated the entrepreneurship training considerably useful or completely useful for their future professional careers, 82% found the same for the digital content creation, 82% for

the interviewing skills training and 73% for the psychosocial support skills. Several Volunteers expressed an interest to pursue content creation, journalism or drama as a career as a direct result of the MaM trainings. Content creation in particular is viewed as a skill for which there is a growing demand in the region.

Figure 2. Survey results on the extent volunteers consider the acquired skills useful beyond the scope of the project



However, both IOM staff and some Volunteers brought up the **range of education levels** and abilities of Volunteers, many of whom have not completed high school education. They acknowledged that digital content creation skills in particular requires sustained training and practice in order to be able to produce multimedia content independently, and not all Volunteers felt that they were able to reach an adequate level of competence. While MaM Volunteers produced raw material, editing support was often required by partners or IOM staff in order to produce high quality material for distribution, and several IOM staff admitted that they had underestimated the amount of training needed. One volunteer from The Gambia commented “almost all our needs under the MaM activities were met except the skills training in video editing because the duration of the program was very short.” The comments of the Focus Group in Liberia also reported mixed feelings about the trainings on the organisational capacity and business skills: “Participants pointed out to several trainings that they really benefited from, and hailed mostly the MPHSS, leadership trainings, the video editing, public speaking and communication trainings; and stated that the other trainings were a bit difficult like the project management, Monitoring and Evaluation, and project proposal writing because of the limited timeframe.”

Some Volunteers also expressed disappointment that the MaM trainings were not particularly useful beyond the context of awareness raising, and would have wanted more vocational skills in areas such as mechanics or electrics, or support to complete their school or university education. While this is not within the scope of the MaM project, it points to the need for **careful expectations management** during recruitment of Volunteers and is also a reminder of the precarious situation of many of the Volunteers, many of whom are still grappling with the challenges of reintegration as well as the economic realities in their countries that pushed many of them towards migration in the first place.

### **Extent to which the content produced by Volunteers reflects the key messages of the project**

The aim of MaM is to enable young people with a desire/plan to migrate in the future migrants to make informed migration-related decisions. Guidance on the structure and length of interviews was given to Volunteers and IOM staff through the CRM app used to produce video clips. In terms of the content produced, a variety of messages were disseminated, although more emphasis overall was given to the message of the dangers of irregular migration than the messages about regular migration and alternatives to irregular migration, and others, particularly in the personal testimonies from returnees, where the dangers were most highlighted. According to the Year 3 Interim Narrative Report, 36% of clips recorded through the CRM app taken in third year of the project were on migration journeys compared to only 11% about inspirational stories from the home country and just 2% about diaspora/regular migration. While the clips are not shared as a final product (these are rather used as raw input from which edited videos are made), they nevertheless give some indication of the message weighting in the material being collected by Volunteers.

Several interviewees (IOM staff, media, Volunteers) emphasised that they were making particular efforts not to concentrate on messages about the dangers, as they felt the risks were already well-known, with many tragedies reported in the media, but that the other messages were less heard.

The social media content review, which reviewed all MaM posts from 2 selected months for each of the CO Facebook pages, also found this imbalance on messaging: of 103 posts, 19 focused on the dangers of irregular migration; 4 focused on alternatives to migration; 4 focused on legal ways to migrate, 13 on the situation of returnees, 3 focused on specific risks to women; 10 had multiple messages, and 50 had other messages (mostly related to campaigns on International Women’s Day (IWD), 16 days of activism against gender-based violence, or other).

Table 2. Distribution of messages in the sample of social media content reviewed

MESSAGE	Number of posts (Out of 103)
Dangers of irregular migration	19
Situation of returnees	13
Multiple messages	10
Alternatives to migration	4
Legal ways to migrate	4
Specific risks to women	3
Other messages (mainly gender campaigns)	50

One media representative from Senegal felt that the messages needed to be better tailored to the audiences, “I believe that the communication of the project should be oriented. It is spoken to people who are really desperate, and it is necessary to orient the message in another way, and in a certain way they are not receptive to the messages, both men and women, young people included... A child who grows up in a family in which his brother has left the country, and his parents tell him every day that you are going to do the same. They must be made to understand and integrate the consequences.”

While IOM encouraged Volunteers to create diverse content throughout the duration of the project, IOM reported that in the final year of the project it gave specific encouragement to Volunteers to produce more content on diverse aspects related to migration and safe alternatives. A positive decision was made to promote the Waka Well platform through MaM,

which is an IOM initiative that promotes information about regular migration procedures, local opportunities and contact details to receive more information.

In addition, a significant amount of content was produced across for campaigns such as International Women’s Day (March) and the 16 days of activism against gender-based violence (November/December) which were produced by MaM Volunteers but which focused on issues not directly related to migration, such as women’s leadership and breaking down gender stereotypes related to types of employment. Such videos can be nonetheless seen as contributing to the overall messaging by showcasing local opportunities that some groups might not have previously considered. They also demonstrate that Volunteers have been learning how to develop a thematic campaign, and therefore these activities contribute to their overall capacity building in awareness raising.

**Q1.2. To what extent did the project consider the situation of Volunteers (male and female) when implementing activities, generating messages and supporting the target audience in making informed migration-related decisions?**

### **Integration of the lessons learned from previous phases**

During the design of the Phase 2, and as shown up in the PRODOC, some lessons learned resulting from the impact evaluation of Phase 1 were highlighted:

1. Embrace the peer-to-peer communication approach, maintain authenticity and local ownership. Increase knowledge transfer and build capacities of returnees to assume a larger role throughout campaign design, implementation and review.
2. Provide follow-up opportunities for young people that participated in different MaM activities to reconnect with peers and access further information both through strengthening the community aspect of MaM and the online presence. Especially information on the legal context of migration and safe alternatives to irregular migration are needed.
3. Tailor individual components of the MaM campaign to different audiences using different messages and channels. Feature campaign dissemination activities that invite participants directly (‘screening’) to ensure relevance. Tailored content, messages and channels should be considered to address secondary and tertiary audiences.

As expressed by a National Supervisor of a country participating in the first stage, “Phase 1 was experimental, a sort of pilot project, and because of the achieved results, in Phase 2 goals and expected outcomes were deepened and more resources were allocated”.

In Phase 2, the needs identified by the Volunteers and the reinforcement of their capacities were taken into account more, leading to a readjustment of some activities. More specifically, there was an inclusion of a mental health and psychosocial support component, a focus on returnees’ associations, as well as more engagement at the grassroots level where communities took the lead. With regard to the MHPSS component, most of the Volunteers received support that allowed them to share their stories in the way they felt most comfortable with, and created safe spaces, which is especially relevant in the case of women. In Côte d’Ivoire, they used “Body acceptance” activities to express their feelings, and in Nigeria art-related activities were used as a form of psychosocial support, where the Volunteers created paintings related to their migration experiences. In a second moment these were exhibited and sold.

In addition, during Phase 2 greater attention was given to disseminating information on the alternatives to irregular migration, because even if most of the people are aware of the risks, they take them anyway. For that reason, IOM started using a website (WakaWell.info) that lists legal migration procedures for top destination countries, and developed country pages for each of the 7 countries about safe migration, local opportunities, contact details for migrant resource centres, and MHPSS services.

Concerning the trainings, in Phase 1 capacity building was considered, but few skills trainings, and, by doing a needs assessment, MaM Phase 2 included trainings such as creative writing, project management, public speaking, strengthening community engagement, etc.

In general terms, there was a shift from a more individual-centred approach during Phase 1 to one that was more supportive of associations in Phase 2, focusing more at the community level. This strategy allowed the IOM to focus on the sustainability of the results by promoting the work of Volunteers, through the consolidated associations, on regular and safe migration awareness-raising.

### **Project consideration of Volunteers' contextual issues including the different needs of men and women**

As described in the PRODOC MaM Phase 2 proposed an approach “focusing more specifically on digital and low-tech solutions adapted to key target audiences, a gender-sensitive intervention, tailored Volunteer training based on needs and talents, measurable outcomes and the strength of networks empowering Volunteers and community building”. Based on this, and as the different activities implemented show, **the main contextual needs of men and women were addressed through the project.**

The main aspects that have been identified related to the contextual needs of youth, men and women, facing irregular migration are mainly the lack of economic opportunities and lack of information on safe migration (including human trafficking, sexual exploitation, forced labour, among others). In that aspect, and as the Liberia CO mentioned, before MaM Phase 2, youth had the idea that migration will make their lives better, because there was a lack of information on safe migration and very little awareness of human trafficking. “It was an eye opener for safe migration”. The activities raised awareness about importance of safe migration, and the risk of smugglers at the community level as there were a lot of families helping young people raise money to cover the cost of the migration journey.

A Volunteer mentioned during a focus group in Senegal that before the project, most returnees were willing to migrate irregularly again, despite the many prejudices experienced during the migration journey. The reasons were the lack of economic possibility in the areas, the feeling of being socially alone, and the impossibility of being listened by his family or his peers about his experience. But participating in the project allowed them to reinforce their skills, share their experiences and get the psychological support needed to overcome this situation. As a Nigerian volunteer expressed during an interview: “Sharing my personal experience was initially hard, people think of you as a failure, but with the MHPSS we understood that this is our cause, and we used our experience to engage parents and youth, making us good ambassadors in our communities. I learned public speaking, content creation, social media, how to be a voice in my community. It gave me a boldness and confidence and has exposed me to places I never thought I would go, like being on TV and radio”.



In this context of **lack of opportunities**, there is a general perception among the Volunteers that the skills training received (on digital content creation, public speaking, storytelling, video editing, report writing, entrepreneurship, etc.) were relevant to ensure a meaningful dissemination of the returned migrant's experiences to inform community members and young people on the risk of irregular migration. The training were adapted to the particular skills and knowledge of each of the Volunteers. As a media partner of Guinea mentioned: "Not everyone does street art, or video training. Depending on the theme, the Volunteers subsequently are trained... Indeed, there are Volunteers who do not know how to read or write and others that do have even a master's degree, so we trained them accordingly so that they can transmit the message".

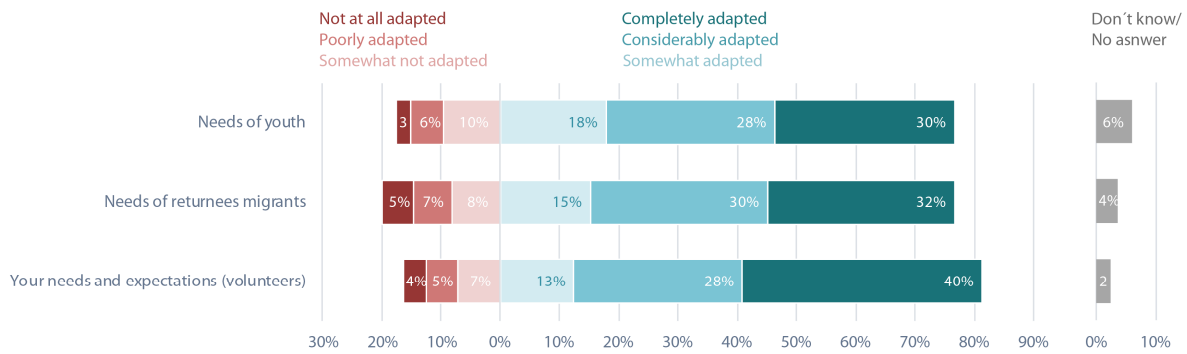
**MHPSS** was also identified as a key element by most of the Volunteers. It allowed them to developed the necessary tools to overcome their migration experience and talk openly about social cohesion values and promote the reintegration at the community level.

In terms of the **specific consideration of women needs**, it is important to note that most of the female Volunteers expressed (during the interviews and in the surveys) that they had migrated to address family problems. Some of them being single mothers and/or lacking resources, believed that the migration journey was the best way to solve their situation. By participating in MaM 2, they were trained with entrepreneur and leadership skills, useful not only to proceed with livelihoods initiatives but also to empower themselves and identify themselves as change agents. As one Liberian volunteer expressed: "Many of us left school to migrate, so we need leadership skills in order to tell our experience; I don't want my sisters to do what I did".

Another important contextual issue was the need to raise awareness on the risks of sexual violence and human trafficking, including sexual exploitation. During an interview, a woman from Guinea said that, as a volunteer, she gave support to a woman who had suffered sexual violence in the psychosocial process and was part of a meeting on the issue of violence against women. A male volunteer added that he was able to give his testimony about human trafficking in front of the authorities and how that was important to sensitize on irregular migration. It is also important to highlight that government authorities at the borders, human rights organizations, CSOs, and media partners were involved in the implementation of MaM 2 activities. They were sensitized on the importance of safe migration and how to deal with irregular migrants, by disseminating the correct messages (and questions) about it.

The results of the Volunteers' online survey show that 40% of the Volunteers considered that the activities in which they participated were completely adapted to their needs and expectations, while only a 4% considered that they were not adapted at all. In the same line, 30% considered that activities were adapted to the needs of youth, and 2.5% considered not adapted at all.

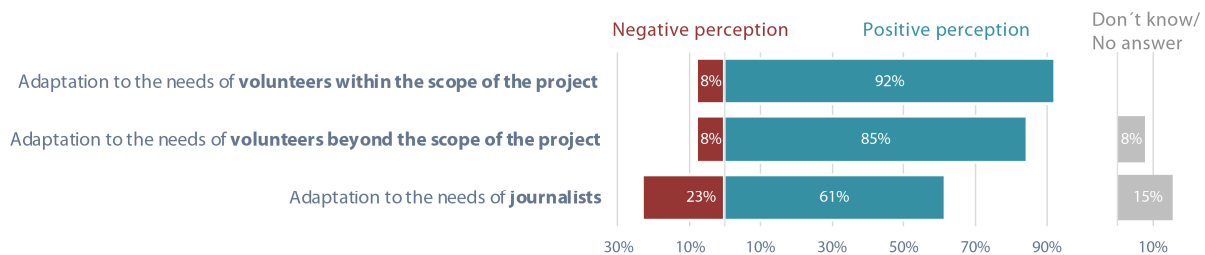
Figure 3. Agreement of Volunteers to the adaptation of the project activities to the specific needs



The country-by-country analysis shows that Volunteers from Côte d’Ivoire considered that their needs (37%) were considerably adapted, the returnees’ needs (26%) were completely adapted, and the youth needs (30%) were somewhat adapted. In the case of The Gambia, they considered that their needs (42%) and the returnees’ needs (36%) were considerably adapted, and with regard to the youth needs the same percentage (36%) responded that they were somewhat and considerably adapted. Volunteers from Liberia and Guinea considered that their needs were completely adapted (48% and 44% respectively), the returnees’ needs were considerably adapted (29% and 48% respectively), and the youth needs were considerably adapted (33% and 41% respectively). In Nigeria and Sierra Leone Volunteers considered that all needs were completely adapted; theirs (52% for both countries), the returnees’ needs (59% and 43% respectively), and the youth ones (56% and 28% respectively). Finally, in Senegal, with regard to their needs, 40% of Volunteers responded equally that those were completely and considerably adapted, with regard to the migrants’ needs 35% noted that they were considerably adapted, and youth needs completely adapted in a 35%.

IOM staff shared a similar level of agreement about the level of adaptation of the activities to the needs of Volunteers, since 61.5% of the respondents, confirmed that the level of adaptation of the activities to the needs and interests of Volunteers (within the scope of the project; i.e., to carry out awareness raising activities) was very adequate. In the case of the needs of the Volunteers beyond the scope of the project (i.e., use acquired skills for self-employment) and the needs of journalists, a 31% of the IOM staff considered that this was very adequate. The following chart simplifies the responses into those showing a positive (responses include very adequate, adequate and somewhat adequate) and negative perceptions (responses included very inadequate, inadequate and somewhat inadequate). The results reveal that the negative perception of IOM staff is higher when it comes to the adaptation of the activities to the interests and needs of journalists.

Figure 4. Agreement of the IOM staff to the adaptation of the project activities to the specific needs



This information supports the evidence gathered during the data collection concerning the adequate adaptation of the activities implemented during the project to the returnees' migrants and youth needs with regard the prevention of irregular migration.

### **Integration of a gender sensitive approach when assessing the different needs of the Volunteers**

Even though the percentage of women Volunteers was lower than of men during Phase 1, IOM took measures to make sure that the important role that female Volunteers and their voices were fully represented in the project (in terms of their commitment, reliability and capacity to engage with female audiences) was considered. As it was noted during the data collection and mentioned in the Year 1 Narrative Report, female returnees' testimonies highlighted the gender dimension of irregular migration and the specific risks and human rights violations that women and girls face along their migration journey.

In order to address the specific needs of female migrants, and to include gender as a priority cross-cutting theme in Phase 2, some actions were taken during year 1 by the project management team, as follows:

- An experienced Gender Focal Point was identified for the project team (Community Engagement Officer).
- The gender focal point established a Gender Working Group within IOM's Awareness Raising Unit at the regional office in Dakar to promote an inclusive dialogue on gender related topics.
- Gender considerations were incorporated into all programme tools, including the Communication Strategy, Reporting and Monitoring tools (gender indicators), and the Volunteer Engagement Toolkit.
- Specific sessions on gender were included in all MaM regional meetings organized in Dakar (November 2019, February 2020, and February 2022).
- Feedback from the implementing countries on gender considerations was sought and addressed through training tools and specific support throughout the implementation process.

Some of the examples extracted during the data collection process related to the inclusion of women's needs are presented below. By analysing this information, it can be noted that the main actions implemented by IOM to address women's need could be categorized under the Gender Result Effectiveness Framework (GRES) as gender responsive<sup>16</sup>.

At the regional level, IOM developed online campaigns for the International Women's Day (2020, 2021, and 2022) and the 16 Days of Activism Against Gender-based Violence (2020 and 2022), getting men and women to participate and develop content for the campaigns. Activities targeting women were carried out, creating safe spaces, such as focus groups and trainings on the role of women. At the start of the Phase 2, Volunteers were trained on how to interview on sensitive issues, while providing peer-to-peer support with a specific focus on stigma. Volunteers were also encouraged to share their stories, as well as those ask their friends and family to share their stories.

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<sup>16</sup> Gender Responsive refers to the "results addressed the differential needs of men, women or marginalized populations and focused on the equitable distribution of benefits, resources, status, rights, etc. but did not address root causes of inequalities.

As mentioned by some interviewees, during the initial process of identification of Volunteers in The Gambia and Senegal, the COs divided participants into groups and organised focus groups with women to discuss their own needs in order to better adapt the skills training and other activities.

In Senegal, the project team worked directly with the CO's Gender Focal Point, and there was a special focus to balance the participation of women and men in the activities. The project team supported the creation of a MaM women's group, as well as women's entrepreneurship as most of them are engaged in trade. Volunteers were involved at the community level with women's organisations and participated, as partners, in activities (mainly income-generating activities) in which returnee migrant women Volunteers trained other women.

In Côte d'Ivoire, a support network was created among women participating in the project, that allowed these women to share their experiences. Female Volunteers from different parts of the country exchanged experiences, as they saw that only through the work between women, they were able to share their experiences and identify their specific needs. There were also focus groups and MHPSS activities, activities with other women's associations, and a "Body acceptance" activity that allowed them to express themselves through dance. Likewise in Nigeria, a stand-alone female association, the Female Returned Migrants Network (FRMN) was created. Among others, participants discuss their issues and problems in a safely manner.

In Sierra Leone, one female Volunteer suffered more stigma after sharing her story, and consequently, the project team decided to change the approach and no longer show videos of Volunteers where they reside. Such testimonies are shared in other communities. Another measure in place was that, in order to being able to support women, IOM worked with Volunteers with experience working with women who had experienced gender-based violence. Furthermore, Volunteers were trained in how to deal with these situations and how to communicate avoiding stigma, engaging communities, and using gender-sensitive techniques.

Concerning Liberia, IOM staff discussed with Volunteers how their testimonies whether in video or writing format could be helpful to others to learn about the risks of irregular migration and, in the case of mothers, to help preventing their children to proceed with this kind of migration journey and to promote safe alternatives. In this case, it was mentioned that women were more interested in training that could help them earn a living for their family, but IOM staff emphasized that trainings on creative writing could also help them in their future.

Although some attention was given to certain needs of women (such as raising awareness on gender-based violence and the consolidation of networks and support spaces for women), some elements such as how gender relations affect women and men differently in regard to migration and concretely, irregular migration, have remained unaddressed during the trainings and awareness raising activities.

**Q1.3. Is the partner training relevant to journalists and media outlets in the region?**

**Relevance of the partner training to foster collaboration and synergies between partners and disseminate MaM key messages**

Journalistic standards are considered to be quite low in many areas of the region with poor levels of analytical writing and investigative journalism, reflecting the low funding and under-development of the media sector<sup>17</sup>.

By the end of the third year, some 52 training sessions for media and other partners had been carried out, which was highly rated by the media representatives interviewed. This concurs with the views of the IOM staff survey, where 62% of IOM staff surveyed considered the training adequate (31%) or very adequate (31%) in meeting journalists' needs and interests. Several journalists lacked information about the topic before the training. The training included skills on interviewing returnees and victims of trafficking, the appropriate language to use to avoid stereotypes and stigmatisation, as well as some practical skills on video editing. It was also accompanied by the development of a media toolkit, which is publicly available and can be used as a training tool and reference beyond the scope of the project. As one IOM staff member explained, an additional added value of the training was that it "raised awareness of the importance of not only producing descriptive products. They incorporated a theoretical and informative part and a practical part with journalists in order to improve quality in journalistic terms (not exclusive to migration)."

Journalists reported an **increased interest and understanding** of the topic following the training, and several expressed a desire to follow the subject as an issue of national importance. Several IOM staff, as well as some media themselves, noted an improvement in the reporting on the issue following the training, with more nuanced reporting and a shift in the narratives being used. The trainings also served to bring journalists together to form **networks**: The first training of journalists organized in March 2020 on behalf of MaM 2 led to the creation of a network of women journalists on migration called "Women and Migration", which aims to increase women's awareness of the dangers of irregular migration and the opportunities for local success, while Côte d'Ivoire IOM staff observed that "A network of migration journalists has been formed and they exchange information and knowledge. To ensure that this network continues to exist, and in the face of limited resources, they have raised awareness of the fact that they do not need to travel long distances to report on the issue." Similarly, in Sierra Leone, "After the training the journalists formed a network (WhatsApp group) on how to communicate on irregular migration."

Many positive **partnerships**, often linked to the training, were developed with media (according to the Year 3 Interim Narrative Report, 69 media have engaged as partners to date). As one volunteer from Sierra Leone stated, "One very positive aspect has been the partnership with media – lots of journalists from radio stations received a lot of training and contact me or other migrants beyond MaM project to get their stories, now they know how to ask questions from migrants, and this is something that will last beyond MaM project." However, given the under developed media landscape, in many cases the relationships were for paid services, such as paid weekly radio shows on migration on community radios, and whether they will be able to continue without further financial support is in doubt.

While the will is there among individual journalists to continue covering migration, some journalists in Liberia, Sierra Leone and The Gambia reported that the structural realities of the media sector in their country means that there is **little scope for investigative reporting or writing features on specific themes unless it is paid for**; media houses will not commission such reporting internally. One journalist from The Gambia commented on the training, "With

<sup>17</sup> See for example individual country assessments on the World Press Freedom Index, <https://rsf.org/en/index>.

IOM it was just a one-off partnership”. Another journalist from the same country explained, “It was useful, and we learned a lot, discovered a lot of potential human-interest stories, learned the correct language to use (“irregular” not “illegal” migrants), how to interview returnees. However, the challenge is in the follow up... If we cannot finance a story, our editors will not let us do it.” This provides an obstacle to more meaningful and long-term partnerships being developed with media partners in some cases. One IOM staff member remarked, “the media cooperation didn’t always produce the results we hoped for – we realised that incentives were expected for media to cover migration”. It also led to a tendency for some journalists to report on MaM events, such as the trainings they had participated in (which they were given permission by their editors to attend), rather than following up their training with independent research and reporting on migration issues. There are some notable exceptions to this, for example ECOWAS radio disseminates content from UN agencies and institutions for free, while other media partnerships have been established at reduced cost or low cost.

**Q1.4. To what extent was the project flexible and adapted to the restrictions imposed by the COVID-19 pandemic?**

### **Project adaptability to the pandemic context**

After the declaration of the global pandemic crisis, the Awareness Unit<sup>18</sup> of the RO developed an **awareness strategy on COVID-19, in coordination with the Regional Health Specialist of the RO**. The objective of the strategy was to continue working on awareness raising and the mobilization process for Volunteers while collaborating with partners during the pandemic in accordance with the peer-to-peer approach that identifies the project. As a result, the Volunteers were able to participate in the production of the multimedia campaign related to COVID-19.

In addition, various training processes were proposed with the objective of **collectively contributing to the creation of the campaign and to generate content throughout the entire project**. Thus, a twofold objective would be fulfilled: to respond to the training needs of Volunteers, and contribute to building a dynamic and autonomous community of returned migrants based on the principles of volunteering.

During the development of the project, the needs of the Volunteers were identified, to be able to adapt the services offered and understand the identity and diversity of profiles of the participating Volunteers. In this sense, and in addition to the objectives, it was also important to continue strengthening the network of Volunteers during the context of the pandemic. The **Volunteer Engagement Toolkit** was produced in the first year of the project to support the MaM team during the volunteer mapping, identification and recruitment process. The tool helped overcome the difficulties faced when recruiting women. Most implementing countries have identified one or more existing returned migrant associations as a key partner for the project, and participate in the identification of Volunteers with IOM.

During the first year of the project, different actions were promoted to identify these needs and develop the capacity of the Volunteers’ network. On the one hand, consultations were held with IOM staff of the three countries targeted in Phase 1. Next, various opportunities for learning were offered to both staff of the COs and Volunteers. Consultative processes were carried out between November 2019 and February 2020. However, after the outbreak of the COVID-19 pandemic in March 2020, the possibility of continuing with volunteer learning

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<sup>18</sup> MaM Year 1 Narrative Report.

processes in person was restricted. In order to further strengthen the network of Volunteers, each CO participated in a consultation with the RO to identify the development of short-term capacities and actions adapted to the new context. As an outcome of these meetings between the RO and the COs, it was agreed to continue working with the Volunteers, and to start implementing informative sessions for the population regarding COVID-19 and awareness raising on relevant health measures.

As a result, the RO team prepared the first-year report highlighting the **need to produce training capsules on specific topics**. Therefore, in May 2020, they created capsules, short audio or video messages to share via WhatsApp or Facebook Messenger, taking into account the internet connection limitations. In the same way, these videos served as a tool to train Volunteers remotely.

The first-year report of MaM Phase 2 identified **elements that have hindered the implementation of the following activities**: recruitment of Volunteers, development of face-to-face volunteer training, Training of Trainers, and awareness raising activities in communities.

There was a reduced capacity during the pandemic to organize community participation activities and produce content in all implementing countries. This meant that many people could not be reached through community engagement activities. As stated by RO representatives, despite this setback, MaM staff and Volunteers found innovative ways to continue the project implementation: events moved online (e.g., the Global Migration Film Festival activities), training videos were created for Volunteers for self-paced learning, monthly in-person meetings were replaced by weekly calls with smaller groups, and outdoor small-scale events were organized. In average, the number of participants in individual activities had to be reduced from 100 people to 20 in all countries. As for media partners, they were able to support Volunteers in generating videos based on anti-COVID-19 health measures. The use of new technologies proved important during the first year of the project. The commitment with the local communities was very high, videos were designed and shared, and adverts were aired on both radio and television. Despite not being able to reach as many people as planned due to social distancing measures, tools and digital content helped to continue raising awareness around irregular migration and its causes, and promote safe alternatives.

In the case of Sierra Leone, stakeholders affirmed that they took health measures in the office and collaboration with IOM continued, mainly through phone and online meetings. The pandemic prevented activities to be carried out for the first year, and efforts were focused on awareness raising related to COVID-19 and creating videos for social media. When the regulations were relaxed, more activities were carried out despite the challenges to manage these activities and the limitations in participation. Radio partners also supported the dissemination of COVID-19 prevention messages produced by MaM Volunteers in rural communities. In addition, IOM staff reported that the pandemic not only brought negative effects to the development of the planned activities, but also took advantage of specific opportunities. The health restrictions came after the CO Volunteers were recruited; however, the training activities could not develop as planned. Instead, the Volunteers participated to support the National COVID-19 Response and were trained and integrated into the respective response teams. This experience has been positively valued since it responds to the need to keep the network of Volunteers active despite the circumstances.

In Guinea, the restrictions were not considered particularly harsh compared to other countries since the country was well prepared for a health emergency situation due to its experience

with the Ebola outbreak few years ago. Nevertheless, there were some restrictions that necessitated online activities to be carried out, and schedules to be modified so that the Volunteers could participate. The network of Volunteers was accompanied by IOM doctors in Guinea. The project also trained women in the communities and provided information material to raise awareness on COVID-19 prevention health measures among women in the community.

In Nigeria, the pandemic hit at a different stage in the project. Volunteers from Phase 1 already had some knowledge and skills acquired, which meant they were less affected than in other countries. To minimize the risks that the pandemic could bring, platforms and social networks were used to adapt the programming according to the restrictions. Some of the activities focused on developing content during lockdowns and the dissemination of awareness messages through the radio.

In contrast, in Senegal, Volunteers were strongly motivated and took part in door-to-door COVID-19 campaigns, taking the necessary health measures. The impact of COVID-19 in Senegal caused delays in the implementation of activities that were carried out in person, and in those communities where the Internet connection was weak, or non-existent, and they had less capacity to be in contact through digital means.

In the case of Côte d'Ivoire, the CO had to close and only resumed activities when remote working was established. A great effort was made to design the MaM planned activities virtually. Consequently, relevant digital skills were developed to adapt to the pandemic context, which is recognized as an added value to the learning processes of the Volunteers' network. Depending on the type of activities, some were limited to 20 people, and others could not be carried out as designed and therefore were readjusted. Some cities like Abidjan were able to carry out a large number of activities while others like Daloa were not.

In The Gambia, the Volunteer training was also delayed due to COVID-19 restrictions, as it had been planned to be carried out face-to-face. In collaboration with media partners, a video was edited with the support of the Volunteers that included information on the health measures to be adopted.

Regarding Liberia, the pandemic limited the movement of Volunteers to remote communities, and peer-to-peer activities were carried out following health measures.

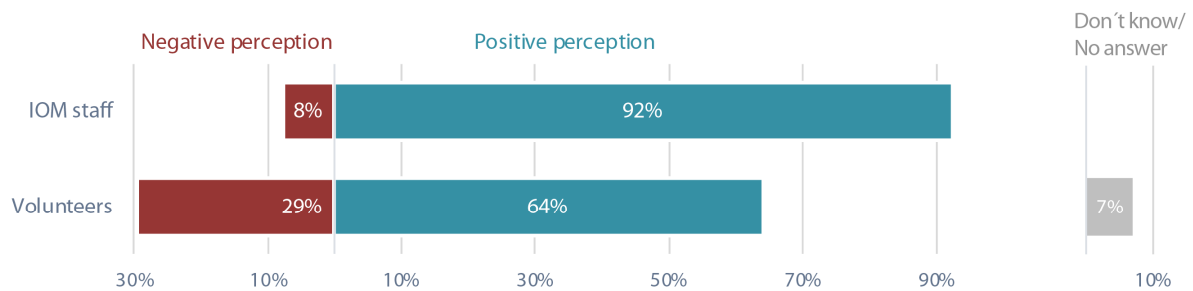
### **Perception of stakeholders about the degree of flexibility of the project in the context of the pandemic**

The overall perception of the stakeholders is that the necessary planning and health measures were taken and helped to continue with the programmed activities.

As shown in Figure 5, **IOM staff have a more positive perception than Volunteers on the adaptability of the project to emerging needs resulting from the pandemic.** 92% of IOM staff consulted have a positive perception on the adaptation of the activities (either considering that the activities were somewhat adequately, adequately or completely adequately adapted). Among these, 30% of the IOM staff consulted affirmed that the contents were very adequate to emerging needs during the context of the pandemic, and 38% consider that they were adequate. Concerning the Volunteers, 63% have a positive perception and 28% of them considered that the activities have been completely adapted during the pandemic, compared to 11% who consider that they have not at all been adapted.



Figure 5. Perception of IOM staff and Volunteers on the adaptation of the project to emerging needs resulting from the COVID-19 pandemic



Results of the interviews and focus groups discussion indicate that the reason for the lower perception that Volunteers had about the adaptation of the project to emerging needs resulting from the COVID-19 pandemic were that some activities were delayed in time.

## 7. FINDINGS ON EFFICIENCY

### Q2. How well has the project been implemented to ensure the maximization of results and resources?

The results presented in this section focus on how well the project was implemented to ensure the maximization of results and resources and whether those resources were adequate.

#### **Key findings:**

2.1. While there were delays to the initial recruitment and training of Volunteers due to the COVID-19 pandemic, the network of Volunteers was strengthened over the lifespan of the project with the continuous addition of new Volunteers, reaching the target already by year 2, and the improvement of the skills and knowledge of existing Volunteers.

2.2 The skills training was generally rated positively, although some improvement could be made to support materials. The training of trainers was found to be more challenging because of the complexity of some of the topics, such as content creation. While overall the different aspects of the organization of the trainings were rated positively, there are pockets of dissatisfaction with specific elements in the different countries.

2.3. The project budget was considered adequate and some savings were made in the early phases of the project due to fewer in-person activities and meetings than planned because of the pandemic. COVID-19 also had some impact on the timeframe, which led to a no-cost extension being granted.

2.4. While Volunteers found the length of time for the development of activities adequate, some concerns were expressed about the level of advance notification of activities. While no specific alternatives were identified to produce more cost-efficient results, the potential value of increasing in-house capacity in digital skills and of the lessons learned regarding online activities could be further explored.

**Q2.1. Have the Volunteers been recruited and trained in a timely manner so as to ensure the generation of key messages, implementation of activities and the engagement with target audiences?**

### **Availability of resources of the project (personnel and know-how)**

As already mentioned in section Q1.4, the **recruitment of Volunteers** suffered delays due to the effects of the COVID-19 pandemic. During that time, the project had a considerable number of interested Volunteers and many of them, as in the case of Nigeria, remained on a waiting list to join the initiative. In all target countries, the number of Volunteers increased over time as COVID-19 measures and restrictions were relaxed. During the third year of the project, the confidence and leadership of Volunteers increased, which allowed former Volunteers to identify returned migrants who were interested in participating in the project<sup>19</sup>. In addition, local volunteer associations played a key role in the recruitment of Volunteers. The network grew by 93 Volunteers (29F, 64M) in Year 3 and reached 417 Volunteers (155F, 262M). Once the Volunteers were recruited, they had regular online or in-person meetings to prepare the different activities and communicate with each other.

Table 3. Number of Volunteers per country

	Total volunteers	Female volunteers	%
Côte d'Ivoire	61	21	34%
The Gambia	68	19	28%
Guinea	76	29	38%
Liberia	51	19	37%
Nigeria	50	21	42%
Senegal	66	25	38%
Sierra Leone	45	21	47%
<b>Total</b>	<b>417</b>	<b>155</b>	<b>37%</b>

IOM also participated in these meetings to exchange ideas on how to better communicate with people in the communities.

Trained volunteers training their peers and accompanied the Volunteers who joined the project with the aim of replicating the activities in local communities. In turn, these Volunteers have been accompanying newly recruited Volunteers through different channels, either through WhatsApp, or by phone, and face-to-face meetings.

When it comes to IOM staff rating the availability of personnel to achieve planned objectives, the great majority of respondents considered internal human resources adequate or very adequate. Nonetheless, 15% of respondents considered personnel available to be somewhat inadequate. IOM staff also mentioned that the support of RO was essential to balance the workload of CO representatives. This support includes training and conversations between the staff to elucidate solutions and continue with the planned activities.

Volunteering is considered an educational process of change and commitment that is structured by awareness raising, training and accompaniment by IOM and collaborating partners. When it comes to developing Volunteers' know-how, a set of trainings were carried out depending on the moment in which they were made:

- Training for newly recruited Volunteers
- Training for Volunteers (skills training)
- Training of trainers with the purpose that Volunteers acquire knowledge and strengthen existing capacities

<sup>19</sup> MaM Year 3 Interim Narrative Report.

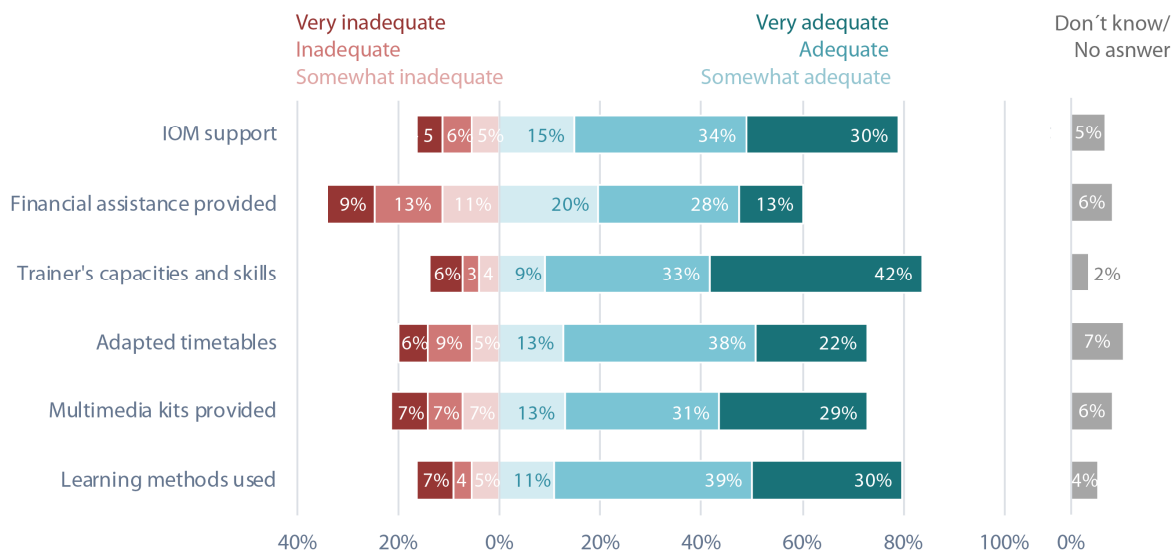
Regarding the training of Volunteers, in an overall sense, Volunteers have a positive perception on the adequacy of the trainings provided and the skills of the trainers. Moreover, and as shown in figure 6, more than 40% Volunteers considered very adequate the skills and capacities of trainers. The Volunteers have also positively rated the adequacy of the learning methods used. However, and based on the results of focus groups and interviews, the participating Volunteers expressed different opinions regarding the number of trainings and the contents. The Volunteers praise the content of the sessions such as public speaking, MPHSS, training of trainers, video editing, leadership training, communications, and advocacy. However, it was highlighted by the Volunteers from each of the 7 countries that the audio visuals created for their trainings contained limited information and were not sufficiently informative for capacity purposes.

On the other hand, Volunteers expressed in the surveys that the training of trainers is more challenging than the regulate training, especially on topics such as content creation, as it was new to most of them. For this reason, Volunteers have organized themselves into groups to be able to carry out the activities and accompany each other.

As a result of the strengthening of knowledge and skills, Volunteers from Nigeria, Senegal and Liberia took the initiative and, in order to understand the context in which they were going to intervene, identified the needs of the communities to carry out the activities. These Volunteers showed appreciation for the accompaniment received from the IOM staff for the management of these activities.

The Figure 6 shows the assessment of Volunteers with regard to the adaptability of methods, resources, skills and support during the training process.

Figure 6. Assessment of Volunteers with regard the adaptability of methods, resources, skills and support during the training process



In general, Volunteers considered that the adaptability of methods, resources, skills and support during the training process have been adequate. As mentioned, they highlight the capacities and skills of trainers and the learning methods used, as well as the support provided by IOM throughout the process. The items with fewer positive views are those referred to the multimedia kits provided, the adapted timetables and more remarkably, the financial assistance provided.

The analysis per item and country shows that Volunteers from Nigeria were among the most satisfied (58%) with the learning methods used, followed by respondents from The Gambia, Sierra Leone and Liberia (30% considered the learning methods very adequate). Conversely, the proportion of respondents with such a high perception is reduced in the case of Senegal (27%), Côte d'Ivoire (18%) and Guinea (14%) considering the methods very adequate.

When it comes to the IOM support received, respondents from Guinea, Sierra Leone and Nigeria are the ones with the highest positive perception (above 30% of respondents from each country considered very adequate the support). On the other hand, Volunteers from Côte d'Ivoire show the lowest positive perception (below 20% considering the support very adequate).

The financial assistance provided is the item with the overall lowest level of satisfaction, especially when it comes to the perception of Volunteers from Liberia, Senegal, Côte d'Ivoire and The Gambia.

On the trainers' capacities and skills to deliver the training, the highest positive perception is shown by Volunteers from Nigeria (64% considered it very adequate), Senegal (50%) and Sierra Leone (41%) respectively.

When it comes to the timetables set for the trainings, Volunteers from Liberia and Senegal expressed the lowest level of satisfaction (13% in each country considered it very adequate). The highest positive perception is found in Sierra Leone and Nigeria (36% considered the timetables very adequate in each country).

Finally, concerning the multimedia kits provided, the highest positive perception comes from Volunteers in Nigeria, where 65% considered the kits very adequate. 44% Volunteers consulted from Côte d'Ivoire consider them very adequate and 30% Volunteers from Senegal, Guinea, and The Gambia consider them very adequate. Liberia and Sierra Leone are where Volunteers show a lower perception on the adequacy of the kits, since 13% of respondents considered them very adequate.

### Time and budget available

Most of the Volunteers surveyed consider that the time allocated for the development of activities in the communities has been adequate. However, the importance of the planning meetings prior to the sessions stands out, since they consider that they have been notified with little time to organize themselves, which limited their participation.

Table 4. Assessment of IOM staff with regard the availability of personnel, budget and timeframe.

	Very Inadequate	Inadequate	Somewhat Inadequate	Somewhat Adequate	Adequate	Very Adequate	No answer
<b>Personnel available</b> to achieve planned objectives	0%	0%	15%	0%	62%	23%	0%
<b>Budget available</b> to achieve planned objectives	0%	0%	0%	31%	23%	31%	15%
<b>Timeframe</b> available for the implementation process	0%	0%	0%	15%	31%	46%	8%

In general, and according to the survey results, the majority of IOM staff considered adequate or very adequate the budget and timeframe available to achieve planned objectives.

Regarding the financial budget available there was a **budget** of 13 million Euros and timeframe of 3 years. All countries agreed that the total budget was adequate, the budget allocation by activities was sufficient, and that COVID-19 allowed IOM to be efficient with the cost of activities, since some of them were carried out online, such as informal meetings or the training for Volunteers.

Due to the internal structure of IOM, some challenges have been identified in the operational processes of the project. There are procedures for operational progress, such as the request for a budget item without having closed the previous one. In this sense, it has been understood that some activities may have been delayed due to this administrative procedure.

During year three, the donor approved a nine-month No Cost Extension (NCE) for MaM Phase 2<sup>20</sup>. This nine-month NCE ran as follows:

- Months 1-3 of NCE (April-June 2022): Seven IOM COs completed the implementation of activities (Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone).
- Months 4-6 of NCE (July-September 2022): Seven IOM COs completed reporting and closed country budgets (Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone).
- Months 7-9 of NCE (October-December 2022): RO (Dakar), GMDAC (Germany) and MCD (Switzerland) finalized the reports and closed the overall project budget.

In the Year 3 Interim Narrative Report., the high inflation in Sierra Leone is indicated as a challenge, especially the increase in the price of fuel, which has affected the budget of activities and made it inadequate.

In terms of the **timeframe** considered for the implementation of activities, it is important to highlight that a Project Management Tool was developed to support activity planning, budgeting and reporting. Although the project was expected to start on 1 April 2019, the official notification of project award was on 12 September 2019. This impacted the execution of planned Year 1 activities and resulted in low budget execution.

### **Identification of potential alternative strategies to produce more cost-efficient results.**

The data collection conducted during the evaluation did not conclusively identify any specific alternative strategies that would considerably increase the cost-efficiency of results. However, the following areas could be further explored to see whether further cost efficiencies could be achieved.

One of the needs highlighted by several IOM staff was for **more internal capacity in digital skills and content creation**, so as to be able to more effectively support Volunteers through their training and during implementation of content production. The internal capacity in this area varied across the country offices, and some COs ended up periodically hiring external consultants to fill this gap. Efficiencies might be achieved in a similar future project by recruiting extra staff on a longer-term basis from the start of the project. Experts who are able to accompany the Volunteers throughout the duration of the project would give more

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<sup>20</sup> MaM Year 3 Interim Narrative Report.

continuity to training and support and allow for more regular exchange between COs, potentially enhancing quality and efficiency.

The experience of the pandemic brought necessary **adaptations to the training and activities**. While online events such as trainings and meetings are not always an ideal substitute for in-person events, the lessons from this experience should be drawn. On the one hand, poor internet connections in some areas make it difficult to have effective online meetings and trainings; on the other hand, online meetings allow for greater exchange of ideas between regions where regular travel is not always practical.

### **Q3. Have the implementation strategies to engage the target audiences been the best possible options toward generating debates and support informed migration-related decisions?**

The results presented in this section focus on the different methods for engaging audiences and transmitting messages, including through partnership. The assessment of the relevance of the various social media platforms used, and collaborations made to produce results with an efficient use of resources, including synergies and the co-creation of campaigns, as well as the analysis of the extent to which the digital content generated reached the appropriate audiences, are treated.

#### **Key findings:**

3.1. An appropriate balance of the different communications channels (community engagement, media and social media) was used. It was found that social media was generally more relevant for youth in certain countries and urban areas, while radio and community engagement remain key channels for reaching more rural regions. A high number of media partnerships were established, with radio partnerships particularly successful. While there were some successes engaging influencers as message amplifiers, more emphasis could have been given to this area, particularly in those countries where access to internet and social media usage is high among youth.

3.2. A wide variety of digital content was produced using various formats. Content using testimonials and drama was considered by Volunteers to be the most effective in connecting with audiences, including youth and young women. Many videos captured well the compelling stories of returnees, including of women. The use of local languages and dialects reinforced the peer-to-peer approach. Attention had been paid to keeping videos short, in line with best practices for social media content. As the project progressed, more flexibility was introduced to allow for more Volunteers to have more control over the interview process, adapting messages as they saw fit, and emphasising quality over quantity.

#### **Q3.1. Has the project considered the most appropriate channels to engage target audiences?**

##### **Relevance of the social media platforms used, and collaborations made to produce results with an efficient use of resources, and extent to which the digital content generated reached the appropriate audiences**

As explained in the MaM Phase 2 PRODOC, the project used **three main communications methods** to engage target audiences: community engagement, social media and media. This had the advantage that there was in-built flexibility in the project so that the relevance of the different available methods could be taken into account in a given region.

Community engagement activities were varied and included focus groups, townhalls and meetings where audio-visual material was shown, visits to schools and universities, youth

outreach, caravans, screenings of the Global Migration Film Festival, theatre and artistic collaborations.

In terms of social media, Facebook was the main social media platform used, according with its popularity in the region, but Instagram, YouTube, Twitter and TikTok were also used, depending on their usage in each country. Individual Volunteers also used WhatsApp to share messages.

TV, radio, online and print media were engaged during the project and a total of 69 media partners have been engaged to date.

Table 5. Volunteers' opinion on the level of collaboration with internal and external stakeholders

ITEMS	None	Very Low	Low	Fair	High	Very High	Don't know / No answer
<b>Internal collaboration</b> , with other MaM partners organisations in awareness raising activities	0%	2%	1%	21%	36%	38%	0%
<b>External collaboration</b> , with other relevant stakeholders doing similar awareness raising activities	4%	5%	4%	24%	34%	24%	4%

Collaboration with partners, in particular media, was also an important element of the strategy. According to the survey results, Volunteers rated the collaboration in awareness raising with other MaM partners organisations as high or very high in 73% of cases (36% high, 37% very high), and for external partners, they rated the collaboration as high or very high in 58% of cases (34% high, 33% very high). Collaboration with media partners was rated high or very high by all IOM staff survey respondents.

There were different opinions about the **most appropriate channels**: interviewees from Côte d'Ivoire, Nigeria, Senegal as well as in capitals confirmed that social media was a good way to reach youth. In contrast, more of those in Sierra Leone and The Gambia, where internet connectivity is more of a problem, considered on-the-ground activities and radio more effective than social media in reaching audiences. Several interviewees also suggested that "seeing is believing" and that people were more convinced by people they could actually interact with than by social media content, which they did not always trust. According to the survey results, 86% of volunteer respondents considered social media platforms used to disseminate messages to be very adequate (59%) or adequate (27%), and 85% of volunteers considered either very adequate (56%) or adequate (29%) the community-based activities. All IOM staff considered social media platform very adequate (54%) or adequate (46%).

The potential power of social media in some parts of the region can be exemplified by the example of some Volunteers who have several thousand friends or followers on their personal social media accounts, in some cases up to 20,000. MaM Volunteers were encouraged to share content on their own social media accounts, including on private messaging channels such as WhatsApp, and many reported doing so through the project reporting mechanisms and interviews. As was the case with MaM Phase 1, engagements on social media (e.g., likes, comments, shares) were relatively low, ranging from single digits to several thousand. However, the Facebook analytics show that the amount of people a post had reached could be up to a hundred times more than the numbers for engagement (for example one post from Côte d'Ivoire had 27 likes but a reach of 2,831). It is hard to draw conclusions for the reasons

for this; it could be that people did not relate to the content, it could be because of the sensitivity of the subject matter, that they did not feel the need to express their own opinion publicly, or because they didn't in fact read it properly (it is worth remembering that when a post has "reached" someone it only means that it appeared in their feed, not that they necessarily read it while scrolling through).

It should also be noted that videos, such as testimonies, were also shown during on-the-ground activities in communities, so this type of video content was not only distributed via social media. Furthermore, while youth is a major target audience of MaM, it is not the only one. Parents and community members are also targets because of the influence they can have on the migration decisions of young people. Radio and in-person activities were generally agreed to be more suitable for these audiences.

One area which has not been yet exploited to the full is **partnership with prominent social media influencers** to amplify content. While efforts are underway in the final stages of MaM Phase 2 to reach out to influencers, IOM staff interviewed felt this aspect has come late to the project. Social media influencers are usually themselves young, are followed by young people, talk their language, share their interests, and by their very nature as social media influencers are trusted voices, and therefore provide an ideal channel through which to reach young people. Only 46% of IOM staff surveyed considered collaborations with influencers had been adequate or very adequate, while for Volunteers this figure was 75% (see Table 6).

Table 6. Adequacy of the collaborations with influencers

	Very inadequate	Somewhat inadequate	Inadequate	Somewhat adequate	Adequate	Very adequate	Don't know / No answer
Volunteers	2%	3%	4%	14%	38%	38%	2%
IOM Staff	0%	8%	8%	31%	38%	8%	8%

Of the 69 media partners, radio stations account for 28. Radio stations who ran migration-themed programmes in cooperation with MaM Volunteers reported a lot of interest in their shows, as evidenced by a high level of call-ins and feedback from listeners, confirming that radio is an effective tool in engaging communities on this topic.

The variety of content produced (testimonies, articles, interviews with community members and families of the missing, drama/soap operas) suggested an awareness of the needs of the different audiences. As well as Volunteers' testimonies, which are considered particularly powerful, using drama and story-telling to communicate messages, especially in rural communities, was considered effective. **A notable collaboration** worth mentioning is the Global Migration Film Festival through which included a section on MaM Volunteer films. According to the Year 3 Interim Narrative Report, Volunteers produced 15 films, four of which were directed by females. The film festival was promoted widely on IOM social media sites.

### Q3.2. Have the materials (digital content) used been adequately adapted to youth and young female audiences?

#### **Adequacy of the content produced by Volunteers to the platforms available**

**Testimonies** were widely seen by Volunteers and MaM staff as one of the most effective ways of conveying messages to youth. As one IOM staff member confirmed: "testimonial videos of migrants recounting their experience (migrants at the centre of the message) are the ones that



get the most views”. Several Volunteers, including females, also recalled how after their testimonials had been screened, they had been approached by audience members who shared similar experiences or dilemmas. There were some differences in approach across the COs about the extent to which female returnees explicitly shared their experiences of sexual abuse or exploitation, with some offices opting to avoid direct testimonials on those topics in the digital content. The survey results indicated that 50% of Volunteers found the types of messages used to engage youth and the community to be very adequate, with 36% finding them adequate. For IOM staff surveyed, only 15% found the messages to be very adequate while 54% found them adequate.

Table 7. Distribution of messages of video testimonies analysed in the social media content review

MESSAGE	Number of video testimonies (out of 18)
Dangers of irregular migration	12
Situation of returnees	4
Alternatives to migration	1
Multiple messages	1

The review of the sample selected for the social media content found that 59 posts of the sample were of videos. Twenty-two were videos made for campaigns<sup>21</sup> (particularly gender campaigns), 18 were personal testimonies, 8 were interviews of other people, e.g., on the sidelines of MaM events, 2 were drama episodes and the rest were other things, including two videos from Nigeria that present alternatives to migration through interviews of (non-MaM) entrepreneurs. The videos related to women’s campaigns were unsurprisingly found to be overwhelmingly gender responsive according to the GRES scale. The migrants’ personal testimonies are of particular interest since these are a key part of the digital strategy of the MaM project and are shared widely, including during in-person events as well. Of the 18 videos that were personal testimonies, 12 highlighted dangers of irregular migration, including one focusing on trafficking risks for women, 4 focused on the situation of returnees with positive messages, 1 had multiple messages, and another one focused on alternatives migration/local opportunities. The review also found that most videos were between 1 and 3 minutes long, with only 3 longer than this, which is a good practice given the cost of data in some areas and people’s generally low attention span on social media. Four videos were under one minute.

The widespread use of local languages or dialects was a positive feature, ensuring that reach could be maximised, and reinforcing the peer-to-peer concept. Women appeared in 38% of posts analysed, and in roughly half of all videos. Even where women were not the main protagonist, there seemed to have been efforts made that they should at least be visible.

Of the 103 posts reviewed, there was a variety of types of content: 34 were posts out MaM events or activities (including 2 with links to media articles), 27 were campaign products, 8 were non-migrant interviews, and 2 were drama episodes.

<sup>21</sup> This high number is because the sample deliberately included one campaign month for each country, to analyse how MaM Volunteers contributed to campaigns such as for International Women’s Day.

Table 8. Distribution of type of content analysed in the social media content review

TYPE	Number of posts (out of 103)
MaM event/activity	34
Campaign product	27
Testimony	21
Interview	8
Drama	2
Other	11

The analysis found that **posts that reported on MaM events, such as school or community outreach events, tended to focus on the events themselves rather than seeking to amplify or reproduce the messages of those events.** This has the effect of coming across more as publicity for IOM and the MaM project, rather than communicating the message of the project.

An example of a **good practice** in leveraging events to give clear messages is a video from Sierra Leone of an interview with a father attending a Global Migration Film Festival event explaining that he had brought his whole family to the event to show them the risks of irregular migration – this helps reinforce the message that family members have an important role to play in migration decisions.

Some Volunteers and IOM staff also commented that in the initial stages of the project their video interviews were very restricted to the parameters and pre-defined questions of the app used for producing digital content, meaning that they could not always explore the issues they found to be most relevant. Some suggested that the video clips could become repetitive because they followed the same format, while others commented on the vast quantity of clips produced, which were not always usable. Later in the project an adjustment to the strategy was made, with more flexibility introduced on content and an emphasis on quality over quantity of video clips.

### **Adequacy of materials used to engage targeted audiences, especially youth and young females**

In terms of how suitable the materials produced were to target the intended audiences, under half of Volunteers surveyed (50%) considered that the digital content was very adequate in addressing the needs of youth and the community, with another 33% considering them adequate. Just 2.5% considered them very or somewhat inadequate. This compares to 56% and 29% who considered the community-based activities very adequate or adequate respectively, and 4% who found them very or somewhat inadequate.

There was some evidence both from the content review and interviews that **messages had been specifically tailored for men or women**, particularly in drama. A volunteer from The Gambia explained: "We did drama that was tailored to different types of messages for men and women, often 'how it used to start' to show how people get involved in irregular migration." A volunteer from Guinea also described how they considered the different audiences when developing activities: "There are specific activities for young people and others for parents, and for students, and also for women in the communities. We act according to the target population. They are groups selected according to the profile, women, parents, young people. The content is elaborated according to the profile." IOM also encouraged MaM

Volunteers to make videos as part of campaigns on topics such as gender equality, providing guidance with suggested formats and types of questions that could be addressed. Videos in Liberia made for International Women’s Day in March 2022 were particularly strong, featuring interviews with a male beautician and a female mechanic. These not only aimed at breaking down gender stereotypes but also indirectly help to reinforce messages about alternatives to migration.

Overall, a range of high-quality products were produced and disseminated through the various channels. Given the extent of the support provided through content creation partnerships and assistance from IOM staff, it is hard to evaluate the level at which Volunteers could individually or as part of an association produce final content (as opposed to raw clips) of the same quality independently.

#### **Q4. Have the implementation strategies to engage and empower Volunteers been efficient?**

The contribution of the different strategies, approaches and activities to increase the degree of empowerment and commitment of Volunteers, and the evolution of local networks and/or associations is presented below.

##### **Key findings:**

4.1. The main strategies to ensure volunteer engagement included leveraging the peer-to-peer approach, using a cross-cutting gender approach to engage women Volunteers, involving MaM Volunteers in the COVID-19 response, and providing mental health and psychosocial support to Volunteers. There is a lack of data on the retention rate of Volunteers (even if the Team Project track the size of the network monthly on the PM tool) although the overall number of MaM Volunteers grew year on year. While the recruitment of female Volunteers was challenging, the number of female Volunteers exceeded the initial target set, and three-quarters of Volunteers felt that the project had created spaces for women.

4.2. The evolution of Volunteers has been gradual, with most Volunteers satisfied with their participation in the project, and a very high percentage of them now part of a volunteer network or association. This points towards their continuing engagement in awareness raising on migration issues. Furthermore, Volunteers report a high level of collaboration with both other MaM organisations as well as with external organizations engaged in similar awareness-raising activities.

#### **Q4.1. Have the implementation strategies considered adequate approaches toward ensuring the engagement and empowerment of Volunteers to share their experiences?**

##### **Strategies to strengthen volunteer engagement**

The project considered certain **approaches** aimed at involving Volunteers in the activities in order to achieve the expected outcomes. These approaches have sought to contribute to strengthening the participation and retention of Volunteers in the MaM Project, as follows:

Peer-to-peer messaging approach: Applying a peer-to-peer messaging approach enabled returned migrant Volunteers to share stories of their migration experiences through various media. Authentic storytelling, combined with targeted outreach online, on radio or television, or in local communities, helped to reach different and broader audiences about irregular migration and safe alternatives, including families, friends, authorities, community and religious leaders, and social media influencers. This has been achieved by applying a peer-to-

peer approach through 417 Volunteers<sup>22</sup> (155F, 262M) that have participated in multiple trainings and regular meetings.

Cross-cutting Gender approach: Progress across cross-cutting themes included gender mainstreaming in all project activities. The project had the opportunity to work on issues such as human trafficking, rape and sexual abuse that mainly affect women. Some activities targeted an almost exclusively female audience. The project has considered gender diversity and has facilitated the participation of women, tried to connect situations of violation of rights in men and women.

In year 1 of the project, females represented almost 40% of the volunteer network across the seven implementing countries (104 out of 279), almost doubling the target set for the project of 63 female Volunteers. In Year 2, 22 new female Volunteers joined the network, and the proportion between female and male Volunteers remained stable at 40%.

Table 9 shows how the participation of Volunteers has evolved during the three-year period of the project. During the interviews carried out, some Volunteers affirmed that they have been in the project for several years. However, the retention rate is not included as a project indicator and so this information is not systematically collected, even though the Team Project track the size of the network monthly on the PM tool.

Table 9. Number of men and women in the volunteer network

	Year 1	Year 2	Year 3
<b>Men</b>	175	198	262
<b>Women</b>	104	126	155
<b>Total Volunteers</b>	<b>279</b>	<b>324</b>	<b>417</b>

COVID-19 response approach: As a result of the health measures imposed by COVID-19, each CO participated in a consultation with the RO to identify short-term capacity building actions adapted to the current context, in order to support continued engagement with the volunteer network in potential awareness raising around COVID-19 prevention. Short training capsules on specific topics during the pandemic context were developed that ensured to certain extent the active participation of Volunteers.

#### Mental Health and Psychosocial Support (MHPSS) Approach

A MHPSS component was integrated by which it was recognized that peer interactions are often a form of peer support. Feeling an integral part of the returned migrant community is considered to have a positive impact on self-esteem. The Volunteers consulted affirmed that they felt part of a group of people and were committed to conduct awareness sessions in the communities as they shared similar motivations and identified with the objectives of the project. Building a group of Volunteers with similar motivations made it easier to generate alliances between Volunteers, as is the case with local associations of returned migrants.

There are other less explicit strategies to enhance volunteer engagement, such as the development of spaces that allowed Volunteers to exchange information and reflect together, which strengthen the affective elements of volunteering. The meeting of Volunteers has also acquired various formats (Volunteers' meetings and institutional meetings of Volunteers with

<sup>22</sup> MaM Year 3 Interim Narrative Report.

the IOM staff). These meetings reinforce coexistence, strengthen ties and social cohesion, thus helping the continuity of Volunteers.

Volunteering as a practice can also be called social mobilization. Most of the Volunteers consulted valued the proposed activities that involved the mobilization of returned migrants, and at the same time, the mobilization of communities. In other words, social mobilization provided a significant experience for returned migrants and favoured their continuity. Most<sup>23</sup> of the Volunteers were returned migrants. Diversification of volunteer profiles and skills was an important criterion during recruitment, which in turn facilitated coverage of many perspectives in Year 2 and Year 3 advocacy efforts. Another key aspect used during the recruitment phase was the prioritization of the areas of intervention based on the levels of high exit rates and presence of young people.

The results of the survey show that 76% of the Volunteers agreed with the idea that the project has **created spaces for women** (meetings, networks, cultural activities, etc.) to exchange their experiences, while 24% did not agree. Spaces have been created that promote the meeting between Volunteers, strengthen the links between them, and facilitate the retention rate of women, a group that has made it difficult to recruit.

### **Evolution of the of engagement of Volunteers**

The evolution of the engagement of Volunteers has been gradual throughout the project. The majority of Volunteers consulted shows high satisfaction for having participated in the activities of the project. The project generated a space where citizenship is built, and they feel useful in their communities. In addition, they also highlighted the fact that, although the engagement is not paid, the per diem received allowed them to cover some basic needs, such as transportation and food. Despite the fact that, in general, Volunteers are satisfied with their participation in the project, a minority of Volunteers were identified who are not satisfied with the financial or in-kind compensation for the awareness-raising work they carry. The Volunteers acknowledge the importance of receiving a personal reward in order to be able to integrate socially and professionally and increase their motivation to continue the awareness sessions.

During Phase 2, support for volunteer associations was included. In fact, 91% of the Volunteers surveyed were currently part of an association of returned migrants. During the interviews, the need to continue awareness raising was pinpointed by the majority of Volunteers in organizations. The association of Volunteers were seen as a space where they share ideas to generate initiatives in the communities, and send messages about the risks of irregular migration and promote safe alternatives.

When it comes to synergies between volunteer organizations, table 10 shows the data extracted from the Volunteers' questionnaires. It is considered that the degree of internal collaboration with other associations participating in the MaM project in awareness activities is very high (37% of respondents) and high (36% of those surveyed). On the other hand, Volunteers also value positively the collaboration reached with other relevant stakeholder carrying out similar AWR activities.

Table 10. Perception of Volunteers about the level of collaboration reached by the project with regard awareness-raising activities

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<sup>23</sup> MaM year 1 Narrative Report.

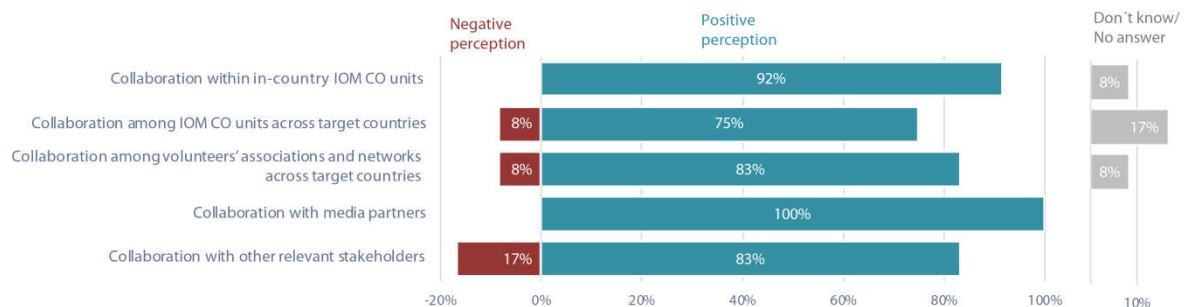
	None	Very Low	Low	Fair	High	Very High	Don't know / No answer
<b>Internally</b> , with other MaM participant organisations in awareness raising activities	0%	2%	1%	21%	36%	37%	23%
<b>Externally</b> , with other relevant stakeholders doing similar awareness raising activities	5%	5%	4%	24%	34%	24%	5%

According to IOM staff surveyed, the collaboration between in-country CO units is solid, as 92% of respondents show a positive perception, from which 33% considered there had been a high level of collaboration and 42% a very high level of collaboration. The collaboration of COs across countries is also perceived positively, although 8% of respondents considered it low.

On the other hand, IOM staff considers that the collaboration among Volunteers' associations and networks across target countries is fair and high in equal parts (33%), and 16% considered it very high. The collaboration with media partners was very positive and no respondent expressed a negative perception ("low", "very low" or "no collaboration" response options).

These results in the questionnaire reveal the importance for IOM staff of collaborating side by side across target countries in the development of the project, as well together with other relevant entities and stakeholders involved in awareness raising activities.

Figure 7. IOM staff perception on the level of collaboration reached by the project to produce synergies and combined results



## 8. FINDINGS ON SUSTAINABILITY

### Q5. To what extent are the benefits of the project likely to continue once the external support is withdrawn?

This section covers the Most Significant Change results, together with the questions related to the strengthening of the capacities of Volunteers and partners organizations to carry out future awareness raising activities, the sense of engagement and ownership about their role in preventing irregular migration, and the strengthening of the internal structures and processes of the organizations in order to continue work autonomously after the end of the project.

**Key findings:**

5.1 The most significant changes identified that link to the sustainability of results are:

At the individual level, the main changes refer to Volunteers contributing to decision making processes within their communities, thus becoming agents of change; the willingness of some media partners to continue collaborations with Volunteers beyond the MaM project; the fact that skills training improved Volunteers' employment prospects; and the improvement of personal wellbeing through psychosocial support.

At the institutional level, the improvement of the volunteer's capacity to create, sustain and scale up associations; the strengthening of networking, and the generation of synergies and the improvement of the quality of media reporting on migration can be highlighted. The formal/informal returnees' network and their collaboration with partners organizations serves as a stimulus for many of the Volunteers involved in the MaM project to create associations of returned migrants in local communities and continue conducting awareness sessions.

At the community level, the improved coexistence and respect within members of the community regarding returnees, and stronger social cohesion in the communities was highlighted.

5.2 Various efforts have been made to train and support Volunteers in conducting awareness raising activities to build autonomy in this area. Volunteers reported that such actions were adequate, and that they have in many cases put these learnings into practice. It was found that, although Volunteers have been trained and are motivated to continue with the awareness-raising work on preventing irregular migration and promote safe alternatives, the lack of funding and material support (mainly equipment), has been highlighted by all respondents as something needed.

5.3 Some 16 returnees' associations, 4 of which are led by female Volunteers, have received logistical support from the MaM project so as to be able to continue awareness raising about irregular migration once the support is withdrawn. The level of development of these associations varies considerably. While IOM support has led to a notable improvement of structures and internal processes in some, others still lack solid structures, legal recognition and a viable fundraising strategy. While referring to the support that the associations received, this was mainly focused on legal advice for the constitution of the association as a legal entity. This counselling, together with the training that Volunteers received, are seen as the basis that can contribute to ensure that Volunteers work autonomously in awareness-raising activities after the end of the project.

5.4 It was found that Volunteers had a high level of motivation to continue working on awareness raising, principally so that they can increase knowledge and capacities, improve their self-esteem and ease their professional and social reintegration, and help the overall community. Partner organizations also suggested that having improved their knowledge about the issue, they had adapted their stance towards returnees and had improved their proposals to work with IOM with returnees.

5.5 The key areas identified to ensure institutional and social sustainability of Volunteers and associations are to keep developing partnership with media and other relevant organizations, finding alternative source of funding to conduct awareness-raising actions, and engaging other UN partners to showcase volunteer associations and their skills in content creation. Representatives of a number of associations confirmed that following MaM support and training, their association was in a position to conduct awareness raising and some associations have already secured funding from donors.

**Q5.0 Most Significant Change results**

This section presents the results of the MSC, using the qualitative data captured during focus groups and interviews and the classification process carried out as part of the analysis. It is important to notice that the MSC only captures the most significant changes experienced by the final users, in this case, the volunteers. The visual representation of the MSC patterns were done in Tableau based on the excel sheet populated with raw data. As shown in Annex 3, each

dot/line represents one key change identified, which are categorized using the different axes (type of change, level of change, level of validity, GRES score and contribution to sustainability). In order to present the most significant changes, only those that fall within the outcome and impact level (under the type of change category), were validated or fully validated by two or more techniques/sources (level of validity) and are considered to contribute to certain extent to the sustainability of results (moderate, significant or highly significant contribution) are presented. **A total of 21 out of the original 50 changes identified met the criteria to be considered “significant”.**

Originally, 50 changes<sup>24</sup> were recorded through the Most Significant Change (MSC) technique. These changes were categorized and grouped into 7 different categories, as follows:

- Raising awareness: Includes all changes focused on raising awareness on migration issues.
- Skill/capacity development: changes linked to the development of the Volunteers’ capacities to carry out project activities and perform their roles as messengers.
- Engagement: comprises all changes that contribute to enhancing the engagement and motivation of Volunteers in awareness raising and other relevant activities based on the project framework.
- Associationism: includes all changes focused on the creation of associations of Volunteers.
- Networking/synergies: includes changes linked to the creation of networks and synergies among Volunteers as well as with other relevant stakeholders, such as media partners.
- Access to employment: includes all changes linked to strengthening the Volunteers access to the labour market or improve their working conditions as a result of their participation in the project, even though it was beyond of the scope of the project.
- Social cohesion: includes a series of changes that support social cohesion at the community level.

Besides the following categories, changes were also categorized based on their level of contribution (activity, output, outcome and impact), their level of support (individual level, institutional/community level and structural level), their level of validation (validated by one source/technique, 2 sources or 3 sources or more), and their GRES score, which measures the gender sensitiveness of the changes identified and their expected contribution to the sustainability of results (limited, moderate contribution, significant contribution and highly significant contribution).

**A total of 21 out of the original 50 changes identified met the criteria to be considered “significant”.** Practically 50% (10 changes) of these changes were identified in all the 7 target countries, and the rest of results contribute to some of these, as described below.

Since the analysis of the MSC is specifically focused on establishing levels of contribution to the sustainability of results, the analysis is presented by level of support (individual, institutional and community) and the level of sustainability expected for relevant results. It is important to highlight that, even though triangulation of the information has been carried out, most of the following changes are mainly based on the feedback provided by informants,

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<sup>24</sup> Changes are defined as relevant stories emanating from volunteers that they consider meaningful and that are linked to their participation in the MaM project. Following the methodology, the evaluation team classified the initial set of changes and selected the most relevant.



which is the goal and scope of the MSC technique. The validation of changes is based on the triangulation among informants, not necessarily among techniques.

### **SIGNIFICANT RESULTS AT THE INDIVIDUAL LEVEL**

When it comes to the level of contribution, **10 out of the 21 results fall within the individual level**, and are linked to issues related to raising awareness, the development of skills and capacities, the access to employment, and social cohesion.

Highly significant contribution to sustainability: Among the 10 significant individual results identified, one is considered particularly relevant when it comes to contributing to the sustainability of achievements. The change makes reference to the possibility of Volunteers to participate in decision-making processes carried out in their communities given their status of agents of change. This particular result was identified in all the countries targeted.

Significant contribution to sustainability: A total of 4 changes out of the 10 significant individual results fall within this category. For results linked to awareness raising, it was considered significant for sustainability purposes the fact that certain media partners (mainly radio stations) are willing to continue the cooperation with Volunteers in the long term in Côte d'Ivoire and Liberia. Two Volunteers will continue their internships (Côte d'Ivoire) and a radio (Liberia) is interested in keeping its migration coverage going with or without Volunteers after its current contract with IOM expires. When it comes to access to employment, several Volunteers in The Gambia (8 in total) have been hired as actors after their participation in drama trainings. The result is considered significant as it strengthens the professional career of Volunteers while also builds their capacity to raise awareness through drama. Two results fall within the skill development category. One relevant contribution mentioned by Volunteers in all countries is the psychosocial support received, which according to them, contributes significantly to strengthening their engagement and capacities to continue with relevant awareness raising activities. In addition, and although not necessarily linked to the goals of the project but rather as a positive side effect, Volunteers in Nigeria, Liberia and Sierra Leone mentioned that the skills developed allows them to engage in professional content creation, and some of them are aiming at developing content creation as a career. As they put it, content creation is a potential source of income for both individual Volunteers and their associations.

Moderate contribution to sustainability: A total of 5 changes were identified that are expected to moderately contribute to the sustainability of results. When it comes to raising awareness, the fact that some Volunteers gain certain attention and are invited to local radio and TV shows (as identified in Guinea) is considered to contribute to building champions in the communities that deliver sustainable key messages to take informed decision when it comes to migration. This is reinforced by the fact that Volunteers are returnee migrants that understand to certain extent the consequences of irregular migration. When it comes to results linked to the development of skills and capacities of Volunteers, several Volunteers in Côte d'Ivoire, Nigeria, The Gambia, Liberia and Sierra Leone mentioned the importance of having developed their oral expression to convey key messages and better express their life experience. This result is considered a great asset as it not only focuses on the activities and results of the project, but it can also help with future professional or informal endeavours. Finally, when it comes to social cohesion, Volunteers in Senegal highlighted the importance of the project for developing key values that entail social commitment and the will to support other in the community, building social cohesion through volunteerism.

The results were also categorized following the GRES scale, and 7 out of 10 results were considered “targeted”, meaning that a focused was given to ensure equal participation of men and women in activities. The only results considered “gender blind” (3 changes with no specific attention to gender considered) were those making reference to access to employment, partnerships with media partners and content creation as a potential source of income.

### **SIGNIFICANT RESULTS AT THE INSTITUTIONAL LEVEL**

The institutional level reflects changes that are mainly linked to associationism, networking and generating synergies with partners, as well as awareness raising. **A total of 8 out of the 21 significant changes identified fall within the institutional level.**

Highly significant contribution to sustainability: 3 key changes are considered to have a high potential to be sustainable over time. All of them are linked to the capacity to create and sustain Volunteers’ associations, and are summarized in this section. Volunteers from all target countries highlighted the importance of having acquired knowledge to establish their own associations, which actually reflect the extent to which skills and capacities were put into practice. Not only that, they also pinpointed that these capacities allow their associations to be created, develop an action plan and establish goals, as well as to be recognized at the local level, and to act as an inspiration for others to establish their own organizations. In the case of Senegal, the organization of Volunteers scaled from the local to the national level, having 4 offices throughout the country. All these elements are expected to contribute to their sustainability over time. More on the sustainability of association is included in questions 5.2 and 5.3.

Significant contribution to sustainability: 4 key changes were identified at the institutional level that significantly contributes toward the sustainability of achievements. When it comes to associationism, Volunteers from all target countries highlighted the importance of not only becoming a volunteer, but also to be engaged in team work and belong to something bigger than themselves. This engagement built during the implementation of the project allowed them, in some cases, to create their own association or to take steps in that direction. When it comes to networking, Volunteers from all target countries mentioned the collaboration made with other entities with the purpose of strengthening the knowledge and skills of Volunteers in the creation of digital content and the development of awareness campaigns in the communities. For example, Volunteers in Guinea mentioned that they were able to generate synergies with other projects, connecting with other public and private entities such as the Diocese to continue with awareness raising activities, while creating social and employment opportunities. Finally, when it comes to awareness raising, and based on feedback from media and IOM staff, it was identified that media partners are now able to report on migration issues more accurately and sensitively in Nigeria, The Gambia, Liberia and Sierra Leone. Specifically, it was mentioned that media partners have expanded their understanding of migration issues, the types of stories they can write, how to interview and report on migrants/returnees (including women/victims of GBV and sexual exploitation), and developed contacts with returnees.

Moderate contribution to sustainability: one significant change was identified in this case and in all target countries, referred to the newly acquired capacity of Volunteers to plan, monitor, analyse and evaluate awareness raising activities as part of the work done by the organization.

Following the GRES scale, 7 out of 8 changes identified are considered “responsive”, meaning they address the differential needs of men and women. The only “targeted” result is linked to

the result about the newly acquired capacity of Volunteers to plan, monitor, analyze and evaluate awareness raising activities.

### **SIGNIFICANT RESULTS AT THE COMMUNITY LEVEL**

The community level reflects changes that contribute to the community as a whole, which are mainly linked to contributions to social cohesion and the engagement of relevant stakeholders. A total of 3 significant changes were identified under this level, as follows.

Significant contribution to sustainability: according to informants, 3 significant changes seem to be contributing to social cohesion and the engagement of community members in all target countries. On the one hand, the aforementioned cohesion of Volunteers is promoting the respect and coexistence within members of the community, and it has been reported that it favours rooting in communities. On the other hand, that cohesion generates the idea of belonging and strengthens the engagement of the community members in relevant activities, generating motivation that is expected to contribute to major changes at the community level.

All the results considered to be contributing at the community level are categorized as gender “responsive”, as there are examples of how the different approaches addressed the differential needs of men and women. These are mainly because of the fact that there was a special focus on gender-based violence and the specific risks that women face during the irregular migration journey.

**Q5.1. To what extent the project strengthened the capacities of Volunteers and partners organizations to carry out future awareness raising activities**

#### **Improvement of the capacities and willingness/opportunities in each country to keep carrying out relevant awareness-raising activities**

Regarding the activities which promoted the improvement of skills and knowledge of Volunteers, IOM integrates recruitment, accompaniment, training and meeting spaces for the Volunteers. Further social mobilization actions have been taken into account during MaM Phase 2, which contributed to promoting awareness raising activities in the communities. For example, the Community Engagement and Social Mobilization training on how to organize community events, awareness raising techniques and community-based mental health and psychosocial support.

Volunteers interviewed expressed that the theoretical and practical content was adequate and, in many cases, they applied their knowledge in awareness activities in the communities, and in the associations that they have established. An essential aspect after the training of Volunteers was to take action, that is, the mobilization of the Volunteers themselves. Volunteers have generally participated in the execution of awareness actions such as the organization of conferences, events and workshops aimed at its target audiences.

When it comes to the improvement of Volunteers’ capacities, the Volunteers’ survey results reveal that 90% of surveyed Volunteers concur that they have improved their capacities to keep working on promoting safe migration once the project is finished.

Table 11. MaM Volunteers Survey

	Completely disagree	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Completely agree	Don't know / N/A
I have improved my capacities (skills) to keep working on promoting safe migration once the project is finished.	0,5%	1%	0%	8%	33%	56%	1%

According to the survey results, respondents from The Gambia (55%), Liberia (50%), Nigeria (61%), Sierra Leone (42%), Côte d'Ivoire (74%), Guinea (64%), and Senegal (64%) completely agree with the statement "I have improved my capacities (skills) to keep working on promoting safe migration once the project is finished". On the other hand, among these countries, respondents strongly disagree to the statement in the case of Liberia (5%), and Sierra Leone (3%), and disagree completely in Sierra Leone (3%).

### **Establishment of formal/informal returnee-led networks in the areas of intervention**

The spaces for participation generated within the project favoured unity and bonding within the group of Volunteers. Formal and informal meetings, training sessions, events and caravans brought Volunteers together and encouraged cohesion between the different participating Country Offices, and between the Volunteers and the IOM, creating spaces for the exchange of experiences between Volunteers from different countries.

When it comes to supporting Volunteers' association, 16 Volunteer-led associations have received logistical support from the project as of May 2022, and MaM has been collaborating with at least one returnee-led association in all countries, as expressed in table 12. The associations of returned migrants have been supported with the purpose of continuing to sensitize the communities around the risks and alternatives of irregular migration. The predominant idea is that the associations are a source of personal and professional development for community Volunteers. In any case, the project bases its strategy on strengthening Volunteers' associations to be autonomous. However, at the moment the evaluation was conducted, some of these associations of returned migrants did not have solid structures to continue with the mission of sensitizing young people and communities about risks and alternatives of irregular migration<sup>25</sup>.

The project supported 16 returnee-led associations<sup>26</sup>. According to the interviews carried out with the Volunteers, it has been possible to identify some with difficulties (for example, financial difficulties, or processing legal documents, human resources, equipment), are the GRB association of Gambia, MaM Association of Liberia or the Return Migrants Network in Nigeria.

<sup>25</sup> Important to note that the support for the Volunteer associations continued after the data collection was done for this evaluation report.

<sup>26</sup> MaM Year 3 Interim Narrative Report.

Table 12. Returnees' organizations that received logistical support from IOM by July 2022

COUNTRY	ORGANIZATION	LED BY VOLUNTEER	
		MAN	WOMAN
<b>Côte d'Ivoire</b>	Association pour la réinsertion et insertion des migrants de retour et jeunes de Côte d'Ivoire	Yes	N/A
<b>The Gambia</b>	Youths Against Irregular Migration (YAIM)	Yes	N/A
	Voice of URR Migrant	Yes	N/A
	Gambia Returnees from the Backway (GRB)	Yes	N/A
<b>Guinea</b>	Organisation Guinéenne pour la Lutte contre la Migration Irrégulière (OGLMI)	Yes	N/A
<b>Liberia</b>	Migrants as Messengers Association of Liberia (MAMAL)	Yes	N/A
<b>Nigeria</b>	Hope Again	Yes	Yes
	Voice of Migrant Association (VOMA)	Yes	No
	Returnee Organization of Surviving Emigrants (ROSE)	Yes	Yes
	Returned Migrants Concept	Yes	N/A
	Female Returned Migrants Network (FRMN)	Yes	Yes
	Great Esan Returnee Association (GERA)	Yes	N/A
	Giving is Healing Foundation (GIHF)	Yes	N/A
<b>Senegal</b>	Association Sénégalaise contre la Migration Irrégulière (ASMI)	Yes	Yes
<b>Sierra Leone</b>	Advocacy Network against Irregular Migration	Yes	N/A
	Women and Girl Child against Irregular Migration	Yes	Yes

The level of development of the Volunteers' associations vary considerably. Different levels of development may vary to some extent due to their participation in MaM Phase 1. So far, 12 out of the 16 associations have formal recognition at this stage. The MaM project has been able to give them a boost by accompanying them through the training processes, providing them with the necessary information to be able to register the association, and giving them material support. Some experiences collected in the evaluation process echo the great difficulty that associations have to establish themselves and be sustainable over time. For example, in The Gambia, a local association representative confirmed that his association was just created recently and was given the necessary support by IOM regarding equipment (audio-visual equipment, computer, printer) and staff. Another volunteer commented that they were also talking with IOM to see the possibility of integrating the associations into active IOM projects, and involving them as service providers.

Volunteers mentioned the need to continue being trained and reinforce their identity as a social organization (increase their capacity to manage social organizations, attract Volunteers, increase human and economic resources). The results of the survey reveal that the majority of Volunteers (70%) agreed that there are opportunities and support in their community to keep working on promoting safe migration. In addition, networks and synergies with partners organizations was considered necessary to create dialogue at the local level. The goals of the partners and Volunteers' network may be different, however, they all seek social change in the communities. In this scenario, the associations of returned migrants could be considered a vehicle towards social cohesion

Q5.2. Have the Volunteers and partners organizations (including media) developed a sense of engagement and ownership about their role/involvement in preventing irregular migration?

### **Role and engagement of Volunteers and partner organizations toward preventing irregular migration**

The main motivations for **Volunteers** to get involved in the project and contribute to raising awareness about irregular migration in the communities have been identified below.

Volunteers acknowledged the importance of finding a way to tell their experiences and the importance of listening to peers without judging because they share similar experiences. The motivation of Volunteers is multidimensional and varies among participants. Among the key motivations for Volunteers to engage in the project activities identified during the evaluation process, the following ones stand out:

- Increase knowledge and capacities in certain areas that are not necessarily accessible otherwise.
- Improved self-esteem: especially when it comes to ease the reintegration in their places of origin or new destinations of return, both at the social and professional levels.
- Community support and social cohesion: it helps relate to the community, and they feel concerned about the reality of other young people.

In this aspect, partner organizations commented during the interviews that they had reoriented their activities to adapt them to the needs of returned migrants. Given their experience, they have been able to improve their proposals to work with IOM and contribute to the social and labour integration of the returned migrants.

The survey results reflect the advances that have been made and the degree of commitment acquired by Volunteers to promote safe migration, since 94% of Volunteers expressed their willingness to continue working on promoting safe migration once the project is finished.

On the other hand, 92% of the IOM Staff considerably agree or completely agree that the project ensures the commitment and engagement of Volunteers to continue with the awareness raising activities once the project finished. This reflects that both Volunteers and staff perceive that the commitment acquired is high.

The survey results are also in line with the feedback gathered through interviews and focus group discussions in every implementing country, as Volunteers expressed commitment to continue with the awareness activities in the future. **However, the Phase 2 strategy of MaM lacks a clear proposal for individual Volunteers to continue with awareness raising.** Relationship with individual Volunteers is linked only to the experience of the returned migrants and the trainings provided to strengthen their capacities, and yet, the main focus is given to ensure continuity through the support of Volunteers' associations.

Table 13. Perception of IOM MaM staff about how the project has contributed to ensure the commitment of Volunteers and media partners

	Not at all	Poorly	Somewhat not considered	Somewhat considered	Considerably	Completely	Don't know /N/A
Ensuring the commitment and engagement of Volunteers to continue with the awareness raising activities once the project finishes	0%	0%	8%	0%	67%	25%	0%
Ensuring the commitment and engagement of media partners to continue with the awareness raising activities once the project finishes	0%	0%	0%	33%	75%	0%	0%

The main motivations for **collaborating partners** to get involved in the project and contribute to raising awareness about risks and alternatives of irregular migration in the communities have been identified below.

- The mapping and identification of partners organizations, and the participation in training programs provided them with new knowledge.
- Increase of concern about the reality experienced by returned migrants, and their social and labour integration in the communities.
- Partner organizations share their knowledge and know-how, and assume that Volunteers can be supported to transform the migration-related values at the community level.

When it comes to media partners, 75% of the IOM staff surveyed think that the project has contributed to ensuring the engagement of the media partners to continue with the awareness activities once the project finishes.

Table 14 shows the perceptions of IOM staff about how different elements helped generating synergies between collaborating partners in order to strengthen awareness raising actions. 75% of IOM staff surveyed considers that the integration of the lessons learned from Phase 1 has highly contributed to generating synergies between partner organizations. Additionally, 50% of those consulted considered that fluid communication with participating partners has helped the generation of synergies, and 41% considered that the training of partners had a great impact on it.

Table 14. Consideration of IOM staff on the contribution to the generation of synergies between partners

	No contribution	Very Low	Low	Fair	High	Very High Contribution	Don't know /N/A
Fluid communication with partners	0%	0%	0%	23%	46%	23%	8%
Integration of lessons learned from Phase 1	0%	0%	0%	8%	75%	8%	8%

Partner training	0%	0%	0%	0%	42%	58%	0%
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Finally, accompaniment was seen as an essential element to give meaning to the development of the activities carried out by Volunteers. The collaborating partners have a role of accompanying the Volunteers during the development of the activities, by placing Volunteers at the centre of the action. The ability to connect with the needs of returned migrants and incorporate actions that satisfy them, as well as the incorporation of actions that were horizontal and participatory, were seen as ways to engage partners on preventing irregular migration.

**Q5.3 To what extent the project has strengthened the internal structures and processes of the volunteer and returnees' organizations through awareness raising activities so that they can continue to work autonomously?**

### **Improvement of the structures and internal processes for the institutional and social sustainability of the Volunteer and returnees' organizations**

As it was mentioned in the relevance section, there was a shift from a more individual-centered approach during Phase 1 to one that was more supportive of associations and include communities in Phase 2. This approach allowed IOM to focus on sustainability by promoting the work of Volunteers, through the consolidated associations.

The aim of the project has been to set up the right structures and mechanisms to allow it to be replicated and scaled significantly through the proliferation of returnee-led associations across countries of origin. Once established, returnee-led associations would be able to foster local institutional partnerships to develop and fund activities, and operate more autonomously with less direct support from IOM.

It is important to note that the organizations of the migrant returnees are very diverse from a country to another, as there are some organizations in the communities which were created recently, while there are others that have been settled up for longer.

Within this scenario, up to Year 3, 16 returnees' associations have received logistical support from the project, and MaM has been working with at least one returnees' association in all countries. While referring to the **support that the associations received**, this was focused on legal advice for the constitution of the association as a legal entity, equipment and financial support for office space. This support, together with the training that Volunteers received, is seen as the basis that can contribute to ensure that Volunteers work autonomously in awareness-raising activities after the end of the project.

In this regard, some specific information has been obtained from Senegal, Sierra Leone and Liberia, while in the other countries the overall results are presented as part of the "Most Significant Change" analysis.

A Senegalese Volunteer mentioned during a focus group that "the MaM program has positively changed our lives (at the personal and professional level) and from the point of view of sustainability, with the ASMI association, we are able to take over on awareness-raising activities since we have been trained in a very comprehensive way". An IOM staff confirmed that the members of the association have made partnerships with other actors to explore what local opportunities they have, being a sample of the work that they are doing in a structured way.



An IOM staff in Sierra Leone commented that, at the country level, they are trying to help the associations to make sure they have legal status, and supporting the Advocacy Network against Irregular Migration in their work. They are well-known by the government at the national and district level, and they are encouraging other partners to work with them.

Despite these efforts, in Liberia some Volunteers expressed during the focus group that there is a need to continue receiving support to deliver sustained awareness-raising programs in their communities. In concrete, a need to support their association with organizational management and governance structures that will help them to develop effectively organizational strategies, forge partnerships, and fundraise to deliver activities in their communities.

In general terms, although the project has supported **the creation of a structure of Volunteers working on awareness raising in the seven countries, the institutional sustainability relies on the capacity of the associations to access funding and to work in partnerships with other organizations**. The IOM staff surveyed expressed a considerable satisfaction with regard to the extent synergies between Volunteers' networks and partners can help them to keep carrying out relevant awareness raising activities once the project finishes.

In this regard, and acknowledging that little information has been obtained during the data collection concerning the institutional sustainability of results, the following are some examples.

In Sierra Leone, there has been partnership with media as some journalists from radio stations were trained, and in the frame of the partnership, they contacted Volunteers to get their stories; as a volunteer commented: "now they know how to ask questions from migrants, and this is something that will last beyond MaM project".

In Liberia there were planned activities in June to show Volunteer associations and their skills in content creation to other UN partners, how they could do awareness raising for other institutions on areas other than migration in future. They are also trying to collaborate with a law firm in order to get legal status/documents for the Volunteers, for them to work in the private sector, mainly in marketing and digital production.

Finally in The Gambia two of the associations have managed to find support from other donors to conduct awareness-raising actions and the CO is conducting a sustainability plan to help them to build partnerships.

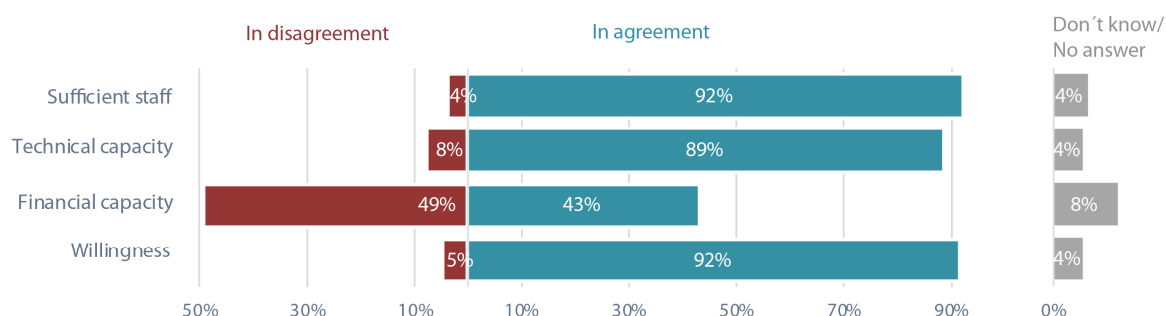
### **Resources available and/or ability of Volunteers and returnees' organizations to attract resources**

In general terms, it was found that, although Volunteers have been trained and are motivated to continue with the awareness-raising work on preventing irregular migration, the lack of funding and material support (mainly equipment), has been highlighted by all respondents as a key factor that negatively affects the sustainability of results.

The figure below shows the level of agreement of Volunteers with regard to the availability of resources of the associations to keep working on awareness-raising activities on the prevention of irregular migration. In a general way, members of the associations have manifested that they have the necessary staff, technical capacity and willing to continue the

work on promoting safe migration, while the financial capacity has been highlighted as the main concern by most of the respondents.

Figure 8. Agreement of the Volunteers with regard the availability of resources of the associations



In the table below, a detailed analysis per country shows, the highest percentage of Volunteers' responses with regard to the availability of staff, technical and financial capacity, as well as willingness to continue working on awareness raising issues through their associations per country.

Table 15. Agreement of the Volunteers with regard to the availability of resources of the associations per countries

COUNTRIES	Human resources	Technical capacity	Financial capacity	Willingness to continue
Côte d'Ivoire	Completely agree (65%)	Completely agree (50%)	Strongly disagree (38%)	Completely agree (61%)
Guinea	Completely agree (56%)	Completely agree (58%)	Somewhat agree (42%)	Completely agree (50%)
The Gambia	Completely agree (56%)	Completely agree (56%)	Completely agree (33%)	Completely agree (56%)
Liberia	Completely agree (50%)	Completely agree (40%)	Strongly and completely disagree (20% each) <sup>27</sup>	Completely agree (70%)
Nigeria	Completely agree (61%)	Completely agree (48%)	Completely disagree (32%)	Completely agree (74%)
Senegal	Completely agree (65%)	Completely agree (65%)	Completely agree (23%)	Completely agree (70%)
Sierra Leone	Strongly agree (47%)	Strongly agree (47%)	Strongly disagree and strongly agree (21% each)	Strongly and completely agree (45% each)

Volunteers of the seven countries agreed on the fact that their associations have enough staff, technical capacity and willingness to keep working on safe migration after the project ends up, while in terms of financial capacity, the answers vary. Members of the associations in Côte d'Ivoire, Liberia, Nigeria and Sierra Leone manifested that they have a lack of financial capacity to continue pursuing awareness-raising activities in safe migration, while only in Guinea, The Gambia and Senegal the financial capacity was not pointed out as a constraint.

As a Sierra Leone volunteer mentioned: "the main difficulties are financial – organising activities requires financing, support is not available. What matters most is sustainability – if

<sup>27</sup> With regard to the statement that their "association has the financial capacity to keep working on promoting safe migration once the project is finished", there was a tie on the answers: 20% completely disagree, strongly disagree and completely agree. As the sum of the two percentages in the negative spectrum is greater than those in the positive spectrum, the negative responses have been selected.

we stop for a few months, people will forget our messages and go back to believing what they thought before”.

More in detailed, in terms of resources there was identified the need of more equipment to create contents by the Liberia CO, more Volunteers willing to continue with the awareness activities by a Guinean and Senegalese Volunteer, and space for the association in the case of a Nigerian participant.

Although there are some organizations who mentioned that some partners are willing to work with them (i.e., Liberia) there is a widespread assumption that a lack of resources will make difficult to sustain their work on awareness-raising.

In this sense, and in order to answer to the capacity of Volunteers’ and returnees’ associations to attract resources (economical, technical and material), there is a common perception that, even the fact that being constituted as an association is an added-value, there are some difficulties to attract the necessary resources to carry out future awareness raising activities.

### **Q6. What have been the challenges in terms of sustainability during project implementation and how have they been addressed?**

The section below presents the main contextual and internal challenges identified by Volunteers, partners and IOM staff in terms of sustainability in order to ensure the achievement of results.

#### **Key findings:**

6.1. In terms of contextual challenges, it has been noted that the political, security and economic context, as well as some weather and infrastructures conditions, could affect the continuity of the awareness-raising activities. The existence of certain restrictions, such as the implementation of awareness-raising activities in open spaces, could also affect the volunteer’s work on irregular migration prevention. Finally, the fact that the project could receive negative media attention through inaccurate perceptions of media partners and influencers participating in the training, and the risk that migrants that testify in videos become the target of online harassment, are also perceived as potential risks.

6.2. With regard to the internal challenges, some aspects were identified that may affect the continuity of the associations (financial, legal, human resources); the engagement and commitment of Volunteers working on awareness raising activities; the means that Volunteers need to ensure the continuity of their work (tools for content creation, use of relevant platforms, access to internet, skills and equipment); Volunteers’ needs for further training in order to become more professionalized; as well as the need to support women’s associations, involve elders, religious and community leaders.

#### **Q6.1. What are the main contextual challenges that can affect the sustainability of results?**

With regard the contextual challenges that might shape the sustainability of results, in general terms it has been noted that, as already taken into consideration in the project’s ToC, the **political, security and economic context** (holding elections or economic crisis) could affect the continuity of the awareness-raising activities of the Volunteers. Even if some countries, such as Senegal, have been working with the Ministry of Foreign Affairs, there is a need to be recognized by political actors as partners in irregular migration prevention. The **weather conditions** (rainy season) and **infrastructure** (roads conditions) have also been pointed out as possible challenges that could affect the work of the Volunteers in Senegal, Nigeria, Sierra Leone, Guinea and Liberia.

In some countries, such as Cote d'Ivoire, Sierra Leone and Senegal, the importance of having legally **constituted associations** to ensure the implementation of activities was mentioned, because it often takes more than a year for an association to be constituted and that can lead to loss of momentum. In that aspect, during the focus group in Guinea the importance of setting up **association branches in other regions** was highlighted, particularly those in border and rural areas, in order to have access to broader intervention areas. In the same vein and related to the work of the associations, another challenge in Sierra Leone is to **keep the network** of Volunteers and Volunteers' organizations, as they are now well-known by the government at the national and district levels, and they are trying to encourage other partners to work with them. Commonly, there is a need to find opportunities for new collaborations with other organizations in order to ensure that the work of the associations is supported and consequently, sustained over time.

On the other hand, it was mentioned during the focus groups conducted in Nigeria that Volunteers are not allowed to **carry out awareness-raising activities in open spaces**, such as marketplaces and schools, because of the thorough security protocol they need to pass through. This impacts the scope of their work and the number of people they reach during the actions.

As noted in the ToC, **two risks that could be seen as challenges** were identified that could affect the sustainability of the results. Firstly, the fact that the project receives negative media attention through inaccurate perceptions of media partners and influencers participating in the training, perceiving that the project is about deterring migration and not promoting safe migration. And secondly, that migrants that testify in videos become the target of online harassment.

#### Q6.2. What are the main internal challenges affecting the sustainability of results?

Concerning the internal challenges, the main aspects highlighted by Volunteers and IOM staff are the processes affecting the sustainability of the associations (financial, legal, human resources), the engagement and commitment of Volunteers working on awareness raising activities, and the means that Volunteers have to ensure the continuity of their work (tools for content creation, use of relevant platforms, access to internet, skills and equipment)

At the regional level, it was mentioned that the **sustainability of the associations** is per se a challenge; **administrative processes** (including the legal procedures) **and financial resources** are the main concerns to ensure the work of the associations. As a Senegal IOM staff mentioned: "Internally, the challenges are the competencies to manage the association independently, to have partnerships to get financial support and to bid for tenders. It is important to have partners to work with and to continue to have opportunities to access public funds". In this aspect, it was expressed by Volunteers their concern about, once the project ends up, how they will proceed to **finance the activities** (access to budget) in the future. It was mentioned by Liberian and Sierra Leonean Volunteers that the **lack of equipment** also impacts their opportunities to keep working on awareness raising on irregular migration. In Nigeria it was highlighted that they have challenges with **resource mobilization** to partner with other associations or train other Volunteers, as well as challenges in securing office space to plan and document their activities, and to securing equipment (laptops and cameras) to capture their activities.

In terms of **human resources**, the importance of having qualified staff within the associations, in order to pursue the planned activities was seen as an obstacle. As a Guinean volunteer

member of an association expressed during an interview, they have had to deal with some obstacles finding members in the association.

Some aspects related to the **means** and **willingness** of Volunteers have been crucial in order to ensure that they will be working on preventing irregular migration. In this regard, a Sierra Leone's IOM staff mentioned how the concept of volunteerism is complicated and how to keep Volunteers motivated over 3 years was hard. The CO needed to compensate them for transport, give them lunch and daily support allowances for field work, and for creating digital content. This situation of lack of economic resources affects women even more; as expressed in the focus group held in Liberia, most of the female volunteer are parents finding it difficult to actively participate in activities due to the lack of financial support.

At the individual level, it was stated by an IOM Communication Officer that "Volunteers need basic **training** so that they can be strengthened, and they need repetition over time. They cannot go out as film producers with the training they have received, so they need more training, and they can produce something more professional, and help them in their professional life". In this aspect, a Senegalese volunteer noted the importance of getting certificates of the trainings they received, as most of them will use them when seeking work opportunities in the future.

Another challenge noted by the Volunteers was the importance of **working at the community level** to ensure the sustainability of results. During the focus group in Guinea, it was mentioned that there is a need to identify and **support women's associations** to raise awareness among their peers, involve **elders, religious and community leaders** in preventing irregular migration, as well as invest in **youth associations** and the promotion of **local alternatives to irregular migration** (trades, vocational training, local entrepreneurship, etc.).

In Côte d'Ivoire, it was noted that they face the challenge to **ensure communication between population and Volunteers**, as it was not always easy to establish a smooth communication between them. As a volunteer mentioned: "we want to be a link between the community, the companies, and put people in contact".

Finally, in Senegal, Côte d'Ivoire and The Gambia some **interpersonal challenges** among the Volunteers were identified, as they had to do team-building work and conflict resolution due to some disruptive internal dynamics (level of participation among the Volunteers).

## 9. CONCLUSIONS

### CONCLUSIONS LINKED TO RELEVANCE

**Conclusion 1.** The ToC of the project is coherent, well contextualized and includes all key elements to explain how the project works, showing clear linkages and causal pathways among all these elements, and including relevant assumptions that contribute to the explanation of mechanisms of change leading from one level of result to the next. However, the ToC lacks assumptions linking intermediary outcomes with the final outcomes. In order to reinforce the validity of the ToC, the evaluation team has identified some potential assumptions that enhance the coherence and plausibility of the ToC. However, these and other potential assumptions should be validated and verified by the Project team and relevant stakeholders. Finally, despite the fact that the ToC is understood internally, it would be helpful to share and

include the ToC in key reporting documents to strengthen ownership among key partners. (Linked to key findings 1.1, 1.2 and 1.3).

**Conclusion 2.** The shift from an individual-centered approach during Phase 1, to one that is more **supportive of associations and which recognizes the role of women** in preventing irregular migration in Phase 2 shows a positive evolution of the MaM approach towards ensuring sustainability while considering cross-cutting issues. Nevertheless, attention to individual Volunteers and informal networks of Volunteers as well as identifying how gender relations affect differently women and men in the (regular and more importantly, irregular) migration journey remained very limited. In the same line, it was pointed out the need to support women's associations, involve elders, religious and community leaders in order to ensure the sustainability of results. (Linked to key findings 1.6, 1.8 and 6.2)

**Conclusion 3.** The project has ensured the usefulness of the **knowledge and skills developed** beyond the awareness raising purposes of the intervention. This means that Volunteers can actually apply their knowledge and skills to other personal interests, which in some cases include self-employment and income generation. This might be the reason why participants pinpointed the need to include additional vocational trainings. Media representatives also found the trainings highly relevant and useful, as they enable them to report professionally and ethically on meaningful migration stories. (Linked to key findings 1.4, 1.7, 1.9 and 2.2)

**Conclusion 4.** During the **pandemic**, IOM mobilized the MaM volunteer network to conduct peer-to-peer awareness raising on COVID-19, which had a positive impact and reinforced the concept of volunteering. In order to adapt the implementation of activities to the restrictions imposed, short online training capsules were developed, and virtual meetings replaced regular face-to-face coordination meetings. Although it accentuated the relevance of the use of new technologies and digital education among the participating Volunteers, some challenges related to limited internet connections were faced. This calls for a hybrid approach where the identification of limitations to virtual implementation of activities determines the approach taken in the different areas and/or regions. (Linked to key findings 1.10 and 1.11)

## CONCLUSIONS LINKED TO EFFICENCY

**Conclusion 5.** The project shows good adaptability to **contextual factors**, especially to the challenges imposed by the pandemic, and particularly when it comes to recruiting new Volunteers and the improvement of the skills and knowledge of existing Volunteers. Overall, the great majority of Volunteers in all target countries expressed considerable levels of engagement and their willingness to continue with the awareness raising activities, and a high percentage of the Volunteers are part of a volunteer networks or associations. The challenge at this point is to ensure that the necessary conditions are in place so that this volunteer engagement can bring sustainable results at the highest levels. (Linked to key findings 2.1 and 4.2).

**Conclusion 6.** The efficient use of the **budget** and the positive impact that virtual trainings had on its execution led to a no-cost extension of the project, which is a great opportunity to consolidate the results achieved. With regard to more cost-efficient strategies, no specific alternatives were identified, but increasing the in-house capacity in digital skills, the identification of lessons learned regarding online activities and more advance notification to Volunteers about activities could be further explored. (Linked to key findings 2.3 and 2.4)

**Conclusion 7.** The relevance of the **communication channels** depending on the location of target audiences (urban and rural areas) calls for specific approaches based on the analysis of these criteria. In addition, the engagement of influencers can be prioritized in the next phase in those areas where access to internet and social media usage is high among the youth. Finally, in terms of video production, testimonials and drama using local languages are identified as their main enablers to reach and sensitize young people, while considering an emphasis on quality over quantity and providing certain control and flexibility to Volunteers in the video-production process. (Linked to key finding 1.5)

**Conclusion 8.** During the implementation of the project, some **strategies were put into place to strengthen volunteer engagement**, such as the peer-to-peer approach, a gender approach to engage women Volunteers, the involvement of Volunteers in the COVID-19 response, and the provision of mental health and psychosocial support to Volunteers. Despite the limited data on volunteer's retention rates, the overall number of MaM Volunteers grew over the years with a special attention to the recruitment of female Volunteers. It will be essential to ensure the measurement of the levels of retention through the years by country as a proxy indicator to measure levels of engagement. (Linked to key finding 4.1)

#### CONCLUSIONS LINKED TO SUSTAINABILITY

**Conclusion 9.** Relevant changes have been identified, mainly at the individual and institutional levels, which are the key areas of direct focus of the project. **At the individual level**, the considerable levels of motivation and engagement identified stand out, since these are essential toward ensuring sustainability of results. Sustainability efforts are mainly put in developing formal entities (associations), and limited focus is given to individual Volunteers and informal networks to keep developing awareness raising activities. **At the institutional level**, logistical support, counselling and training are the key contributions made to ensure the sustainability of volunteer associations. However, although the project has enabled the creation of a structure of Volunteers working on awareness raising in the seven countries, the institutional sustainability still relies on the capacity of the associations to access alternative sources of funding and develop meaningful partnerships with other organizations. In addition, the sustainability of results also relies to a certain extent on the capacity of IOM to link current activities to other relevant internal initiatives and initiatives from other UN entities and relevant organizations to maximize cross-fertilization and sustainability of results. (Linked to key findings 5.1, 5.2, and 5.3 and 5.4)

**Conclusion 10.** No particular **contextual challenges** were identified beyond those already considered in the ToC and other project documents, beyond those linked to COVID-19 measures that are expected not to have a major impact for a potential Phase 3. When it comes to **internal challenges**, these are mainly linked to the assumptions included in the revised ToC: volunteer associations not having sufficient resources and meaningful partners, community leaders/decision makers not being engaged, synergies not being created with media and other partners such as UN entities and other relevant organization, not ensuring that broadcasts and articles reach intended audiences and not ensuring that media sources are trusted by target communities. (Linked to key findings 6.1 and 6.2).

## 10. RECOMMENDATIONS

### RECOMMENDATIONS RELATED TO PROJECT DESIGN AND MONITORING

1. **The MaM team, together with relevant stakeholders**, should review and validate the assumptions proposed at the highest level of change, and propose additional ones if needed for potential Phase 3. In addition, a simplified version of the ToC should be embedded in key documents to strengthen ownership and a shared understanding among partners. [Linked to conclusion 1.](#)
2. Develop an **accurate measurement of the levels of retention of Volunteers** through the years by country and by gender, as a proxy indicator to measure levels of engagement of Volunteers working on awareness raising. [Linked to conclusions 5 and 8.](#)

Priority: High.

Resource implication: Minimal.

Timeline: Potential Phase 3.

Responsibility: RO and COs, and other relevant stakeholders.

### RECOMMENDATIONS RELATED TO RELEVANCE

3. Consider **linking MaM Volunteers in parallel to separate livelihood support programmes** so that the focus of MaM can remain on tailored training and capacity building of Volunteers for awareness raising and the project is not seen as a substitute for ensuring their personal economic stability, despite the professional skills that some MaM trainings may provide. [Linked to conclusion 3.](#)
4. Keep exploring ways to engage media through **non-transactional partnerships** that emphasize the importance of the topic of irregular migration as an issue of public interest, to ensure more durable partnerships. At the institutional and community level, the project should **strengthen the work with women's organizations and community and religious/traditional leaders** in preventing irregular migration through awareness-raising sessions, in order to reach out to a larger number of people. [Linked to conclusions 2 and 3.](#)
5. Put more emphasis throughout the project on the discourse around **volunteerism** in order to enhance the sense of ownership, promoting its benefits to the empowerment of the individual and its contribution to social transformation in communities. This could be done by holding information sessions on the role of Volunteers in disseminating messages on the importance of safe migration. [Linked to conclusion 4.](#)
6. Ensure a **more consistent and systematic approach to disseminating all the key messages** of the project by elaborating this aspect more clearly in the communications strategies and campaign plans at both regional and country level, to ensure that there is not an imbalance of messaging. This can also include developing more consciously targeted messages for the different audiences (including women) and the different communications channels, and ensuring the use of testimonials and drama in local languages. [Linked to conclusion 7.](#)

Priority: High.

Resource implication: Minimal.



Timeline: Potential Phase 3.

Responsibility: RO and COs, national authorities, media and CSOs.

### RECOMMENDATIONS RELATED TO EFFICIENCY

7. Consider **maintaining some of the practices introduced during the pandemic such as online regular meetings and online training modules**, where cost efficiencies can be achieved without compromising on quality and/or participation. These should be based on a thorough identification of potential limitations, so as to ensure that the hybrid implementation approach (face-to-face/virtual) provides the same services and opportunities to Volunteers and target groups with limited access to internet. Linked to conclusions 4 and 6.

Priority: Medium.

Resource implication: Minimal.

Timeline: Potential Phase 3.

Responsibility: RO and COs.

### RECOMMENDATIONS RELATED TO SUSTAINABILITY

8. **Contribute to reinforcing partnerships among migrants' associations and other CSOs**, and their capability to apply for funding with a view to implementing other projects related to preventing irregular migration. Information sharing, including good practices and lessons learnt among volunteer associations across target countries, could also reinforce synergies and eventually lead to joint activities that could also strengthening their capacity to access funding. Linked to conclusion 9 and 10.
9. **Strengthen the partnership of volunteer's organizations with the local administration** is also important to buy-in the support of decision makers, essential for sustainability purposes and the eventual support of public entities to the activities of the Volunteers. While in some countries such as Senegal the project has engaged with the Ministry of Foreign Affairs, there is still room for improvement when it comes to volunteer associations being recognized by political actors as partners in the prevention of irregular migration. Linked to conclusion 9 and 10.
10. **Keep promoting synergies with other projects from IOM and other UN entities and relevant organizations**, in order to work under a more comprehensive/holistic approach that can ensure contribution from different angles while strengthening the sustainability of results. Within IOM, a series of relevant initiatives are currently been developed, such as the COMPASS project, the IOM X campaign and the Waka Well website for which relevant synergies have been already considered. Linked to conclusion 9 and 10.

Priority: Medium.

Resource implication: Minimal.

Timeline: Potential Phase 3.

Responsibility: RO and COs, national governments, UN entities, and other relevant stakeholders.

## RECOMMENDATIONS RELATED TO GENDER MAINSTREAMING

11. **Add new markers to identify and broaden the level of integration of gender issues at all levels** (activities, outputs and outcomes). The GRES Score could be used to ensure that all relevant gender-oriented work is captured, classified (gender negative, blind, targeted, responsive and/or transformative)<sup>28</sup> and reported. [Linked to conclusion 2.](#)
12. **Provide specific gender trainings to staff at the country level.** The trainings should present good practices and lessons learned from other COs, ensure that a broader understanding of how gender issues can be applied in the prevention of irregular migration, as well as include clear protocols on how to address the work with female migrants. [Linked to conclusion 2.](#)

Priority: High.

Resource implication: Minimal, only if trainings are externalized.

Timeline: Potential Phase 3.

Responsibility: RO and COs with the support of the Gender Working Group.

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<sup>28</sup> [http://web.undp.org/evaluation/documents/guidance/gender/GRES\\_English.pdf](http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf)

## 11. LIST OF ANNEXES

Annex 1	Evaluation Matrix
Annex 2	Social Media Content Review
Annex 3	Most Significant Change results
Annex 4	Approach and methodology
Annex 5	List of informants per technique
Annex 6	GRES Scale
Annex 7	Data collection tools
Annex 8	List of documents reviewed

**ANNEX I – EVALUATION MATRIX**

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
<b>RELEVANCE</b>	<b>1. How relevant is the project approach</b> in relation to the structural needs and context of the Volunteers towards contribution to the expected overall results?  <b>Key concepts:</b> Relevance of skills developed for Volunteers and journalists, adequacy of activities to Volunteers' realities and context, and adaptation to COVID-19 challenges.	1.1 Is the project <b>focused on the skills required</b> by Volunteers to perform their roles as messengers, helping them generate messages and support the target audience to make informed migration-related decisions?	1.1.1 Level of adequacy of the situation /need identification analysis carried out for the capacity building component.	DR / KII	Situation analyses, progress reports, etc.	X	--	--
			1.1.2 Level of agreement between Volunteers and other relevant stakeholders on the level of participation designing the capacity building component (ToT, TNV and skills training).	S / FGD	Survey and KII results. Interviews	X	X	X
			1.1.3 Level of agreement between Volunteers on the extent to which skills acquired are useful beyond the scope of the MaM.	S / FGD	PRODOC, M&E data, progress reports. Survey and FGD results.	--	X	--
			1.1.4. Extent to which the content produced by Volunteers reflects the key messages of the project	DR	PRODOC, Social media content	--	--	--
		1.2 To what extent did the project consider <b>the situation of Volunteers</b> (male and female) when implementing activities,	1.2.1 Level of integration of the lessons learned from previous phases to better adapt MaM to the Volunteers situation.	DR/KII	PRODOC, M&E data, progress reports, IOM X information,	X	--	--

<sup>29</sup> DR= Desk Review; S= Survey; FGD= Focus Group Discussion, KII= Key Informant Interview.

<sup>30</sup> Includes Volunteers, migrant leaders, Volunteers' CSOs, and relevant community-based organizations.

<sup>31</sup> Includes local and national media organizations, and other implementing partners.

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
		generating messages and supporting the target audience in making informed migration-related decisions?			evaluation reports, etc.			
			1.2.2 Level of agreement between Volunteers on the extent to which the project considered their contextual issues, including the different needs of men and women, with a focus on victims of trafficking, GBV and the stigma faced by female returnees.	DR/KII	PRODOC, M&E data, progress reports, evaluation reports, etc.	--	X	--
			1.2.3 Assessment of the level of integration of a gender sensitive approach when assessing the different needs of the Volunteers using the extended GRES score. (e.g., online safety, privacy issues, support in dealing with stigma)	DR/KII/FGD	PRODOC, progress reports, etc. Survey, KII and FGD results.	X	X	--
<b>RELEVANCE</b>	1. How relevant is the project approach in relation to the structural needs and context of the Volunteers towards contribution to the expected overall results?	1.3 Is the partner training <b>relevant to journalist</b> and media outlets in the region?	1.3.1 Assessment on the extent to which partner training is relevant to foster collaboration and synergies between partners and disseminate MaM key messages.	DR/KII/S	PRODOC, progress reports etc. Survey and KII results, Meltwater reports.	X	--	X
		1.4 To what extent was the project <b>flexible and adapted</b> to the restrictions imposed by the COVID-19 pandemic?	1.4.1 Evidence of the project's adaptability to response to the changing political, social, and economic context as a result of the pandemic for the three key components (capacity building, community engagement and digital content/social media).	DR	PRODOC, M&E data, progress reports, etc.	--	--	--

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
			1.4.2 Stakeholders perception on the level of flexibility of the project design to emerging needs resulting from the pandemic.	KII/S	Results of KII and questionnaires.	X	X	X
EFFICIENCY	2. How well has the project being implemented to ensure the <b>maximization of results and resources</b> ?  <b>Key concepts:</b> Adequate availability and use of resources.	2.1 Have the Volunteers been <b>recruited and trained in a timely manner</b> so as to ensure the generation of key messages, implementation of activities and the engagement with target audiences?	2.1.1 Extent to which resources (personnel and know-how) were coherent with the expected objectives and planned actions.	DR/KII/S	PRODOC, M&E data, progress reports, evaluation reports, etc.	X	--	--
			2.1.2 Extent to which the budget and timeframe was sufficient to achieve the project objectives, and the extent to which it was affected due to COVID-19.	DR/KII/S	PRODOC, M&E data, progress reports, evaluation reports, etc.	X	--	--
			2.1.3 Extent to which the timeframe for the implementation of activities has been sufficient to achieve expected goals.	DR/KII/S/ FGD	PRODOC, M&E data, progress reports, evaluation reports, etc.	X	X	--
			2.1.4 Identification of potential alternative strategies to produce more cost-efficient results.	DR/KII/S	PRODOC, M&E data, progress reports, evaluation reports, etc.	X	--	--
			3.1.1 Assessment of the relevance of the various social media platforms used, and collaborations made (influencers, media partnerships, etc.) to produce results with an efficient use of resources, including	DR/S/KII	PRODOCS, M&E data, progress reports, Meltwater data, Facebook	X	X	X
	3. Have the implementation strategies to <b>engage the target audiences</b> been the	3.1 Has the project considered the most <b>appropriate channels</b> to engage target audiences?						

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
	best possible options toward generating debates and support informed migration-related decisions?  <b>Key concepts:</b> Adequacy of the implementation strategy to engage target audiences		synergies and the co-creation of campaigns.		metrics, etc. Results of survey and KII.			
			3.1.2 Assessment on the extent to which the digital content generated reached the appropriate audiences, including adapted messages targeting among others, victims of trafficking and sexual exploitation.	DR/S/KII	PRODOCS, M&E data, progress reports, Facebook metrics, Meltwater data, lessons learned from IOM X, etc. Results of survey and KII.	X	X	X
		3.2 Have the materials (digital content) used been adequately adapted to <b>youth</b> and <b>young female</b> audiences?	3.2.1 Level of adequacy of the content produced by Volunteers to the platforms available, analysed by messages, target audiences (especially youth and young females), and gender aspects.	DR, KII	PRODOCS, M&E data, progress reports, social media content review, Facebook metrics, etc. Results of survey and KII.	X	X	X
			3.2.2 Level of agreement between Volunteers and other relevant stakeholders on the adequacy of materials used to engage targeted audiences, especially youth and young females.	DR/S/KII	PRODOCS, M&E data, progress reports, Meltwater data, Facebook metrics, etc. Results of survey and KII.	X	X	X

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
<b>EFFICIENCY</b>	4. Have the implementation strategies to engage and <b>empower Volunteers</b> been efficient?  <b>Key concepts:</b> Adequacy of the implementation strategy to engage and empower Volunteers.	4.1 Have the implementation strategies considered adequate approaches toward ensuring the <b>engagement and empowerment</b> of Volunteers to share their experiences?	4.1.1 Level of volunteer's retention rate reached through the different strategies considered (Volunteers' online group, in-person meetings, adapted methodologies per type of Volunteers, etc.).	DR/KII/S/FGD	PRODOC, M&E data, progress reports, etc.	X	X	X
			4.1.2 Assessment of the extent to which the level of engagement of Volunteers has evolved through the MaM activities (creation of networks and/or associations, initiatives beyond the scope of the projects and increasing level of responsibility towards delivering key messages)	DR/KII/S/FGD	PRODOC, M&E data, progress reports, evaluation reports, etc.	X	X	X
<b>SUSTAINAB.</b>	5. To what extent are the benefits of the project likely to continue once the external support is withdrawn?  <b>Key concepts:</b> Individual and organizational sustainability of awareness raising activities and the structures created.	5.1 To what extent the project <b>strengthened the capacities of Volunteers</b> and partners organizations to carry out future awareness raising activities?	5.1.1 Level of agreement between Volunteers and key partners of the improvement of the capacities and willingness/opportunities in each country to keep carrying out relevant awareness-raising activities.	KII/FGD/S	Results of KII and FGD.	X	X	X
			5.1.2 Level of establishment of formal/informal returnee networks in the areas of intervention, and the extent to which synergies between these networks and partner organizations can sustain results overtime.	DR/KII/FGD	PRODOC, M&E data, progress reports, partner org. documents, etc. Results of KII and FGD.	X	X	X



Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
		5.2 Have the Volunteers and partners organizations (including media) developed a <b>sense of engagement and ownership</b> about their role/involvement in preventing irregular migration and inform about local opportunities?	5.2.1 Level of intersubjective agreement of Volunteers and partners organizations (including media) about their role and engagement toward preventing irregular migration.	KII/FGD	Results of KII and FGD.	X	X	X
		5.3 To what extent the project has <b>strengthened the internal structures and processes</b> of the volunteer and returnee organizations through awareness raising activities so that they can continue to work autonomously?	5.3.1 Assessment of the level of improvement of the structures and internal processes of the volunteer and returnee organizations within Phase 2.	DR/KII/FGD	PRODOC, M&E data, progress reports, VFO org. documents, etc. Results of KII and FGD.	X	X	--
			5.3.2 Level of resources available and/or ability of Volunteers and returnee organizations to attract resources (economical, technical, material) to carry out future awareness raising activities.	DR/KII/FGD	PRODOC, M&E data, progress reports, VFO org. documents, etc. Results of KII and FGD.	X	X	--
			5.3.3 Identification of early indications of institutional and social sustainability of results (formal and informal agreements, exit strategies, etc.) for volunteer and returnees' organizations.	DR/KII/FGD	PRODOC, M&E data, progress reports, VFO org. documents,	X	X	--

Evaluation criteria	Evaluation questions	Sub-questions	Indicators / Data	Technique <sup>29</sup>	Documents	Stakeholders		
						IOM	Volunteers <sup>30</sup>	Partners <sup>31</sup>
					etc. Results of KII and FGD.			
	6. What have been the <b>challenges</b> in terms of sustainability during project implementation and how have they been addressed?	6.1 What are the main <b>contextual challenges</b> that can affect the sustainability of results?	6.1.1 Assessment on how contextual challenges might shape the sustainability of results, including challenges and opportunities as a result of the COVID-19 pandemic.	DR/KII/FGD	Annual reports, M&E data, etc.	X	X	X
		6.2 What are the main <b>internal challenges</b> affecting the sustainability of results?	6.2.1 Assessment on how internal challenges can affect sustainability.	DR/KII/FGD	Reports, M&E data, etc.	X	X	X

## **ANNEX II – SOCIAL MEDIA CONTENT REVIEW**

In order to give a qualitative assessment of the social media content range of the type of social content produced by the MaM content in terms of type of post, messages, length, inclusion of gender, the evaluation team reviewed a sample of the MaM content posted on the Facebook pages of the each of the 7 country offices. For each country, a “campaign” month was chosen (either March for International Women’s Day, or November for 16 days of activism against GBV), and a “normal month”. Care was taken to avoid selecting months during the rainy season for those countries most affected, as it is understood fewer activities took place then for logistical reasons. While the sample is not entirely random, reviewing all the MaM-related posts in two different months per country office provided a good overview of the range of content and allowed for the identification of good practices.

While the Facebook analytics for the relevant months were requested, to give an indication of the reach of the different posts, there are limitations on the usefulness of this information without much deeper analysis on cross-posting, use of paid boosting, etc. As the purpose of this evaluation did not include a focus on impact, a deeper analysis was beyond the scope of this research.

The main purpose of the analysis was to answer the following questions in the Evaluation Matrix:

- **Q1.1** Is the project focused on the skills required by Volunteers to perform their roles as messengers, helping them generate messages and support the target audience to make informed migration-related decisions?
- **Q3.1** Has the project considered the most appropriate channels to engage target audiences?
- **Q3.2** Have the materials (digital content) used been adequately adapted to youth and young female audiences?

The months reviewed for each country were:

- **Guinea:** November 2021 & April 2022
- **Sierra Leone:** March 2021 & January 2022
- **The Gambia:** November 2021 & February 2022
- **Nigeria:** November 2021 & January 2022
- **Senegal:** November 2021 & April 2022
- **Côte d’Ivoire:** October 2021 & March 2022
- **Liberia 2021:** September 2021 & March 2022

**Summary of findings:** In all, **103** posts reviewed of which **59** were videos

**Messaging:** Of 103 posts, 19 focused on the dangers of irregular migration; 4 focused on alternatives to migration; 4 focused on legal ways to migrate, 3 focused on specific risks to women; 13 focused on the situation of returnees; 10 had multiple messages, and 50 had other messages (mostly related to campaigns on IWD, 16 days of activism against gender-based violence, or other); 18 were testimonies, and 11 were other types of post.

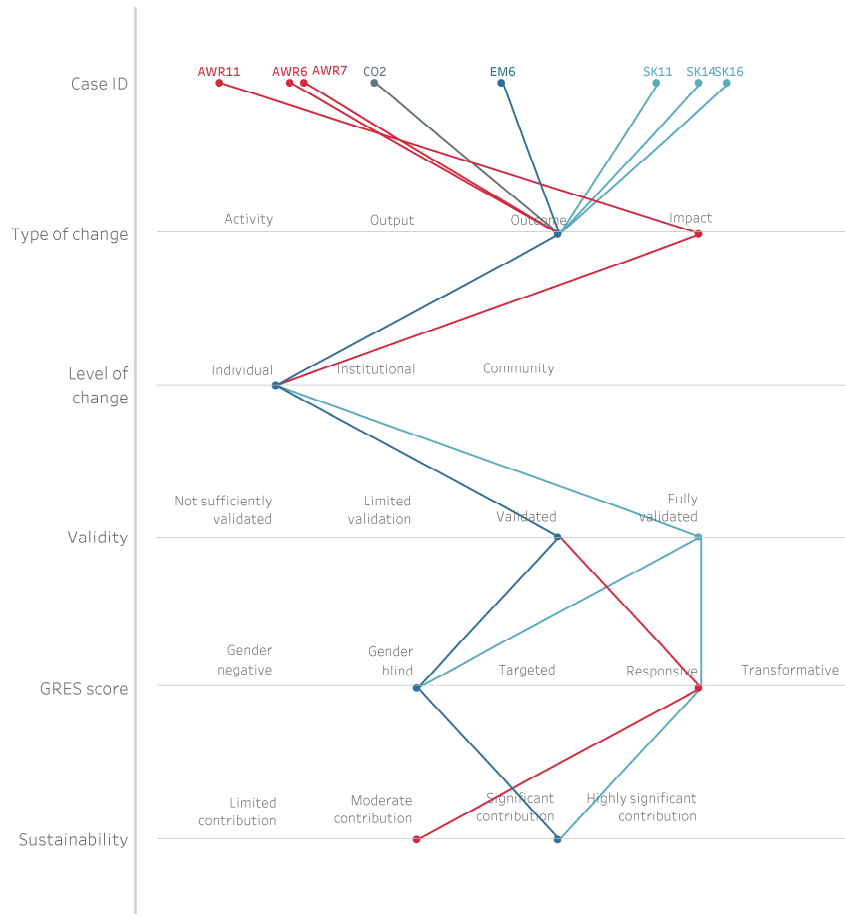
**Type of post:** Of 103 posts, 27 were campaign products, 2 were drama episodes, 34 were posts out MaM events or activities (including 2 with links to media stories); 8 were non-migrant interviews

Of **59 videos, 30 featured women** (although not always as the main protagonist). 4 were less than 1 minutes, 52 were 1-3 minutes, and 3 were more than 3 minutes.

**18 videos** were personal testimonies, of which 12 highlighted dangers of irregular migration, including one focusing on trafficking risks for women; 4 focused on the situation of returnees with positive messages; 1 had multiple messages; and one focused on alternatives migration/local opportunities.

## ANNEX III – MOST SIGNIFICANT CHANGE RESULTS

### RESULTS - MOST SIGNIFICANT CHANGE - INDIVIDUAL LEVEL

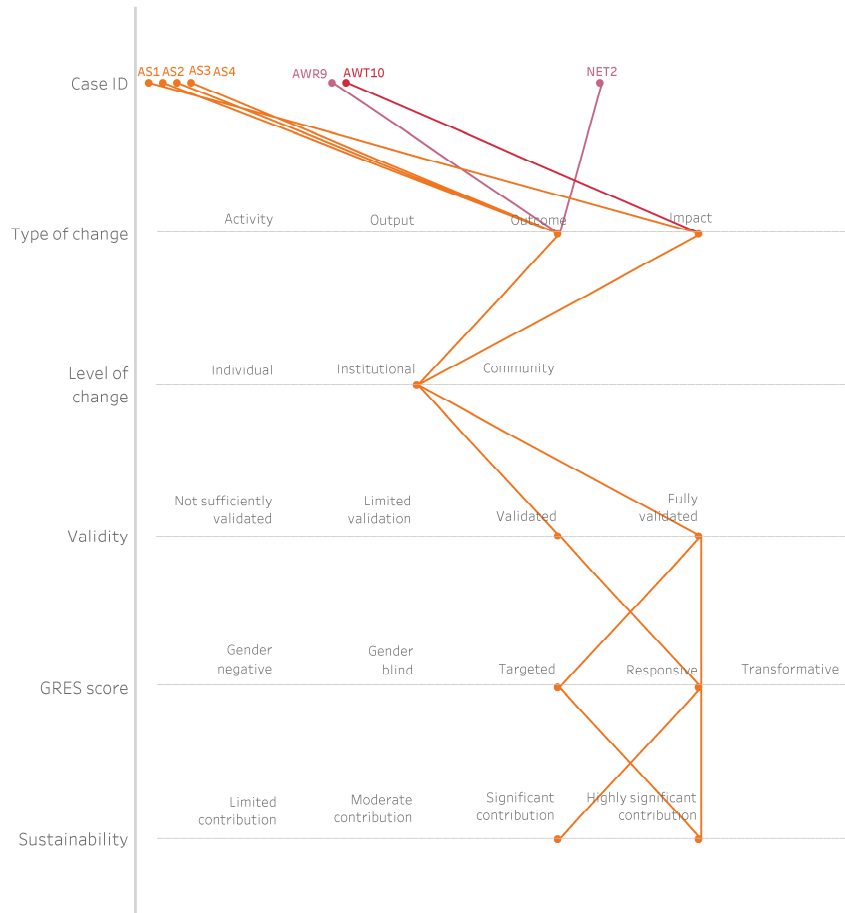


<b>LEVEL OF VALIDITY</b> <input type="checkbox"/> Validated with one source <input checked="" type="checkbox"/> Validated by two sources <input checked="" type="checkbox"/> Validated by 3 or more sources	<b>Sustainability (copia)</b> <input type="checkbox"/> Limited contribution <input checked="" type="checkbox"/> Moderate contribution <input checked="" type="checkbox"/> Significant contribution <input checked="" type="checkbox"/> Highly significant contribution	<b>CATEGORY OF CHANGE</b> <input checked="" type="checkbox"/> Access to employment <input checked="" type="checkbox"/> Awareness Raising <input checked="" type="checkbox"/> Skill/capacity development <input checked="" type="checkbox"/> Social cohesion
<b>TYPE OF CHANGE</b> <input type="checkbox"/> Output <input checked="" type="checkbox"/> Outcome <input checked="" type="checkbox"/> Impact	<b>LEVEL OF CHANGE</b> <input checked="" type="checkbox"/> Individual <input type="checkbox"/> Institutional <input type="checkbox"/> Community	<b>GRES SCORE</b> <input checked="" type="checkbox"/> Blind <input checked="" type="checkbox"/> Targeted <input checked="" type="checkbox"/> Responsive

**CHANGE DESCRIPTION** TOTAL NUMBER 10

<b>AWR6</b>	<b>Awareness Raising</b>	Contributes to making irregular migration visible and the sustainability of results	Volunteers becoming champions in their communities (even appearing in TV and Radio shows), which create re..
<b>AWR7</b>	<b>Awareness Raising</b>	Ability to convey messages based on the consequences of irregular migration	Ability to know and understand better the consequences of irregular migration for volunteers to deliver m..
<b>AWR11</b>	<b>Awareness Raising</b>	Partnership with media stakeholders developed, which contributes to the sustainabil..	Radio station interested in continuing to cooperate with volunteers in the long-term. Two volunteers are being k..
<b>CO2</b>	<b>Social cohesion</b>	Generate more peaceful societies, social cohesion.	Develop the capacity of volunteering and the values that it entails such as social commitment, generosity, the w..
<b>EM6</b>	<b>Access to employment</b>	It strengthens the professional career of volunteers while also building their capacity to raise ..	Volunteers have been hired as actors. Several volunteers (7-8) who participated in drama training have b..
<b>EN3</b>	<b>Engagement</b>	Strengthening visibility and participation of volunteers in decision-making processes wit..	Opportunity to participate in decision making processes within the community
<b>SK3</b>	<b>Skill/capacity development</b>	Strengthen the capacities of volunteers to convey life experiences in migrants, so tha..	Oral expression. Generate a discourse produced by the sociocultural learning of the individual
<b>SK11</b>	<b>Skill/capacity development</b>	Ability to convey messages based on the consequences of irregular migration	Development of cognitive abilities, structuring a message, knowing the concepts of words.
<b>SK14</b>	<b>Skill/capacity development</b>	Contributes to strengthening the capacities of volunteers	Psychosocial accompaniment of volunteers. Listen to the volunteers who participate in the project activi..
<b>SK16</b>	<b>Skill/capacity development</b>	Content creation is a potential source of income for both individual volunteers and their ..	Volunteers being able to engage in content creation professionally. Some volunteers are now or are aiming to d..

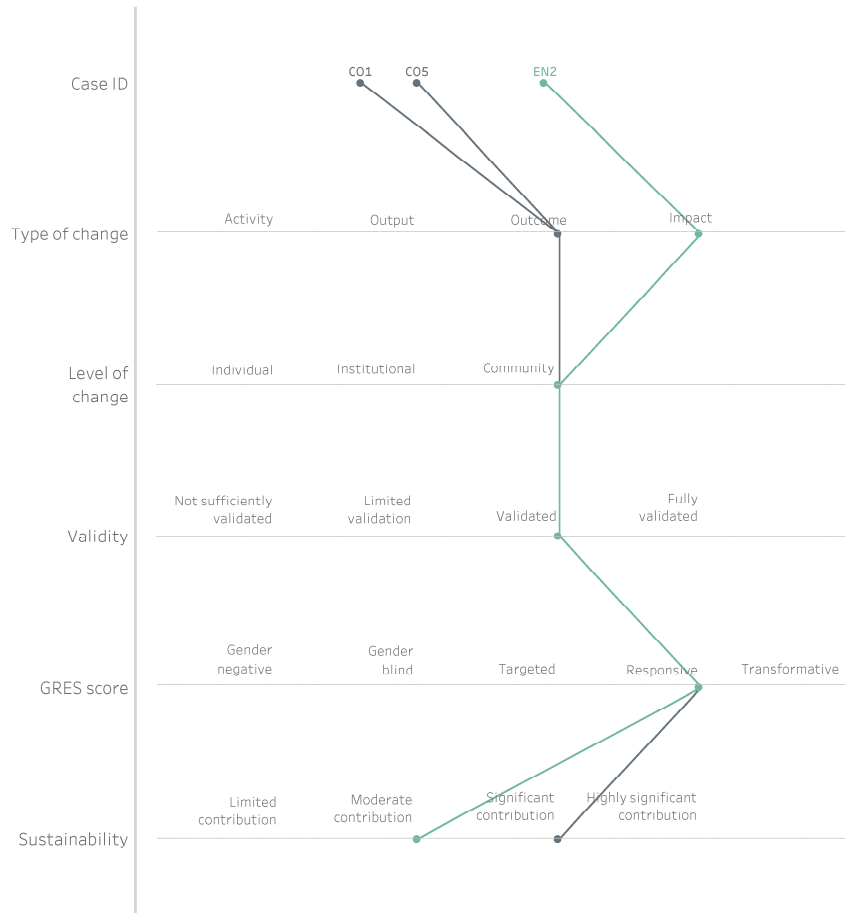
### RESULTS - MOST SIGNIFICANT CHANGE - INSTITUTIONAL LEVEL



- LEVEL OF VALIDITY**
  - Validated with one source
  - Validated by two sources
  - Validated by 3 or more sources
- Sustainability (copied)**
  - Limited contribution
  - Moderate contribution
  - Significant contribution
  - Highly significant contribution
- CATEGORY OF CHANGE**
  - Associationism
  - Awareness Raising
  - Networking/synergies
- TYPE OF CHANGE**
  - Output
  - Outcome
  - Impact
- LEVEL OF CHANGE**
  - Individual
  - Institutional
  - Community
- GRES SCORE**
  - Blind
  - Targeted
  - Responsive

CHANGE DESCRIPTION			TOTAL NUMBER
AS1	Associationism	Contribution towards ensuring messages against irregular migration are delivered beyond the life of MaM	8
AS2	Associationism	Contribution towards ensuring messages against irregular migration are delivered beyond the life of MaM	
AS3	Associationism	Put knowledge and skills into practice for delivering key messages and supporting relevant activities	
AS4	Associationism	The associations are all at different stages, but IOM is providing various types of support (logistical, business pl..	
AWR9	Networking/sy..	It contributes to sending messages to make visible the consequences of irregular migration	
AWT10	Awareness Raising	Developing media skills and capacities to provide accurate information on migration and to be sensitized with the topic, whi..	
NET2	Networking/sy..	Develop social skills and put into practice the knowledge acquired at the community level	
SK4	Skill/capacity development	Analyze and identify the most common problems in activities	

### RESULTS - MOST SIGNIFICANT CHANGE - COMMUNITY LEVEL



- LEVEL OF VALIDITY**
  - Validated with one source
  - Validated by two sources
  - Validated by 3 or more sources
- Sustainability (copia)**
  - Limited contribution
  - Moderate contribution
  - Significant contribution
  - Highly significant contribution
- CATEGORY OF CHANGE**
  - Engagement
  - Social cohesion
- TYPE OF CHANGE**
  - Output
  - Outcome
  - Impact
- LEVEL OF CHANGE**
  - Individual
  - Institutional
  - Community
- GRES SCORE**
  - Blind
  - Targeted
  - Responsive

CHANGE DESCRIPTION TOTAL NUMBER **3**

<b>C01</b>	<b>Social cohesion</b>	Favors rooting in communities and spread the messages	Strong social cohesion between volunteers. Promotes coexistence in communities, respect for difference.
<b>C05</b>	<b>Social cohesion</b>	Generate belonging to the community, social cohesion and even professional networks	Generate the idea of belonging to a group/community
<b>EN2</b>	<b>Engagement</b>	Ability to motivate people, groups of people, and involve them	Generates motivation in the local communities, family and friends

## ANNEX IV – APPROACH AND METHODOLOGY

### Summary of the evaluation methodology

The evaluation considered a **mixed-method concurrent embedded approach**. The evaluation team produced both quantitative and qualitative data concurrently, having a primary qualitative method that guided the process, complemented by a secondary quantitative database that provided a supporting role in the procedure. The **evaluation approach** considered a criteria-based approach complemented with a program theory model. The assessment was based on the **analytical framework** that included the evaluation matrix and the theory of change, as well as some key **research methods**, such as the Most Significant Change. The **data collection techniques** considered were semi-structured interviews, focus group discussions, extensive document review and an online survey. The **data analysis methods** included descriptive and content analysis, contribution analysis and descriptive statistics. The **purposeful sampling strategy** considered a series of criteria as well as a complementary snowball sampling. **Gender equality and human rights** were reflected throughout the process, and participation was ensured by involving a wide range of stakeholders in the design and execution of the evaluation. The **validity of the results** was ensured through data triangulation (use of a variety of data sources), methodological triangulation (use of more than one data gathering technique, such as interviews, surveys, and documents review), and investigator triangulation. Specific measures were taken to adapt the evaluation to the **implications of the COVID-19 pandemic**.

### Approach

**The driving questions for the evaluation could be summarized as** “How adequate and efficient has been the work with Volunteers and other partners towards the achievement of main goals?” and “How likely is it that results will last over time”? In order to address these evaluation main questions, the evaluation was built on the conceptual framework proposed in the ToRs and the Log Frame and guided by a set of evaluation questions. A set of criteria and evaluation questions were originally proposed in the ToRs, mainly focused on the relevance, efficiency, and sustainability of the results of the project. The evaluation team proposed a strong forward looking, formative and summative approach for the evaluation, aimed at understanding how the project worked, capturing learning and improving its design and implementation. The **evaluation matrix** is attached as **annex 1**.

The evaluation focused on identified priority criteria and evaluation questions as follows:

- **Relevance:** The extent to which the intervention was suited to the needs of target groups and the changing socio-political contexts. This includes social and cultural structures, priorities of the target groups and implementing partners (IPs) to addressing the rights and needs of the most vulnerable groups of population. More importantly, it also had a clear focus on the impact of the COVID-19 pandemic in the MaM Phase 2 project.
- **Efficiency:** measures the achievement of results in relation to the resources used in the search for an optimal allocation thereof.



- **Sustainability:** analyses the extent to which results are likely to last. Considering the timing of the evaluation, the assessment focused on the early indications of financial, institutional, technical and environmental sustainability of the MaM Phase 2 project results.

Finally, in addition to the criteria-based evaluation model suggested, the evaluation was also informed by a **program theory approach**. The program theory perspective states that every program is built upon explicit or implicit models on how the intervention will cause the desired results. For this, the global model of the project was revised, aiming at establishing the underlying intervention rationales, the causal linkages between all elements in the project toward the production of results. The theoretical model included all relevant aspects of the intervention: assumptions, global bottlenecks, key advocacy strategies, main priorities, outputs, dimensions, outcomes and the final impact.

The final recommendations provide information on how to address key information needs, giving actionable suggestions toward enhancing the effectiveness for future phases of the project. In addition, it shows how IOM's work could improve the use of digital and community engagement, to provide young people with the information they need to make informed migration decisions.

### **Methodological strategies**

The evaluation was developed through a mixed-method concurrent embedded approach<sup>32</sup>. The evaluation team produced both quantitative and qualitative data concurrently, having a primary qualitative method that guided the process, complemented by a secondary quantitative method that provided a supporting role in the procedure.

The secondary quantitative method was therefore embedded within the predominant qualitative method to establish convergences, divergences or a combination of both. Therefore, a process of confirmation, disconfirmation, cross-validation and corroboration was carried out in order to obtain key findings on which to base conclusions and recommendations.

Both primary and secondary methods were conducted in an interim and iterating way to ensure the highest methodological robustness. The primary and secondary methods were implemented in response to evaluative needs and analysed together in a way that helped shed light on the structure, outputs and processes implemented during the project.

Concerning the **data analysis methods**, the evaluation considered a combination of the following:

- A descriptive analysis aimed at identifying and understanding the contexts in which the project has evolved, and to describe the types of interventions and other characteristics of the project. The analysis was carried out aimed at identifying and understanding contextual elements. The analysis reflected key contextual migration issues affecting each of the target countries, with a particular focus to the impact of the COVID-19 pandemic and how it had influenced the project.
- A content analysis, to highlight diverging views and opposing trends. The emerging issues and trends extracted from both qualitative and quantitative databases (Dedoose and Excel with encodings) provided the basis for preliminary observations and evaluation findings.

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<sup>32</sup> Creswell. "Research Design", Third edition, 2009.

- A contribution analysis considered in order to test the validity of the program theory. The team examined what internal and external factors affected the ability of the project to provide young people with the information they need to make informed migration decisions. In addition, following the Most Significant Change technique, the evaluation team identified early indications of sustainability of results.
- Descriptive statistics were applied to present the results of the online survey and the analysis of different key documents, such as the M&E framework, financial and resource mobilization follow up plans, etc.

The combination of techniques was chosen to enable the consulting team to obtain a reasonable view and understanding of the project to be able to answer and provide meaningful recommendations. **The use of different and complementary sources of information helped to fill the gap between the absence of information in some cases, non-updated information or unreliable information.**

The following methodological strategies and data gathering techniques were used:

Table Methodological approach

METHODOLOGICAL STRATEGIES	RESEARCH TECHNIQUES	DATA GATHERING TOOLS
<b>Qualitative strategies</b> <b>(Descriptive, content and contribution analysis)</b>	<ul style="list-style-type: none"> <li>• Desk research (primary &amp; secondary data)</li> <li>• Key Informants Interviews</li> <li>• Most significant change</li> </ul>	<ul style="list-style-type: none"> <li>• KII and FGD protocols</li> <li>• Analytical framework</li> <li>• Review notes</li> <li>• Social media content</li> </ul>
<b>Quantitative strategies</b> <b>(Descriptive and inferential statistics)</b>	<ul style="list-style-type: none"> <li>• Desk research (primary &amp; secondary data)</li> <li>• Online survey</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire</li> <li>• Review notes</li> </ul>

Most Significant Change<sup>33</sup> (MSC): is a supplementary qualitative strategy by which the evaluator collects significant change stories emanating from the field level, in an attempt to reconstruct early evidence of engagement and empowerment of Volunteers that could contribute to ensure the sustainability of results. The technique is usually conducted during a considerable period of time (such as a year), although given current limitations, the evaluation team focused on the stories shared by the group of stakeholders during the fieldwork. Then the team selected what were considered the “best stories”, or those that better represented the aims of the programme, generating a dialogue about the success of the intervention. Once all the changes were identified and classified in an excel sheet, an interactive dashboard was created in Tableau to identify main patterns and trend, and included in the analysis. The visual can be found in section Q5.

Document review: The evaluation team started conducting a review of the project based on primary and secondary sources. The consulting team continued to review and synthesize material from the selected documentation during fieldwork and data analysis.

<sup>33</sup> Davies, R & Dart, J (2005) “The “Most Significant Change” technique

**Content review:** The evaluation team also reviewed a representative sample of the social media content produced and disseminated by the Volunteers, qualitatively analyzing the messaging, gender aspects, and other aspects against the project’s overall goals.

**Key Informant Interviews (KII):** The evaluation team conducted online semi-structured interviews guided by protocols based on questions in the evaluation matrix and those developed during the document and portfolio reviews. This was a crucial method in the assessment as it generated key perceptual data, and allowed data triangulation, views and opinions of different stakeholders.

**Focus group discussion (FGD):** Some local facilitators (IOM non-MaM staff and independent consultants) conducted focus group discussions to complement KIIs with Volunteers’ members of associations.

**Online survey:** The online survey was designed to complement qualitative techniques and produce quantitative information about the perceptions and views of key stakeholders. It was also designed to gather the perceptions and feedback of those informants not reached through interviews. In order to increase the likelihood that informants complete the questionnaires, the surveys were kept as short as possible, were shared through the COs and launched through the “SurveyMonkey” online platform.

The information produced enabled the assessment of the different questions through:

- **A qualitative assessment**, that allowed the consulting team to address the inquiry questions considered, amplifying the understanding of the findings and enabling adequate guidance to the decision-making processes. The consulting team coded and provided specific information about each of the questions, producing diverse and rich qualitative data analysis sourcing KIIs, FGDs and the online survey. The qualitative enquiry was carried out using a specific qualitative analysis software (Dedoose).
- **A quantitative assessment** based on the results obtained through the survey, allowed the quantification of the variables considered in each of the evaluation question and indicators. Once the quantitative results and database were ready, specific software was used to conduct the analysis and produce the visuals (Tableau and Excel).

Table Proposed methods for data collection

PROPOSED METHODS FOR DATA COLLECTION			
Methods	Description	Min-Max Number	Addressee
<b>Document review</b>	In-depth review of all documentation related and generated by the project, including social media content.	N/A	N/A
<b>Key Informants interviews</b>	The evaluators conducted individual interview with selected stakeholders	62 interviews were conducted with selected stakeholders	IOM's COs and RO, implementing and other partners.  Volunteers and returnees' associations (including a diversity of informant's

			groups as specified in the sampling strategy section).
<b>Online survey</b>	The evaluators launched an online survey to crosscheck and/or confirm qualitative findings of the interviews.	2 surveys	IOM's COs and RO. Volunteers that are part of returnees' associations and Volunteers that are not part of returnees' associations.
<b>Focus group discussions</b>	To complement KIIs and reach a higher number of potential informants to discuss on a particular topic.	10 focus groups were conducted with selected stakeholders, in the CO so that it is possible for Volunteers to have access to internet connection.	Volunteers (including a diversity of informant's groups as specified in the sampling strategy section), accompanied by a volunteer or local consultant not involved in the project.

**In terms of enhancing the validity** of the evaluation, the combination of proposed methods allowed the triangulation of information, and strengthened the validity of the analysis. The evaluation team considered data triangulation (use of a variety of data sources), methodological triangulation (use of more than one data gathering technique, such as interviews, surveys, and documents review), and investigator triangulation (use of different researches or evaluators). In addition, validation of key findings by the designated IOM ERG and other relevant stakeholders was a crucial strategy during the analysis, interpretation and final reporting.

**In order to ensure the reliability** of data-gathering tools, the evaluation team conducted several reliability procedures, such as ensuring that the definition of codes and subcategories for qualitative data is well-defined and that team members understand each key concept similarly. This was accomplished by defining each code clearly; regularly comparing data with codes and by crosschecking codes developed. The original coding system followed the logic included in the evaluation matrix (questions, sub-questions and indicators), including additional labels such as lessons learnt, good practices, recommendations, etc. Once the coding process started, the team fine-tuned the coding framework by adding additional codes in an iterative way to address emerging issues and patterns, ensuring that all relevant pieces of information were adequately labelled and systematized for the analysis. In the third Phase of the evaluation, the draft final report was shared with the IOM ERG in order to improve the initial draft overall: by completing, adjusting or qualifying the whole process as well as deepening the conclusions and the recommendations.

### **Sampling strategy**

The evaluation employed a purposive sampling technique, which was a non-probability sample that was selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling<sup>34</sup>. It is a non-probability approach that fits with the strong qualitative focus of the evaluation.

<sup>34</sup> <https://www.thoughtco.com/purposive-sampling-3026727>

Table Sampling strategy for data collection

SAMPLING STRATEGY FOR DATA COLLECTION			
Methods	Sample type	Countries	Rationale
<b>Survey for IOM</b>	IOM Staff (RO and COs) involved in the project	All	High coverage and access to IOM staff feedback on key evaluation sub-questions.  16 IOM Staff have participated in the survey (3 women and 13 men).
<b>Survey for Volunteers and members of associations</b>	All Volunteers participating in the project of the seven countries	All	Although differences in internet access exists among the demographic groups, a questionnaire was launched targeting Volunteers in order to have the maximum possible reach.
<b>Semi-structured interviews</b>	Purposeful sampling (deviant case sampling combined with typical case sampling)	All, with different levels of participation	<p><b>Focus:</b> Approximately 10 interviews per country with relevant stakeholders (About 5 with Volunteers, 3 with partners and 2 with IOM staff) in Guinea (due to relevant results in Phase 1), The Gambia (due to considerable levels of active Volunteers in Phase 2) and Sierra Leone (with limited awareness raising activities).</p> <p><b>Complementary:</b> Approximately 7 interviews per country with relevant stakeholders (About 4 with Volunteers, 2 with partners and 1 with IOM staff) in Senegal, Nigeria, Côte d'Ivoire and Liberia.</p> <p>11 IOM Staff were interviewed (5 women and 6 men from the COs, and 3 women from the RO). 12 Partners were interviewed (6 women 6 men). 37 Volunteers were interviewed (16 women and 21 men).</p>
<b>Focus group discussions</b>	Purposeful sampling (focused on establishing levels of sustainability)	All, with different levels of participation	<b>Focus:</b> 2 FGD per country in Senegal, Guinea and Nigeria (because of their participation in Phase 1 more room to determine

			<p>sustainability of results working with Volunteers)</p> <p><b>Complementary:</b> 1 FGD per country in Sierra Leone, Liberia, Côte d'Ivoire, and The Gambia.</p> <p>73 Volunteers have participated in the Focus Group (30 women and 43 men).</p>
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A set of two **questionnaires** was designed, one to IOM staff and one to Volunteers, that was shared with all the contacts provided by the COs. The aim was to access as many people as possible, and to obtain answers of these two groups of informants about specific questions related to relevance, efficiency and sustainability of the actions undertaken with Volunteers

All the seven countries were considered in the sample for **interviews**. The sample of targeted communities was designed to illustrate the different situations, highlight what is typical, average (typical case sampling) and was complemented with extreme or deviant case sampling, which highlights unusual manifestations of the phenomenon of interest (e.g. very low or very high levels of participation of volunteers in a particular scenario). Informants interviewed included Volunteers, national implementing partners, the IOM program managers, M&E specialists, as well as other technical staff. At the country level, the sampling strategy was complemented with a snowball sampling approach, where the goal was to identify new relevant informant based on the feedback provided by selected informants. In order to get a comprehensive understanding of how adequate and efficient was the work with Volunteers and other partners towards achievement of main goals, and how likely is it that results will last over time, the idea was to select, where possible, people from different backgrounds to try to access a broad spectrum of realities. Using this approach, the evaluation team tried to get the widest range of evidences avoiding an over-representation of the most active people. In this sense, a special attention was given to women and people from the different regions.

For the **focus groups discussions**, the three countries where MaM Phase 1 was implemented (Senegal, Guinea and Nigeria) received an extra attention, as there was more room to determine the sustainability of results working with Volunteers. Therefore, two focus groups with Volunteers were carried out in the three above mentioned countries and one focus group discussion in the other four countries (Sierra Leone, Liberia, Côte d'Ivoire, and The Gambia). In total, ten focus groups, with a total of 70 participants were carried out.

Concerning the selection of participants, they were selected from the list provided by the COs ensuring gender balance, representation of the different regions of the country (when possible) and that people from different backgrounds were involved. The goal was to get a comprehensive understanding of their experiences acting as Volunteers and what could be done to improve and ensure the sustainability. In this way, the sample of participants at the local level was made taking into account the criteria provided by the IOM during the inception phase, being among others:

- accessibility;
- possibility to organize regular meetings;
- digital infrastructure; and

- presence of CSOs engaged in migration and advocacy.

### **Inclusivity, Gender equality and Human Rights based approach**

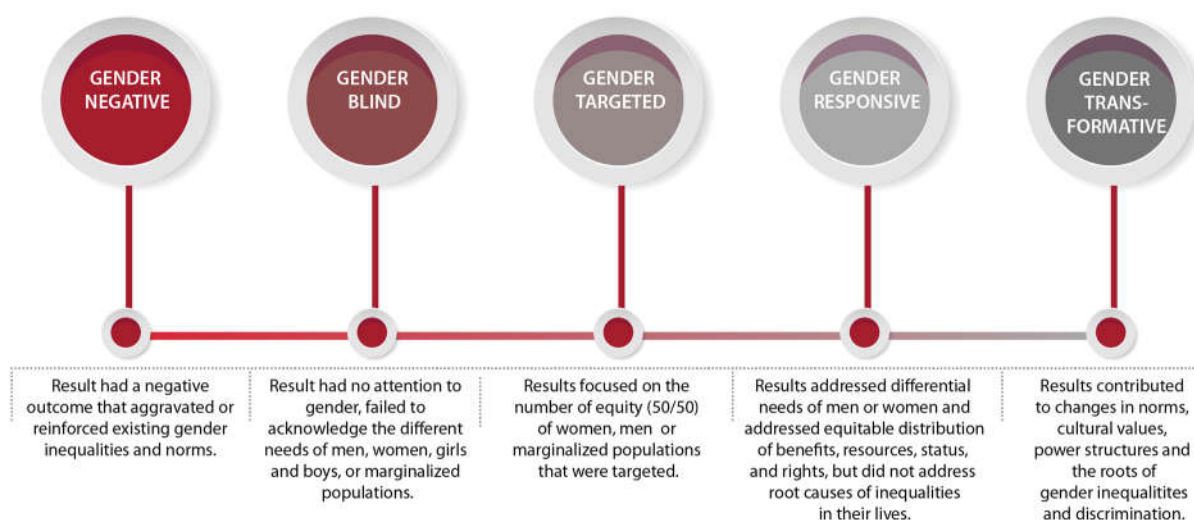
So as to ensure inclusivity, participatory, gender and human rights responsiveness, the final evaluation was guided by the UNEG's principles on Integrating Human Rights and Gender Equality in Evaluation<sup>35</sup>, as well as IOM guidelines for gender and the IOM Project Handbook (including relevant Annex 6.10).

The evaluation considered **some strategies to assess whether gender and human rights considerations are mainstreamed into the project**:

- Ensured the provision of information on how interventions affected men and women differently, and the extent to which actions contributed toward gender equality, human rights and women empowerment. For that purpose, the GRES Scale<sup>36</sup> was used as reference.
- Took into account contextual elements of each project, and analysed how they affected implementation.
- Focused on determining whether outcomes and outputs were gender responsive, and that the M&E system captured data that reflect structural misbalances in the way men and women face the problems the interventions address.
- Designed gender-responsive evaluation tools based on the evaluation matrix indicators, that ensured a contextual gender analysis and target gender-responsive stakeholders.

According to the GRES Scale, the following are the elements that were taken into consideration during the evaluation process.

Figure GRES Scale



### **COVID-19 evaluation measures**

The evaluation team also reflected on, and factored in, both the direct and indirect causal effects of the COVID-19 pandemic on the final evaluation.

<sup>35</sup> Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

<sup>36</sup> [http://web.undp.org/evaluation/documents/guidance/gender/GRES\\_English.pdf](http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf)

Furthermore, the evaluation was conducted remotely, using the online video conferencing tool “Zoom”. However, there are some challenges associated with this. The use of online methods required good internet connectivity, tools, and most of all a robust database with contact details of the targeted constituents and stakeholders. In addition, some challenges related to the bias during data collection were taken into consideration.

### **Norms and standards**

The evaluation was conducted following relevant IOM policies on M&E and IOM Data Protection Principles, as well as UNEG norms and standards. The consultants were fair and carried out the evaluation with integrity and honesty. Issues of confidentiality were taken seriously. Data collected and any resulting information was not linked to any particular person or office. The participants were made aware that their participation was voluntary. Dissent or unwillingness to participate was respected and they were aware that they were allowed to withdraw from the exercise/ interview at any time without negative consequences. The consultants declared not to have any conflicts of interest, as they have not directly or indirectly participated in any of the interventions under review, nor have a personal relationship with managers and/or consultants involved in those.



**ANNEX V – LIST OF INFORMANTS PER TECHNIQUE**

SURVEY					
	IOM STAFF		VOLUNTEERS		TOTAL
	F	M	F	M	
Regional Office	2	2	-	-	4
Côte D'Ivoire	0	4	14	16	34
The Gambia	0	1	5	12	18
Guinea	0	2	11	22	35
Liberia	0	1	6	19	26
Nigeria	1	1	15	21	38
Senegal	0	1	14	27	42
Sierra Leone	0	1	22	24	47
<b>TOTAL</b>	<b>3</b>	<b>13</b>	<b>87</b>	<b>141</b>	<b>244</b>

INTERVIEWS							
	IOM STAFF		PARTNERS		VOLUNTEERS		TOTAL
	F	M	F	M	F	M	
Regional Office	3	0	-	-	-	-	3
Côte D'Ivoire	1	0	0	1	2	3	7
The Gambia	0	1	2	1	2	2	8
Guinea	0	1	0	1	4	2	8
Liberia	0	2	2	1	2	3	10
Nigeria	0	1	1	0	1	3	6
Senegal	1	0	1	1	3	5	11
Sierra Leone	0	1	0	1	2	3	7
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>16</b>	<b>21</b>	<b>60</b>

FOCUS GROUPS			
	VOLUNTEERS		TOTAL
	F	M	
Côte D'Ivoire	4	4	8
The Gambia	0	6	6
Guinea	9	7	16
Liberia	3	7	10
Nigeria	3	6	9
Senegal	7	9	16
Sierra Leone	4	4	8
<b>TOTAL</b>	<b>30</b>	<b>43</b>	<b>73</b>

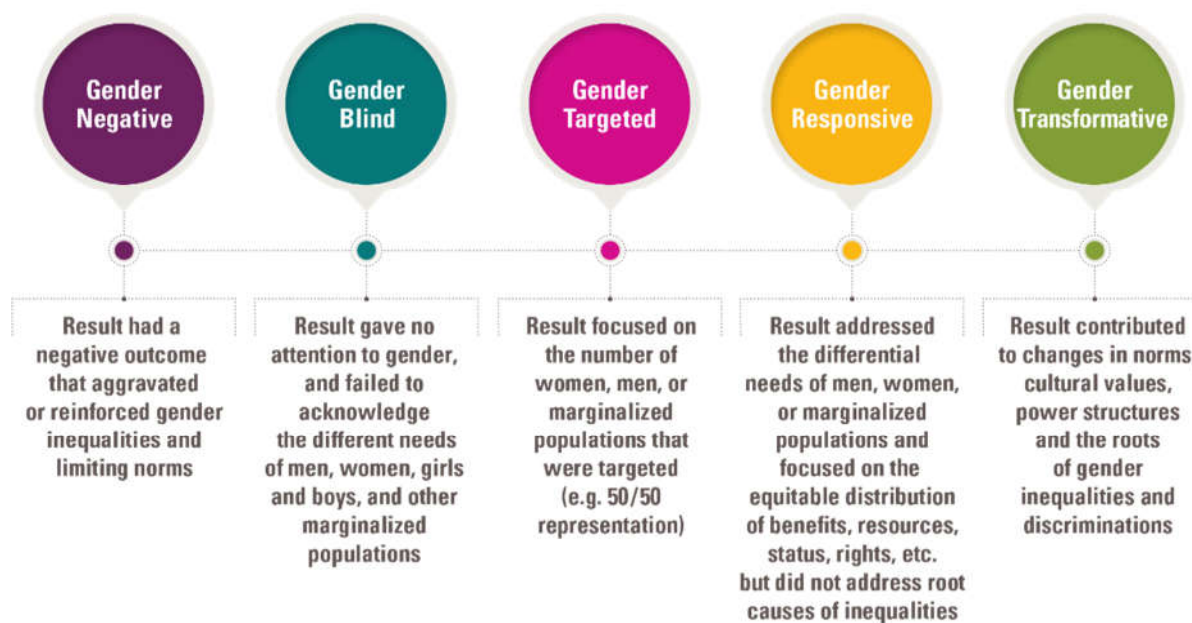
**ANNEX VI– GRES SCALE****EVALUATION GUIDELINES**

**IEO** INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# The Gender Results Effectiveness Scale (GRES): A Methodology

This note provides an overview of the Gender Results Effectiveness Framework (GRES). The purpose is to provide evaluators with guidance on implementing a gender responsive analysis of results in evaluations or assessments<sup>37</sup>

## The Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

The GRES was created to capture variation in the type of gender results with five categories:

<sup>37</sup> Future Guidance Notes will focus on diverse use cases, highlighting how to integrate the GRES in programme design, implementation and evaluation phases and how different UN agencies and beyond have used the GRES tool.

### What is gender responsive evaluation?

*“Gender-responsive evaluation has two essential elements: what the evaluation examines and how it is undertaken. It assesses the degree to which gender and power relationships—including structural and other causes that give rise to inequities, discrimination and unfair power relations, change as a result of an intervention using a process that is inclusive, participatory and respectful of all stakeholders (rights holders and duty bearers). Gender-responsive evaluation promotes accountability to gender equality, human rights and women’s empowerment commitments by providing information on the way in which development programmes are affecting women and men differently and contributing towards achievement of these commitments. It is applicable to all types of development programming, not just gender-specific work.”* From UN Women. Independent Evaluation Office, 2015. [How to Manage Gender Responsive Evaluation](#). UN Women. pp 4.

### How to Classify Results According to the GRES

- *Create a database of results.* The database should contain results that have been validated with triangulated evidence.<sup>38</sup>
- *Apply the GRES categories to each result.* This can be done in excel. Alternatively, if you have results in text format, such as a report, then you can code using the GRES scale in a qualitative software and visualization tool, such as ImpactMapper<sup>39</sup> or NVivo<sup>40</sup>. Keep in mind the context that the results take place in, and code accordingly. What may be coded as a gender targeted result in a context where women enjoy greater rights and equality, may be gender responsive in a more politically repressive context for women and girls.
- *Aggregate results.* Calculate the number and percentage of results that fall in different GRES categories.<sup>41</sup>
- *Interpret the results according to the strategic or theory of change premise.* Often the stated aim in policy or project/programme theory of change or strategy document is to achieve gender transformative or responsive results. You now have data to assess the extent to which the combined results have effectively contributed to the achievement of norm and power shifting results or not. Use the high-level findings from the GRES to dig deeper into the nuances of the programme implementation and results pathways and to highlight lessons learned or areas for future exploration.
- *Contextualize the results.* Dig deeper into the data to explore factors contributing to results with attention on the context. Describe what initiatives, strategies, approaches, and contextual factors influenced results and how. Be sure to contextualize the interpretation of results given the socio- political context. The aim is to analyze the context and describe the extent to which the results were responsive to existing or even

<sup>38</sup> Often this database is constructed in an excel file, with the organization, country, region, income status, and any other demographic data that would be interesting to conduct cross-tabs with included.

<sup>39</sup> <https://www.impactmapper.com/>

<sup>40</sup> <https://www.qsrinternational.com/nvivo-qualitative-data-analysis-software/home>

<sup>41</sup> Charts can be created for the number and percentage of different results in each GRES category generally. This could also be done for different demographic variables of interest, such as regional, issue/theme, SDG variation, etc.

challenging existing inequalities and discriminations and to understand if this resulted in women and girls having more power, influence, voice, decision- making, control over resources, etc, i.e., transformative.

- *Dive deeper into describing the reasons for any gender negative results or reversals in progress and reflect on why these occurred.* For example examine if there was backlash of successful previous efforts where there had been shifts in power, in which case the result might be actually be seen as a step in a progress trajectory,<sup>42</sup> or was this a result of the lack of gender analysis in the programme, exacerbating existing gender and power inequalities.
- *Provide recommendations on what to change, expand or scale up with focus on improving the quality of gender results in the scale.*




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<sup>42</sup> "When you work for women's interests, it's two steps forward - and at least one step back. And those steps back are...often evidence of your effectiveness; they represent the threat you have posed to the power structure, and its attempt to push you back. Sadly, even our 'success stories' are sometimes nothing more than ways the power structure is trying to accommodate and contain the threat of more fundamental change by making small concessions to us" (Sheela Patel, as seen in [Batliwala and Pittman 2010:7](#)).

## **ANNEX VII – DATA COLLECTION TOOLS**

### **ONLINE SURVEY - IOM**

As you have been informed, Artival Research and Evaluation is carrying out the final evaluation of the “Migrants as Messengers Phase 2” campaign. As part of the evaluation process, we would like to ask you some questions about the programme.

The survey will run until XXXXX. It should take about 10 minutes to complete. Your participation is voluntary, and responses will be kept confidential, since the questionnaire is anonymous. This is not a test, and there are no right or wrong answers. You have the option to stop or not respond to any questions that you choose at any point during the survey.

You can access the questionnaire in the following link: XXXXX

In case you have any questions or queries, please contact us in the following email address: [Stavros.kargas@artival.es](mailto:Stavros.kargas@artival.es)

Many thanks in advance for taking the time to complete the survey.

#### **SECTION 1. PROFILE**

1. Gender

- Female
- Male
- Other

2. Please, indicate your position within IOM

\_\_\_\_\_

3. Could you please indicate in which country(ies) you operate?

- Senegal
- Guinea
- Sierra Leone
- Liberia
- Nigeria
- Cote d’Ivoire
- The Gambia
- Regional office

#### **SECTION 2. PARTICIPATION**

4. To what extent were the volunteers engaged in designing the activities of the MaM Phase 2? (one option) *Linked to indicators 1.1.2*

- No participation: volunteers were not involved at all
- Information: Only information was provided.
- Consultation: Volunteers’ needs were taken into account, but the project managers and other IOM representatives made the decisions.
- Joint planning: The identification of needs was carried out jointly, with IOM making the final decision.
- Delegated power: activities were designed by a team of volunteers, and the final decisions were made jointly with the IOM representatives.
- Complete power: The volunteers designed the activities and made the decisions.

If you consider it necessary, you can elaborate your answer below (*open-ended field, not mandatory*).

### SECTION 3. IMPLEMENTATION

To what extent do you consider that the project activities were adapted to the items listed below? *Linked to indicator 1.2.2*

	Very inadequate (1)	Inadequate (2)	somewhat inadequate (3)	Somewhat Adequate (4)	Adequate (5)	Very adequate (6)	N/A
Adaptation to the needs and interest of volunteers within the scope of the project (e.g. to carry out awareness raising activities).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation to the needs and interest of volunteers beyond the scope of the project (e.g. use acquired skill for self-employment)							
Adaptation to the needs and interest of journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation to emerging needs resulting from the COVID-19 pandemic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. How would you rate the following items linked to the implementation of the project? *Linked to indicators 1.4.2, 2.1.1, 2.1.2, 2.1.3, 3.1.1, 3.1.2, 3.2.1, 3.2.2*

	Very inadequate (1)	Inadequate (2)	somewhat inadequate (3)	Somewhat Adequate (4)	Adequate (5)	Very adequate (6)	N/A
Adaptation to the emerging needs resulting from the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COVID-19 pandemic							
Personnel available to achieve planned objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget available to achieve planned objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeframe available for the implementation process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Platforms used to disseminate messages (Facebook, Instagram, YouTube, WhatsApp)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital content (video, podcast, campaigns, etc.) created to address the needs of youth and community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The type of messages used to engage youth and community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborations made with influencers and champions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Have you identified any alternative ways of doing things to achieve the same results while being more efficient in the use of resources (using less personnel time, financial resources, material resources, etc.)? Please describe below. *Linked to indicator 2.1.4*

7. To what extent do you consider that a gender sensitive approach was integrated in the implementation process? Please rate the following items. *Linked to indicator 1.2.3*

ITEMS	Not at all	Poorly	Somewhat not considered	Somewhat considered	Considerably	Completely	DK/NA
Training adaptation to the specific needs of women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation of schedules to women's tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequacy of dissemination channels (Facebook, Instagram, YouTube, WhatsApp) for women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender responsive content in videos, podcasts, campaigns, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.1. Could you please provide the best example you can think of showing how gender was mainstreamed?

#### SECTION 4. COLLABORATION

8. How would you rate the **level of collaboration** reached by the project to produce synergies and combined results? *Linked to indicator 3.1.1*

	None	Very Low	Low	Fair	High	Very high	DK/NA
Collaboration within IOM CO units in my country.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration among IOM CO units across target countries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration among volunteers' associations and networks in my country.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration among volunteers' associations and networks across target countries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration with media partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration with other relevant stakeholders doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



similar awareness raising activities  (Please specify)							
--	--	--	--	--	--	--	--

9. To what extent do you consider the following **elements have contributed to generate synergies** between partners? *Linked to indicator 1.3.1 and 3.1.1.*

	No contribution	Very Low	Low	Fair	High	Very high contribution	DK/NA
Fluid communication with partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration of lessons learned from Phase 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partner training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.1. Is there any relevant example of synergies generated with partners that you would like to highlight? Please describe:

**SECTION 5. SUSTAINABILITY**

To what extent do you consider the project has contributed to the following elements?

	Not at all	Poorly	Somewhat not considered	Somewhat considered	Considerably	Completely	DK/NA
Ensuring the <b>commitment and engagement</b> of volunteers to continue with the awareness raising activities once the project finishes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring the <b>commitment and engagement</b> of media partners to continue with the awareness raising activities once the project finishes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring <b>synergies between volunteers' networks</b> and organizations to keep carrying out relevant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

awareness raising activities once the project finishes.								
---	--	--	--	--	--	--	--	--

Please indicate if you have any other comments or ideas you would like to share (good practices, lessons learned, recommendations for improvement, etc.).

## ONLINE SURVEY - VOLUNTEERS

As you have been informed, Artival Research and Evaluation is trying to get information about the “Migrants as Messengers Phase 2” campaign. Your responses are important and will help the International Organization for Migration to improve their work in the future.

The survey will run until XXXXX. It should take about 10 minutes to complete. Your participation is voluntary, and responses will be kept confidential, since the questionnaire is anonymous. Neither the IOM staff nor the other volunteers will have access to your answers. This is not a test, and there are no right or wrong answers. This is not a test, and there are no right or wrong answers. You have the option to stop or not respond to any questions that you choose at any point during the survey.

You can access the questionnaire in the following link: XXXXX

In case you have any questions or queries, please contact us in the following email address: [Stavros.kargas@artival.es](mailto:Stavros.kargas@artival.es)

Many thanks in advance for taking the time to complete the survey.

### SECTION 1. PROFILE

10. Gender *(one option)*

- Female
- Male
- Other

11. Country *(one option)*

- Guinea
- Senegal
- Nigeria
- Côte d'Ivoire
- The Gambia
- Liberia
- Sierra Leone

12. Region/Location \_\_\_\_\_ *(one option, dropdown list with all locations as per the Excel provided for the sampling strategy)*

13. Are you a member of an Association/Organization? *(one option - If “Yes”, skip logic to question 4.1. If “No”, skip to 5)*

- Yes, I have been involved in activities with the Association/Coordination in the last six months.
- Yes, but I have not been involved in activities with the Association/Coordination in the last six months.

No

4.1 If "Yes", please provide the name of the Association/Organization (*open-ended field*)

4.2 Could you please indicate what role you have within the organization?

President/Director

Secretary/Administrator

Trainer

Media officer

Simple member (active but don't have an official position)

Other, please specify \_\_\_\_\_

## **SECTION 2. PARTICIPATION IN THE DESIGN**

14. Did you participate in designing the contents of any MaM 2 activities?

*(multiple options, if "Yes" skip to question 6, if "No" skip to question 7). Linked to indicator 1.1.2*

Yes, in the Training of Trainers

Yes, in the Specific skills training

Yes, in the Training for newly recruited volunteers

Yes, in the Mental health and psychosocial support training

Yes, in the training for journalists, civil society organizations and online influencers

Yes, in the cultural activities (cinema, theater, street art exhibition, etc.)

Yes, other (please specify) \_\_\_\_\_

No participation

15. Please specify your overall level of participation when designing the activity(ies) mentioned: (*one option*)

Information: Only information was provided.

Consultation: Our needs were taken into account, but the project managers made the decisions by themselves.

Joint planning: The identification of needs was carried out jointly, with IOM making the final decision.

Delegated power: activities were designed by a team of volunteers, and the final decisions were made jointly with the IOM representatives.

Complete power: The volunteers designed the activities and made the decisions.

If your level of participation was different by activity, please elaborate your answer below (*open-ended field, not mandatory*).

--

### SECTION 3. IMPLEMENTATION

16. To what extent do you consider that the activities in which you participated were adapted to the items listed below? *Linked to indicators 1.2.2, 1.4.2*

ITEMS	Not at all adapted	Poorly adapted	Somewhat not adapted	Somewhat adapted	Considerably adapted	Completely adapted	DK/NA
Needs of youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs of returnee migrants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your needs and expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet connection limitations in certain areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emerging needs resulting from the COVID-19 pandemic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. How would you rate the following aspects linked to the general **training process**? *Linked to indicator 2.1.3*

	Very inadequate (1)	Inadequate (2)	Somewhat inadequate (3)	Somewhat Adequate (4)	Adequate (5)	Very adequate (6)	DK/NA
Learning methods used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multimedia Kits provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapted timetables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trainers' capacities and skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial assistance provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IOM support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. To what extent do you think the skills acquired will be **useful for your professional activity in the future** , beyond your participation in the programme? *Linked to indicator 1.1.3*

	Completely useless (1)	Considerably Useless (2)	Somewhat useless (3)	Somewhat useful (4)	Considerably useful (5)	Completely useful (6)	DK/NA
Skills for work (entrepreneurship )	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills for digital content creation (taking photos, making videos, editing, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interviewing skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Psychosocial support skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. To what extent do you consider that the project activities took into consideration **gender aspects**? *Linked to indicator 1.2.3*

	Not at all	Poorly	Somewhat not considered	Somewhat considered	Considerably	Completely	DK/NA
Training adaptation to women's specific needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability of schedules to women's tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate dissemination channels (Facebook, Instagram, YouTube, WhatsApp)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate content (video, podcasts, campaigns, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Did the project create spaces for women (meetings, networks, cultural activities, etc.) to exchange their experiences?

Yes

No

20.1. If yes, please specify which ones:

## SECTION 4. COLLABORATION

21. How would you say was the **level of collaboration** reached by the project to achieve results in awareness-raising activities? *Linked to indicator 3.1.1*

	None	Very Low	Low	Fair	High	Very high	DK/NA
<b>Internally,</b> with other MaM participant organizations in awareness raising activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Externally,</b> with other relevant stakeholders doing similar awareness raising activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you consider it necessary, you can elaborate your answer below (*open-ended field, not mandatory*).

22. How would you rate the following elements? *Linked to indicator 3.1.1, 3.1.2, 3.2.2*

	Very inadequate (1)	Inadequate (2)	Somewhat inadequate (3)	Somewhat adequate (4)	Adequate (5)	Very adequate (6)	DK/NA
Platforms used to disseminate messages (Facebook, Instagram, YouTube, WhatsApp)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital content (video, podcast, campaigns, etc.) created to address the needs of youth and community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The type of messages used to engage youth and community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborations made with influencers and champions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community-based activities (cinema, theater, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 5. SUSTAINABILITY

23. **In case you belong to an association/organization**, please rate your level of agreement with the following statements. Otherwise, please skip this question. (If your Association has not made a commitment to continue working on this line, answer DK/NA). *Linked to indicator 4.1.2, 5.1.1, 5.3.2)*

	Completely disagree	Strongly disagree	Somewhat disagree	somewhat agree	Strongly agree	Completely agree	DK/NA
My association has <b>enough staff</b> to keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My association has the <b>necessary technical capacity</b> to keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My association has the <b>financial capacity</b> to keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My association is <b>willing to</b> keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. On a **personal level**, please rate your level of agreement with the following statements: *Linked to indicator 4.1.2, 5.1.1, 5.3.2)*

	Completely disagree	Strongly disagree	Somewhat disagree	somewhat agree	Strongly agree	Completely agree	DK/NA
I have improved my capacities ( <b>skills</b> ) to keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am <b>willing</b> to keep working on promoting safe migration once the project is finished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are <b>opportunities</b> (community support and formal and informal returnees' networks) to keep working on promoting safe migration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



once the project is finished.							
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25. Please indicate if you have any other comments or ideas you would like to share (good practices, lessons learned, recommendations for improvement, etc.).

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## GUIDES FOR INTERVIEWS WITH COS

Name:

Position:

Country:

Interviewer:

### INTRODUCTION:

Thank you very much for making yourself available for this interview with me. As previously mentioned, Artival Research & Evaluation is commissioned by IOM West and Central Africa to conduct an external evaluation of the "Migrants as Messengers (MaM) Phase 2 Initiative".

The aim of the evaluation is to evaluate campaign's efficiency, relevance and sustainability. It will provide data on how the proposed activities have helped to acquire the necessary skills in the volunteers to perform their roles as messengers helping them generate messages and support the target audience to make informed migration-related decisions.

- All information will be used confidentially (grouping of ideas, nothing individual).
- Request permission to record the Skype/Meet/Zoom conversation. It helps us not to have to be taking notes.

### PRESENTATION OF THE INTERVIEWEE

- Type of link with the project:
- Specific tasks that he/she performs/performed.
- Years associated with the project. Or, years related to this type of program (capacity building of returned volunteers / community volunteers / women volunteers / trainers of trainers).
- Type of relationship with the organization:
  - Years linked.
  - Other positions held.

### RELEVANCE

1. Where did the initiative to implement this project arise from? Do you think this project address the **needs** of the youth and the local communities? If so, which ones and how? Is there any local aspect/need which could have been better highlighted in the project?

(Probe on the level of participation of communities in the project design, as well as integration of lessons learned from previous experiences, either from the 1<sup>st</sup> phase or previous intervention) Q 1.1 linked to Indicator 1.1.1

2. Only for Senegal, Guinea and Nigeria: Do you think that lessons learned from MaM 1 were considered to better adapt MaM to the Volunteers situation? Q 1.2 linked to Indicator 1.2.1
3. How has the **gender perspective** been articulated in the different phases of the intervention? Is there a gender sensitive approach when assessing the **different needs of the volunteers** (e.g., online safety, privacy issues, support in dealing with stigma) and the different activities implemented? Criteria of selection, gender, content creation/messaging, others?). Q1.2 linked to Indicator 1.2.3

4. Do you consider that the **partner training** was relevant to journalist and media outlets in the region? Do you think that foster it enables to foster collaboration and synergies between partners and disseminate MaM key messages? Q 1.3 linked to Indicator 1.3.1
5. During this period, we were all facing restrictions due to **COVID-19 pandemic**, what do you think of how this affected the project activities? Or they were not affected at all? Did this situation posed any difficulties in implementing the activities? What actions were taken to address this and by whom? How has the remote training of volunteers affected the overall achievement of results? Q 1.4 linked to Indicator 1.4.2
6. To what extent do you consider the **project logic – ToC** adequate to address the challenges identified and to achieve expected goals? (Probe on the extent they know the internal logic and assumptions of the project and whether they consider it valid)

## EFFICIENCY

7. During your engagement with the project, did you face any issue/shortage of inputs (**staff and financial**) that were supposed to be provided by the project? Did you face unusual time pressure to complete the activities assigned to you? Have the volunteers been recruited and trained in a **timely manner**? How was it was affected due to COVID-19? In your opinion, were there any potential alternative strategies to produce **more cost-efficient** results? Q 2.1 linked to Indicator 2.1.1, 2.1.2, 2.1.3 and 2.1.4.
8. Did the project considered the most **appropriate channels** to engage target audiences?  
Were the various social media platforms used, and collaborations made (influencers, media partnerships, etc.) able to produce results with an efficient use of resources, including synergies and the co-creation of campaigns? Did the **digital content** generated reach the appropriate audiences, including adapted messages targeting among others, victims of trafficking and sexual exploitation? (Probe how they know whether the digital content is reaching the appropriate audiences) Q 3.1 linked to Indicator 3.1.1 and 3.1.2
9. Have the **digital content and platforms** used adequately **adapted to youth** and young **female** audiences? Was the **message gender sensitive**? Were the **contents created sensitive to gender** (included differentiated need of migrant women)? Q 3.2 linked to Indicator 3.2.1 and 3.2.2
10. Did the MaM 2 activities ensure the **engagement and empowerment** of volunteers to share their experiences? Did the engagement of volunteers evolve through the MaM activities (i.e. creation of networks and/or associations, initiatives beyond the scope of the projects and increasing level of responsibility towards delivering key messages)? Q 4.1 linked to Indicator 4.1.1 and 4.1.2

## SUSTAINABILITY

11. In your opinion, to what extent the project strengthened the capacities of volunteers and partners organizations to carry out future awareness raising activities? Do you think that the volunteers and partners organizations (including media) developed a **sense of engagement and ownership** about their role/involvement in preventing irregular migration and inform about local opportunities?

Were there any **strengthening of internal structures and processes** of the volunteer and returnee organizations through awareness raising activities so that they can continue to work autonomously? For phase 1 countries: Have you seen any improvement since phase 1? Q 5.1, Q 5.2 and Q 5.3 linked to Indicator 5.1.1, 5.2.1 and 5.3.1

12. What would you say are the main **contextual challenges** that can affect the sustainability of results, including challenges and opportunities as a result of the COVID-19 pandemic? Are there any **internal challenges** that should be taken into consideration to ensure the sustainability of results? Q 6.1, and Q 6.2 linked to Indicator 6.1.1, and 6.2.

## GUIDES FOR INTERVIEWS WITH VOLUNTEERS

Name:

Country:

Interviewer:

### INTRODUCTION:

Thank you very much for making yourself available for this interview with me. As previously mentioned, Artival Research & Evaluation is commissioned by IOM West and Central Africa to conduct an external evaluation of the "Migrants as Messengers (MaM) Phase 2 Initiative".

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- Request permission to record the Whatstapp/Skype/Meet/Zoom conversation. It helps us not to have to be taking notes.

### PRESENTATION OF THE INTERVIEWEE

- Brief presentation
  - How did you find out about the Migrants as Messengers project?
  - Are you member of any association? If yes, what role do you play?
1. In your opinion, do you think this project address your **needs**? If so, which ones and how? Is there any local aspect/need which could have been better highlighted in the project? Do you think the different **needs of men and women** (i.e. victims of trafficking, GBV and the stigma faced by female returnees) were taken in consideration? Q.1. and Q1.2 linked to indicator 1.1.1., 1.2.2. and 1.2.3
  2. Only for Journalists: How did the training change your attention given to migration issues? How was your work before compared to how it is now? Q 1.3 linked to Indicator 1.3.1
  3. In your opinion, to what extent were the activities adapted to the **context of the pandemic**? Q 1.4 linked to Indicator 1.4.1.
  4. In your opinion, do you consider that the campaigns (activities such as concerts, events, volunteer meetings) have had the **necessary resources**? Q 2.1 linked to Indicator 2.1.1
  5. In your opinion, was the time allocated to each activity the right amount? Would you have done things in a different way? Q 2.1 linked to Indicator 2.1.3.
  6. Do you consider that the **channels used** (social media platforms, tv, local radio, etc) where the best ones to engage youth? How did you decide what was the best way to convey the MaM messages? Did you ever feel uncomfortable dealing with certain messages? If so, did you feel supported by MaM? Did you feel comfortable sharing content on your social media accounts? If not, explain further. Q 3.1 linked to Indicator 3.1.1
  7. Do you think that the **content generated** reached the right audiences? Was the **content gender sensitive** (considerate the specific needs, challenges, risks faced by women and men)? Was the **content** adequate to engage targeted audiences, especially youth and young females? Q 3.1 linked to Indicator 3.1.2, and Q 3.2 linked to indicator 3.2.1 and 3.2.2
  8. In how many **activities** did you participate in? Could you please mention them?

If s/he doesn't mention it, ask openly: Have you participated in the volunteers' online group, in-person meetings, trainings, etc? What would you say are the main elements you learned during the trainings and in what sense do you think that what you learned helped you to disseminate messages related to safe migration? Are there any areas where you lacked adequate skills to perform these tasks? Are there areas where you feel your skills could still be improved? Q 4.1 linked to Indicator 4.1.1 and Q5.1 linked to indicator 5.1.1

9. Are you still participating in raise-awareness related actions (beyond the scope of MaM)? Are you member of any network/association working on raise-awareness and irregular migration prevention? If yes, what are their main scope of work? Q 4.1 linked to Indicator 4.1.2 and Q5.1 linked to indicator 5.1.2
10. What do you do for preventing irregular migration? If member of an association: What is your association doing on preventing irregular migration? What does your association need to keep working on preventing irregular migration? Q5.2 linked to indicator 5.2.1. and Q5.3 linked to indicator 5.3.2
11. Have you found any difficulty in developing the campaigns proposed in the project? Do you think you will be able to continue with awareness-raising in the future? What obstacles exist to your further participation? Q 6.1, and Q 6.2 linked to Indicator 6.1.1, and 6.2.1
- 12.

If you want to add anything else, please feel free to do so

THANK YOU FOR YOUR PARTICIPATION

## GUIDES FOR INTERVIEWS WITH PARTNERS

Name:

Country:

Interviewer:

### INTRODUCTION:

Thank you very much for making yourself available for this interview with me. As previously mentioned, Artival Research & Evaluation is commissioned by IOM West and Central Africa to conduct an external evaluation of the "Migrants as Messengers (MaM) Phase 2 Initiative".

- All information will be used confidentially (grouping of ideas, nothing individual).
- Request permission to record the Whatstapp/Skype/Meet/Zoom conversation. It helps us not to have to be taking notes.

### PRESENTATION OF THE INTERVIEWEE

- Brief personal presentation
  - Brief presentation of the organization
  - How did you find out about the Migrants as Messengers project?
1. Could you please describe your participation in the project?
  2. Did you participate in designing the contents of any MaM 2 activities (ToT; TNV; skills training - public speaking, video editing, fundraising, project management and social theatre-; Mental health and psychosocial support training; training for journalists, civil society organizations and online influencers; cultural activities - cinema, theater, street art exhibition-)? If yes, how was your participation? *Q.1. Linked to indicator 1.1.*
  3. In your opinion, do you think this project address youth and local communities? If so, which ones and how? Is there any local aspect/need which could have been better highlighted in the project? Do you think the different **needs of men and women** (i.e. victims of trafficking, GBV and the stigma faced by female returnees) were taken in consideration? *Q.1. and Q1.2 linked to indicator 1.1.1., 1.2.2. and 1.2.3*
  4. Only for Journalists: How did the training change your attention given to migration issues? How was your work before compared to how it is now? *Q 1.3 linked to Indicator 1.3.1*
  5. In your opinion, to what extent were the activities adapted to the **context of the pandemic**? *Q 1.4 linked to Indicator 1.4.1.*
  6. In your opinion, do you consider that the campaigns (activities such as concerts, events, volunteer meetings) have had the **necessary resources**? *Q 2.1 linked to Indicator 2.1.1.*
  7. In your opinion, was the time allocated to each activity the right amount? Would you have done things in a different way? *Q 2.1 linked to Indicator 2.1.3.*
  8. How was collaborating with IOM? Did you collaborate with other stakeholders? If yes, with whom and how was it? *Linked to indicator 3.1.1*

9. Do you consider that the **channels used** (social media platforms, tv, local radio, etc) were the best ones to engage youth? How did you decide what was the best way to convey the MaM messages? *Q 3.1 linked to Indicator 3.1.1*
10. Do you think that the **content** generated reached the right audiences? Was the content gender sensitive (considerate the specific needs, challenges, risks faced by women and men)? Was the content adequate to engage targeted audiences, especially youth and young females? *Q 3.1 linked to Indicator 3.1.2, and Q 3.2 linked to indicator 3.2.1 and 3.2.2*
11. Are you participating in other awareness-raising and irregular migration prevention related actions (beyond the scope of MaM)? Do you think you will be able to continue with awareness-raising in the future? If yes, are there any obstacles to further participation? *Q 4.1 linked to Indicator 4.1.2 and Q5.1 linked to indicator 5.1.1 and 5.1.2 and Q 6.1, and Q 6.2 linked to Indicator 6.1.1 and 6.2.1*

If you want to add anything else, please feel free to do so

THANK YOU FOR YOUR PARTICIPATION



## FOCUS GROUP PROTOCOL

### Background

As you have been informed, Artival Research and Evaluation is trying to get information about the “Migrants as Messengers Phase 2” campaign. Your responses are important and will help the International Organization for Migration to improve their work in the future.

IOM will be in charge of facilitation the discussion, but the Artival team will use the information to elaborate recommendations for future interventions.

### Main goals of the FG:

- How changes that have taken place relate to sustainability?
- How was their situation before, during and after participating in the project?
- What was the most significant change in the volunteers’ life?

### Presentation

- Facilitator (IOM staff – Non-MaM)
- Participants:
  - o Name and Association (role)
  - o How did you hear about the project?
  - o Where you doing something related to irregular migration / awareness raising before participating in MaM? If yes, what and how?

### Relevance – (before)

1. What needs did you have (before participating in the project) related to prevention of irregular migration / awareness raising activities?

### Implementation – (during)

1. How were the trainings? (Content, staff, duration, materials...)
2. How did they help you?
3. Did MaM activities (skills training -public speaking, video editing, fundraising, project management and social theatre-; MHPSS; ToT; TNV; community engagement -focus groups, townhall, student outreach, caravans, artist collaborations, global migration film festival, partnership; development of communication tools) meet your needs?
4. Were your needs taken into account in MaM activities? (Consultation)
5. Which of the skills you learned were the most useful?

### Sustainability – (after)

1. How has MaM changed your life (personal and professional level)?
2. For those who were already working on the topic (awareness raising/ irregular migration prevention) how participating in MaM changed the way you did it before and the way you do it now?
3. What does it mean to work within the association? (What the “structure” of the association provides to awareness raising)
4. What are the main challenges and opportunities to keep working on awareness raising/ irregular migration prevention?

**ANNEX VIII - LIST OF DOCUMENTS REVIEWED**

YEAR	RELEVANT IOM DOCUMENTS
2018	IOM Evaluation Policy
2018	IOM M&E Guidance: Developing an evaluation brief
2018	IOM Evaluation Brief Template
2018	IOM Guidance for Addressing Gender in Evaluations
2017	IOM Gender & RBM Guidance
2017	IOM Project Handbook second edition
2015	IOM Gender Equality Policy 2015–2019
2006	IOM Evaluation Guidelines
RELEVANT PROJECT DOCUMENTS	
2022	Interim Report (Year 3) to The Netherlands Ministry for Foreign Trade and Development Cooperation - Migrant as Messengers Phase 2
2021	Interim Report (Year 2) to The Netherlands Ministry for Foreign Trade and Development Cooperation - Migrant as Messengers Phase 2
2020	Interim Report (Year 1) to The Netherlands Ministry for Foreign Trade and Development Cooperation - Migrant as Messengers Phase 2
2019	Project Proposal Migrant as Messengers Phase 2 (PRODOC)
RELEVANT UN DOCUMENTS	
2014	UNEG: Integrating Human Rights and Gender Equality in Evaluation
2014	UNEG Handbook for Conducting Evaluations of Normative Work in the UN System
2008	UNEG Ethical Guidelines for Evaluation
2008	UNEG Code of Conduct for Evaluation in the UN System