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Final Report

FINAL ASSESSMENT

STRENGTHENING BORDER MANAGEMENT, SOCIAL COHESION AND CROSS-BORDER SECURITY IN THE PARROT'BEAK AREA



Migration
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Team :

Antoine Rerolle - Human rights, migration and gender expert

Emeline Lhoumaud - Project Manager

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- Name: OIM - Organisation Internationale pour les Migrations - Guinée Referent : Lorraine NDAYIRUKIYE

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 - Project manager: Emeline Lhoumaud
 - Expert: Antoine Rerolle

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This report has been reviewed, validated and filed on by :

Diané, Oumar, Technical Manager



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Table of acronyms

BICAF	Bureau d'Information et d'Assistance Commerciale aux Frontalières (Information and Commercial Assistance Office for Border Women)
BSPPV	Brigade Spéciale de Protection des Personnes Vulnérables (Special Brigade for the Protection of Vulnerable Persons)
CNLTPPA	Comité National de Lutte contre la Traite des Personnes et Pratiques Assimilées (National Committee for the Fight against Trafficking in Persons and Related Practices)
CR	Coordinateur Résident (Resident Coordinator)
CVS	Comité Villageois de Surveillance (Village Watch Committee)
DFEPV	Direction Préfectorale des Femmes, Enfants et Personnes Vulnérables (Prefectural Department for Women, Children and Vulnerable Persons)
DPE	Direction Préfectorale de l'Education (Prefectural Department of Education)
DPS	Direction Préfectorale de la Santé (Prefectural Health Department)
DRC	Danish Refugee Council
FDS	Force de Sécurité (Security Force)
GCM	Global Compact on Migration
GIZ	German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
GBV	Gender-based violence
IOM	International Organization for Migration
ITC	International Trade Center
MMPTF	Migration Multi Partner Trust Fund
MRU	Mano River Union
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OPROGEM	Office de Protection du Genre, de l'Enfance et des Mœurs (Office for the Protection of Gender, Children and Morals)
OSC	Organisation de la Société Civile (Civil Society Organization)
PNDES	Plan National de Développement Economique et Social (National Economic and Social Development Plan)
PoE	Point d'Entrée
PUNOs	Partners of United Nations Organization
RECO	Relais Communautaire
SDG	Sustainable Development Goal
SME	Small and Medium-sized Enterprise
UCSRC	Unité Conjointe de Sécurité et de Renforcement de la Confiance (Joint Border Security and Confidence building Units)
UNCT	United Nations Country Team
UNDP	United Nations Development Program (Programme des Nations Unies pour le développement)



UNICEF	United Nations Children's Fund
WATCAF	West African Association for Cross Border Trade In Agro-Forestry-Pastoral and Fisheries
WHO	World Health Organization

Main acronyms of Guinean organizations have been kept in French for ease of understanding.



Executive summary

The final evaluation mission concerns the project implemented by IOM as coordinating organization, UNDP, WHO and ITC. The project entitled "Strengthening border management, social cohesion and cross-border security in the Parrot's Beak area" was implemented from November 2020 and August 2023. The total budget for the project was 2,786,280 USD, divided between the 4 UN agencies (PUNOs).

The project evaluation took place in January 2025, more than a year after the end of the project. The distance in time from the project's implementation period made it difficult to identify and meet the key people involved in the project, but also enabled the various resource people interviewed to gain some perspective on the project. This situation enabled a more in-depth assessment of the project's impact and sustainability.

Relevance :

- The project's geographic focus and approach appear highly relevant. Past events (e.g. conflicts in Liberia and Sierra Leone and instability in the region) have led to the displacement of communities from one country to another, and current links are still important.
- The communities evolve in the same space, and working in these different countries makes a lot of sense. However, activities have not been targeted in the same way in the three countries. The focus is stronger in Guinea than in Sierra Leone and Liberia.
- Geographic targeting was done to focus on certain areas particularly vulnerable to cross-border movements.
- Geographic targeting appears highly relevant to the region's health issues. 84% of those questioned felt that the project had taken full account of the area's specific health issues.
- The use of mapping at the launch of the project ensured effective and rapid targeting, while taking into account specific needs. Communities were well involved in the identification of needs, with a strong focus on women and, to a lesser extent, young people.
- The inking of the project emphasized local issues of social cohesion and support for the most vulnerable groups. The quantitative survey revealed that 5% of respondents felt that migrants had been consulted and involved in the project.
- The MPTF project is relevant to the three countries' strategic documents (Liberia's *Pro-Poor Agenda for Prosperity and Development* [2018-2023], Sierra Leone's *Medium-Term National Development Plan* [2019-2023] and Guinea's National Economic and Social Development Plan [2016-2020]¹) and their existing priorities for combating human trafficking and smuggling.

Consistency:

- The project contributes directly to the Agenda 2030 and targets 5.2, 8.7 and 16.2 by responding specifically to the challenges of combating all forms of violence and human trafficking.
- The implementation of the project in three countries means that the project is aligned with the regional conventions ratified through Migration Dialogue for West Africa (MIDWA) and the ECOWAS Free Movement Protocol.
- The Joint Security and Trust Restoration Units (UCSRC) created by Mano River Union have been revitalized. Right from the start of the MPTF project, there was a desire to involve Mano River Union in the project. Although interactions were not easy, Mano River Union was involved in certain activities.
- Training courses on the identification, care and referral of victims of trafficking and on cross-border epidemiological surveillance have been carried out in synergy with other projects (Expertise France).
- The lack of coordination with the GIZ project meant that synergies between the two projects could not be maximized.

¹ The PNDES was the reference tool until 2021. Subsequently, discussions were held to update a new plan, the Programme de Référence Intérimaire.



- The project grew out of exchanges at the level of the United Nations Migration Network, and provided support to ensure the unity of the United Nations. The RCs played a role in revising and aligning the proposal with the objectives of each country.
- The PUNOs operated in a coherent manner, carrying out project planning and monitoring activities jointly.
- Coordination between the various agencies was presented as a strength of the MPTF project.

Best practices and areas for improvement:

- **Strengthen the participation of the ELOPs, prioritizing technical expertise and knowledge of the area.** The various agencies must work in a coordinated fashion, while maintaining their own specific areas of expertise (complementarity between the PUNOs, leveraging existing technical expertise, geographical targeting).
- **Strengthen the development of a monitoring-evaluation framework** involving all ELTs.
- **Increase the number of joint monitoring missions** to improve ownership of activities by partners and PUNOs, and ensure more regular field monitoring.
- **Develop spaces for dialogue** at the level of intervention zones and through thematic groups to facilitate coordination with interventions addressing the same themes (pool capacity-building activities, avoid aid concentration).
- **Strengthen information sharing in existing dialogue forums** to develop coordinated activities between different players (e.g. joint training courses with Expertise France).

Efficacy

- The efficacy of the MPTF project is assessed as satisfactory. The project is organized around 3 distinct outcomes. For each outcome, two performance indicators are proposed. All in all, these six indicators are mainly based on perception. Other indicators could have been envisaged to give a better idea of the extent to which results have been achieved.
- Of the four performance indicators, 100% have been achieved.
- The MPTF project has achieved all or surpassed more than 80% of the output indicators developed in the logical framework.
- The identification of cases of Ebola, Lassa and Marburg in the N'Zérékoré region and in the sub-prefecture of Koundou obliged the project to reinforce its epidemic prevention and response activities.
- The various changes of authority that took place throughout the project did not make it easy for technical department managers to take ownership of the project. However, the project was able to integrate them and keep them informed, enabling technical service managers to keep abreast of the project.
- Access to the Parrot's Beak area is difficult during the rainy season. The road network is quite poor, and the rainy season makes certain journeys inaccessible or slows them down, delaying certain activities. Some logistical difficulties have been mentioned for the implementation of certain activities.

Efficiency

- Investment in human resources for the project represents 18% of the total budget allocation and is carried out at IOM level. IOM has set up a team of three people dedicated 100% to the project and based in Guinea.
- The use of focal points was a good solution for project efficiency.
- Multi-actor monitoring missions of project activities were carried out on a regular basis, with the dual advantage of identifying and analyzing strengths and areas for attention, in order to guide the next phase of the project, and to foster communication and coordination between stakeholders.
- The monitoring and evaluation system was adapted as the project progressed. It could have been strengthened to monitor certain activities and better report on the project's impact. The complexity of the project, which covers three countries and four agencies, requires considerable monitoring and evaluation work.

- Certain monitoring tools could have been developed between the different ELTs, especially in the case of activities where the people targeted are the same (victims of GBV, victims of trafficking, etc.). The development of joint monitoring tools would have made it possible to ensure follow-up throughout the care process, and also to strengthen the referral mechanism between the various institutions.
- The thirty-month (30) duration of the MPTF project did not allow the PNUOs to finalize the activities as planned. A number of delays in recruitment and the progress of activities were highlighted as reasons for the requested extension. For ITC, it was mainly a question of finalizing the accompaniments and equipment deliveries, and for IOM of carrying out the psychosocial support and care activities in the case of mental health.
- The project focused on activities earmarked for direct action on gender equality or women's empowerment (GEWE) and defined a percentage budget for each product or activity %, thus representing 18.5% of the programmatic budget.
- This marker for GEWE actions could be used for other markers such as Human Rights and Sensitive Children.
- All six (6) UNDPs have a high disbursement rate, above 99%: IOM (3) (100%), WHO (100%), UNDP (99.95%), ITC (99.86%).

Sustainability

Outcome 1:

- As far as capacity-building activities are concerned, the managers of the technical departments we met reported a positive impact on their practices. However, the various institutions did not support these activities with internal monitoring or the development of technical procedures (during and after the project). The project was unable to support the monitoring of transmissions carried out by trained staff.
- Health risk and population movement mapping exercises involved the authorities. These exercises were said to have been very useful in gaining a better understanding of border issues and identifying vulnerable areas. Communities and local authorities were heavily involved.
- Renovations and new transport equipment have improved working conditions for PoE agents.
- The close involvement of the various institutions and countries in the sub-region enabled us to set up dialogue frameworks on a scale that had not been anticipated. The three countries targeted by the project, as well as Côte d'Ivoire, took part in these dialogues. Concrete results have emerged, with commitments made through action plans.

Outcome 2:

- The equipment supplied to OPROGEM, CNLTPPA, DFEPV and BSPPV has improved the day-to-day work of our teams. The equipment has been delivered and is in use. They enable us to track cases using an Excel tool, which makes it possible to understand the links between the various links in the care chain.
- Direct support for health centers has been provided, notably in Koundou (more specific support in terms of equipment and medicines), and the community-based approach to epidemic management has been effective in meeting the challenges defined by the needs identified in the maps. This direct support has enabled us to improve care capacities at the Koundou health center through the supply of equipment and the distribution of medicines.
- Community agents played a very important role in raising awareness and identifying epidemic risks throughout the project. Despite the involvement of officials from the Ministry of Health and Public Hygiene, the community agents were not maintained after the end of the project.

Outcome 3:

- The UCSRCs have been identified but are no longer really active and do not benefit from specific strategies to keep them going. These units bring together a large number of people and are unable to operate autonomously without material and financial support from the project.
- Village Watch Committees (CVS) were set up to identify, inform and prevent community conflicts. The CVS could not be clearly identified during the evaluation mission.
- Collaboration between border agents seems to be strengthened on a lasting basis. Periodic sharing meetings between border agents from several countries have been identified and are held on a regular basis.
- The political changes that took place in Guinea during and after the project have had a major impact on the sustainability of the activities launched.

Impact

Outcome 1

- The equipment and refurbishments carried out at the PoEs have improved border control and management activities. The equipment and upgrades meet clearly identified needs.
- Some equipment is not used correctly, or cannot be used at all. Support or a response better adapted to the issues in the field would enable better use.
 - The communications equipment supplied to the Nongoa police station was only partially used, due to the quality of the material and its limited range.
 - The construction of a warehouse was intended to meet an identified need for storage, but is now being used for another purpose.
 - The tablets provided to support the collection of administrative migration data are not used.
- While these training courses have had a direct impact in terms of capacity building, they need to be renewed, and support mechanisms put in place for the application of knowledge.

Outcome 2

- The impact of the project (capacity-building of the various players) on the identification and care of victims of trafficking was not clear to measure at the time of the evaluation.
- The support provided to the Koundou Health Center has helped to improve care. The photovoltaic panel system is still operational. The equipment (tablets) made available to the health centers for reporting case information has been identified.
- The impact of awareness-raising, prevention and identification of epidemic risks by community agents (RECO) is very significant. Indeed, the quantitative survey shows that 90% of those questioned consider the project to have been effective.
- The development of BICAF has had a positive impact on reducing customs red tape and developing trade between the three countries. BICAF is still active and continues to provide assistance to traders in cross-border trade between Guinea, Liberia and Sierra Leone.
- 54% of respondents felt that there had been a marked improvement in trade in the Bec du Perroquet area.

Outcome 3

- The UCSRCs have been revitalized, but find it difficult to function without the support of external projects. This work has had an impact on the setting up of CVSs and the development of exchanges between different border agents when problems are identified.
- The field survey shows that 42% of respondents believe that CVSs are useful but no longer work.



- Awareness-raising activities have had a very positive impact on behavior change and health safety. In the interviews we conducted, awareness-raising and prevention activities have been very important in combating the epidemics that have developed in the region.
- The use of communication channels tailored to local communities has been identified in several reports as a good practice that has promoted behavioral change. 82% of respondents recalled listening to programs on the themes targeted by the project (social cohesion, migration issues, the fight against GBV, women's empowerment, etc.).
- The project's support for groups has had an impact on the creation of new groups. The groups supported by ITC or BICAF have demonstrated that the training they have received has enabled them to develop their activities, and in some cases to diversify.

GCM

- Within the framework of the projects supported by the MMPTF, the project evaluated is presented as innovative and responding well to the challenges launched by the GCM and the MMPTF's domain 3 on border management.
- The development of the project was carried out in a collegial and participative manner, taking care to respond as closely as possible to the MMPTF framework. The project was built up from Guinea, extending the scope of intervention to Sierra Leone and Liberia.
- The MPTF project is consistent with objectives 9, 10, 11, 14, 19 and 21, thanks to training and capacity-building activities for border agents. Barriers encountered include a lack of human resources and porous borders.
- The activities implemented have also contributed to Objective 1 on migration data management, as well as Objective 16 on social inclusion and cohesion.
- The project incorporates the GCM principles with regard to the integrated approach to institutions at both vertical and horizontal levels.
- The various representatives of civil society, the media, the authorities and the communities were involved from the outset of the project and throughout its implementation, in line with the principle of involving the whole of society.
- Markers sensitive to human rights, gender and children have also been integrated, but closer monitoring would have improved compliance with the various established criteria.
 - Human Rights Marker: The various criteria of non-discrimination, capacity building, participation and transparency are covered by Results 1 and 2. Result 3 refers to strengthening the capacity of rights holders to assert their rights through awareness-raising activities.
 - Child-sensitive marker: the risk of child trafficking has been identified. In training courses on identifying and dealing with victims of trafficking, the focus has been on children. Some awareness-raising and training activities specifically target children.
 - Gender-sensitive marker: gender-sensitive activities such as the protection and care of women victims of GBV (Outcome 2), and the establishment of savings and credit cooperatives for women and young people (Outcome 3). Perception indicators are disaggregated by gender, age and community.
- Validation and analysis by the MMPTF management unit would ensure that the self-assessments carried out are consistent. Systematic marking of the three markers could facilitate monitoring.
- Funds are allocated only to UNOs, i.e. members of the United Nations Migration Network. Only UN agencies can be associated as implementing partners.
- The MMPTF is still a new fund and has no specific criteria for the number of PUNOs to associate.
- The program management structure is concentrated in Guinea. For financial reasons, the various PUNOs were unable to develop activities in all three countries.

<p>Best practices</p>	<p>In projects with remote implementation zones, several ELOPs have stressed the importance of having dedicated project focal points present locally. This daily presence ensures close monitoring and coordination with other ELOPs and the various partner institutions.</p> <p>The multi-stakeholder monitoring missions have enabled a common understanding of the project and a holistic vision of the project. In the field, the local authorities receive the project mission along with all the PUNOs, reinforcing the coordinated approach.</p> <p>Meetings between different countries on epidemic prevention and the fight against trafficking have had a greater impact. Each country reflected on its own action plan, but in a holistic way.</p> <p>The institutions and executives of the various departments have helped to launch frameworks for dialogue on human trafficking that go beyond the MPTF project. Côte d'Ivoire, for example, has been involved in this dialogue.</p> <p>The pilots launched in Sierra Leone to identify victims of trafficking and work on their care throughout the chain are a good practice that could be applied to border management. This practice ties in with the need to support central monitoring of the proper implementation of procedures.</p> <p>Community involvement in the use of the infrastructure provided by the project (in particular the borehole drilled) in Nongoa helps to ensure maintenance, proper use by the communities and sustainable use of the infrastructure.</p> <p>The three groups supported by UNDP were identified and visited. The Sanga Lolé (Guéckédou) and Boutan (Koundou) groups were visited. The activities put in place are still active. Group members say they are all able to support their families. They have also just started raising pigs. Waste from palm oil processing is recycled to feed the pigs. They have no problems trading with Liberia. They have had to open another account to facilitate certain transactions. The account opened with the MPTF project is still used for savings.</p> <p>The MPTF project has enabled many activities to be tested at local level, and has sought respond as effectively as possible to local issues by involving communities. Coordination mechanisms worked well.</p>
<p>Lessons learned</p>	<p>Accompanying victims of GBV or trafficking throughout the care chain requires greater collaboration in terms of referral and the implementation of monitoring tools. The various PUNOs and institutions must be encouraged to work together to develop joint monitoring tools to track cases throughout the care chain.</p> <p>The establishment of close collaboration between the governments of Guinea, Liberia and Sierra Leone through cross-border meetings is essential to successfully develop cooperation, involving each country, to address border management issues.</p> <p>Support in the use of this equipment and rehabilitation would improve impact and facilitate proper use (e.g. store).</p> <p>These meetings were innovations that participants would like to see repeated.</p> <p>Sustainability depends on the involvement of local authorities. In this project, political changes have shown the difficulty of involving newly-arrived authorities on a long-term basis. Some of our recommendations involve working with local CSOs or NGOs to ensure the sustainability of our activities.</p> <p>Projects involving several countries and working on these issues of border management and the fight against human trafficking should be encouraged to strengthen frameworks for dialogue and multi-country coordination.</p> <p>The selection of groups that were already well structured and the local support provided by UNDP enabled them to maintain their position and develop new activities. These activities are still visible after the project.</p> <p>The impact this has had on other groups could not be clearly identified, but the focus groups show that they represent models for groups not supported by the project. Some of them have formalized their activities and developed additional ones.</p> <p>Several stakeholders also stressed the importance of having a similar approach to group support in the three countries.</p> <p>A "mirror" approach would have had a greater impact on the Bec du Perroquet area and in all three countries. Each of the PUNOs is present in all three countries. To work in this direction, it is</p>

recommended to reduce the scope of intervention (either geographically or in terms of strategic orientations) or increase the budget so that all activities are developed in each of the countries.

Recommendations

- Involve government institutions from the start-up phase to ensure that the needs and interests of communities are met as effectively as possible, while avoiding duplication of effort;
- Develop and strengthen flexible implementation and coordination mechanisms ;
- Improve the monitoring and evaluation mechanism to ensure a consistent system for tracking project progress;
- Reinforce a dual institutional and operational approach to ensure capacity building and the practical application of knowledge ;
- Continue training courses for the various institutions and work on structural changes;
- Accompany infrastructure development with infrastructure use plans;
- Improve the sustainability of activities by involving local organizations in the activities
- Improve support for multi-country projects to ensure reciprocal activities on both sides of borders;
- Promote horizontal learning and sharing between border countries and project partners.

1. Introduction

The final evaluation mission concerns the project implemented by IOM as coordinating organization, UNDP, WHO and ITC. The project entitled "Strengthening border management, social cohesion and cross-border security in the Parrot's Beak area" was implemented from November 2020 to August 2023. Commissioned by the IOM, the consultancy firm Insuco was commissioned to carry out this final study, the aim of which is to assess the project's achievement of results, the identification of good practices and lessons learned.

Aimed at both rights-holders and duty-bearers, the MPTF project responded to the specific challenges of the Parrot's Beak by strengthening border management, improving access to services, particularly health services, for the various target communities, and ensuring that economic development in the area improved community life. The project enabled several approaches to be tested, making it a laboratory in which different approaches could be tried out.

2. Context and evaluation framework

2.1. Context

Following the establishment of the Global Compact for Migration², UN member states called for the creation of a fund to support efforts to implement the GPM. The UN system created the Multi-Stakeholder Migration Trust Fund (MMPTF). This is the only common funding instrument in the field of migration. The MMPTF is aligned with the 23 goals and 10 guiding principles. The 23 objectives of the Compact are grouped into five thematic areas.³

This project falls within the framework of the third thematic area on crime control and border management. The total budget for the project is 2,786,280 USD, divided between the 4 UN agencies (PUNOs). According to the project document, the financial breakdown between each of the institutions was as follows. IOM is the lead agency for the project and received 49% of the budget, i.e. 1,371,740 USD spread over the three countries (Guinea, Sierra Leone and Liberia). UNDP received 524,300 USD (19%), WHO received 492,200 USD (18%) and ITC received 398,040 USD (14%).

The MPTF project was born out of discussions between the various UN agencies participating in the United Nations Migration Group in Guinea and led by IOM. After the pre-identification of two projects, one dealing with return and reintegration support and the other with border management, the project dealing with border management in the Bec du Perroquet area was finally selected. In a second stage development, discussions on the MPTF project were extended to include Sierra Leone and Liberia, in order to create a cross-border project.

Project summary

The "Strengthening border management, social cohesion and cross-border security in the Parrot's Beak region" project was designed to reinforce the efforts of the governments of Guinea, Liberia and Sierra Leone to meet the public health challenges posed by the outbreak of infectious diseases in the area, and to improve border controls and promote social cohesion. The project aims to strengthen the operational capacities of border posts and border police officers in the Parrot's Beak area; support communities in the creation of income-generating activities and self-employment; create an environment conducive to the protection of victims of human trafficking and GBV; and promote local initiatives to strengthen social cohesion.

The project focused on three main outcomes:

² The Global Compact for Safe, Orderly and Regular Migration (GPM) aims to improve the management of international migration by promoting cooperation between states, protecting migrants' rights and encouraging humanitarian and sustainable solutions. Adopted by the UN General Assembly in 2018, the pact aims to ensure safe, orderly and regular migration, while addressing the root causes of forced displacement and promoting the social inclusion of migrants.

³ The five priority areas are: 1) Promoting evidence- and data-based migration discourse, policy and planning; 2) Protecting the human rights, security and well-being of migrants, including by addressing factors and mitigating situations of vulnerability in migration; 3) Tackle irregular migration, in particular by managing borders and combating transnational crime; 4) Facilitate regular migration, decent work and enhance the positive effects of human mobility on development; 5) Improve the social inclusion and integration of migrants.

Outcome 1, Strengthening border management: Strengthen the capacity of immigration and health authorities to effectively manage border controls, health threats and mobility.

- Strengthening the capacity of health workers to detect and respond to epidemic risk threats;
- Capacity-building for border agents in the identification and management of victims of GBV and trafficking, and in the use of new technologies (means of communication and drone piloting);
- Development of intergovernmental dialogues on integrated border management ;
- Analysis and mapping to identify public health and mobility risks;
- Upgrade and develop PoE infrastructures to improve border management (communications, transport, infrastructure);

Outcome 2, Increased trust: foster links between communities, migrants and state institutions to strengthen trust and support systems.

- Developing the skills of community agents and setting up epidemic surveillance platforms at borders;
- Assessment and upgrading of health centers for case management of reproductive health, GBV, psychological care and mental illness.
- Capacity-building for institutions in charge of identifying, managing and monitoring cases of GBV and human trafficking;
- Creation of a Bureau d'Information et d'Assistance Commerciale aux Frontalières (BICAF) and staff capacity building;
- Capacity-building for agencies in charge of monitoring cross-border trade.

Outcome 3, Improved social cohesion: Encourage unity and cooperation between border communities to maintain peace and limit illegal activities.

- Reinvigorate the UCSRCs and encourage the development of Village Monitoring Committees by strengthening their technical and operational capacities;
- Capacity building for civil society, the media, community representatives and communities social cohesion and living together;
- Organization of awareness-raising events involving communities on peace, social cohesion, and certain issues linked to migration and the fight against GBV (radio broadcasts, peace caravan, etc.);
- Capacity building and support for cross-border economic development.

Project implementation

The project started in November 2020 for a duration of 30 months with a geographical concentration in the Bec du Perroquet area targeting the prefectures of Guéckédou and Macenta. The sub-prefectures where activities are concentrated are those identified as the most sensitive in mapping activities. Activities also took place in the N'Zérékoré prefecture.

Sierra Leone and Liberia have also begun mapping the most sensitive areas and issues. In Liberia and Sierra Leone, capacity-building activities for economic operators in cross-border areas have not yet been carried out. Otherwise, all activities were carried out in all three countries.

Each of the executing agencies was directly responsible for implementing its own activities. However, activities were carried out in close collaboration and coordination between the various agencies, and in consultation with the different public entities involved in the project. Implementation of the MPTF project's activity components is overseen by local program committees in each of the implementing countries. The steering committee is the project's governance body, which was to meet every 6 months to determine the project's direction and political governance. This committee was to be overseen by the resident coordinators of the various countries, with the participation of ministries, the Mano River Union and the PUNOs. It was not possible to talk to Mano River Union, but the various PUNOs made it clear that it had not been easy to involve them.

Political developments and health

During the project implementation period, the health situation evolved. Indeed, the project was launched when the COVID health emergency had been lifted. The project had to respond to the various health challenges posed by the outbreaks of Ebola Virus Disease, Lassa fever and Marburg fever. Forest Guinea is a region exposed to these diseases. As early as February 2021, several cases of Ebola virus disease were identified in the prefecture of N'Zérékoré, forcing the Ministry of Health, in collaboration with



WHO and other partners, to take measures to contain the outbreak and prevent the spread of the disease⁴. In June, several cases of Lassa fever were identified in the prefectures of Guéckédou, N'Zérékoré and Beyla. In August, a confirmed case of Marburg virus disease was identified in the prefecture of Guéckédou. WHO supported the Ministry of Health and ANSS in setting up response activities⁵. These different situations have influenced the project to develop, strengthen and support responses to these epidemics.

In September 2021, the project also had to adapt to the new political context. Following the army's seizure of power, the country entered a 3-year transition phase. During the field mission, new special delegations were set up. This situation led to changes in the prefectures and local authorities, resulting in a break in the activities that had been carried out by the project.

In June 2023, Sierra Leone had an election period.

The implementation of the project experienced some delays which resulted in a 3-month extension of the project, to ensure that all institutions had time to finalize their activities. The MPTF project ended in August 2023.

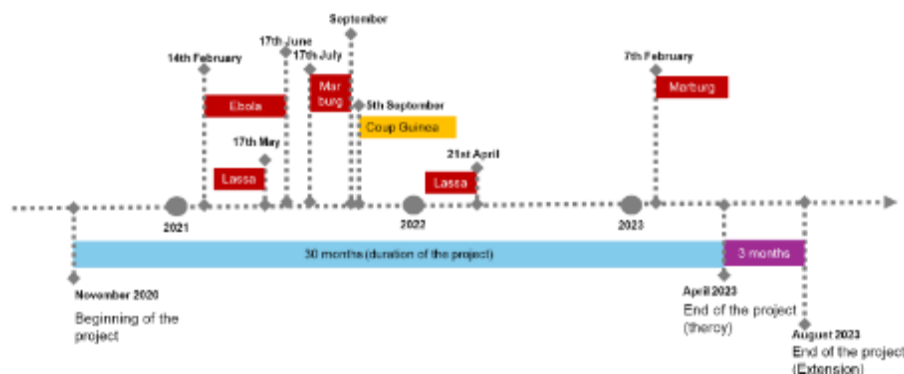


Figure 1: Chronology of MPTF project milestones

2.2. Evaluation objectives

The purpose of this final evaluation is to assess the overall performance of the joint program, and to determine the extent to which results (outcomes) have been achieved and are effective and sustainable in achieving the overall project objective. It will highlight lessons learned and good practices, and provide recommendations for future programming, based on the priorities of the government and other stakeholders.

More specifically, the evaluation will measure the progress made in achieving all the results achieved since the start of the program, and will assess the overall level of achievement of the three results in order to understand how and why they were achieved, and to what extent.

The general question the evaluation seeks to answer is: "To what extent has the program helped to improve the implementation of the GCM and its principles?"

IOM Guinea commissioned Insuco to carry out the final evaluation of the MPTF project. The project was implemented in Guinea, Sierra Leone and Liberia, with different strategies for each country. The evaluation also sought to take into account the specificities implemented in the project.

⁴ <https://www.OMS.int/fr/emergencies/disease-outbreak-news/item/2021-DON328#:~:text=de%20la%20situation-,Le%2019%20juin%202021%2C%20le%20Minist%C3%A8re%20guin%C3%A9n%20de%20la%20sant%C3%A9,Ouest%20en%202014%2D2016.>

⁵ WHO (2021). Annual Report 2021, WHO Guinea. [Lin](#)

2.3. Evaluation framework

Project	Strengthening border management, social cohesion and cross-border security in the Parrot's Beak area
Intervention schedule	November 2020 - August 2023
Evaluation criteria	Relevance, coherence, effectiveness, efficiency, impact, sustainability, GCM
Executive agencies	IOM (lead partner), UNDP, WHO and ITC
Geographical coverage	Guinea, Sierra Leone and Liberia

2.4. Evaluation criteria

The evaluation applied the six OECD/DAC criteria for assessing development aid: relevance, coherence, effectiveness, efficiency, impact and sustainability.

- **Evaluation of relevance:** the extent to which the MPTF project is consistent with the needs of primary and secondary beneficiaries, and with the country's needs and priorities.
- **Assessment of coherence:** the extent to which the MPTF project is consistent with the organization's institutional policies, synergies between UN agencies and links with other interventions.
- **Assessment of effectiveness:** the extent to which the MPTF project has achieved its objectives and results, including any differential results between groups.
- **Assessment of efficiency:** the effectiveness with which the resources/contributions (funds, expertise, time, etc.) invested in the MPTF project have been converted into results.
- **Assessment of sustainability:** the extent to which the positive impacts of the MPTF project will continue over time.
- **Assessment of contribution to impact:** the changes and effects - positive or negative, planned and unplanned - of the MPTF project on the people targeted by the project.

A final criterion was also developed to really understand the project's impact on the GCM, the specific links with the 10 principles and 23 objectives.

Assessment of contribution to the GCM: the extent to which the MPTF project is consistent with the MPM and contributes to specific objectives.

The team developed and refined specific questions to define each criterion more precisely. For more information on the questions and variables, see Appendix II: Evaluation matrix.

3. Methodology

3.1. Approach

The broad outlines of the evaluation methodology are inspired by the OECD/DAC evaluation principles for program monitoring and evaluation⁶. The evaluation follows the criteria set out by the United Nations Evaluation Group (UNEG). In particular, the report uses the evaluation matrix proposed by UNEG, and contains all the elements contained in Appendix 7 of UNEG's guide to good practice in evaluation, "Model evaluation report", adapted to the evaluation of this project and following the detailed plan presented in the initial report, which was reviewed and validated by the project's implementing agencies.

In order to gather information to assess all the evaluation criteria and answer the suggested questions, the evaluation team set up an evaluation process involving different stakeholder groups and different data collection methods. The aim was to identify the significant changes, impact and sustainability of the activities undertaken, based on qualitative data and referring to current situations.

3.2. Data collection tools

Data collection methods are as follows:

Literature review: The evaluation was based on an extensive literature review of documents developed within the framework of the project, as well as external expert documents. This analysis covered the following documents:

- **General project documents:** project document, activity report ;
- **Descriptive documents:** activity TORs, technical committee reports, deliverables developed as of the activities (training modules, communication materials, conference proceedings, etc.);
- **Project monitoring and evaluation documents:** half-yearly and annual progress reports, financial reports, field monitoring mission reports, etc;
- Studies carried out as part of the project or in the area of intervention by the agencies (Mapping carried out at the start of the project (Baseline), Public perception study (end of project), etc.);
- National and international policy and strategy documents (Plan National de Développement Economique et Social (PNDES)⁷, Pro Poor Agenda for Prosperity and Development (PAPD-Liberia), Medium-Term National Development Plan in Sierra Leone, UNSCDF...); and
- External expert reports, press articles and analyses.

Semi-structured individual interviews: These were mainly conducted face-to-face, and some remotely. These informants were identified jointly by the evaluation team and the PUNOS focal points. The evaluation team made a targeted choice to reflect a certain diversity of actors involved in the project, taking into account the temporal realities linked to the evaluation (see table below for breakdown and lists of people met in appendix).

The following principles were observed when conducting the semi-structured interviews. They were conducted by independent evaluators on a confidential basis. Under no circumstances were the information gathered or the views expressed by the evaluators reported individually to the implementing agencies, or circulated publicly.

In all interviews, the assessors explained the purpose of the meeting and the assessment topics to the interviewee when the appointment was made, and reiterated them at the start of the interview. They also made clear the independence of the assessment, the possibility of not answering certain questions during the interview and of ending it when the interviewee wished. During the initial contact, the communication plan drawn up by Insuco and validated by IOM was passed on to the interviewee and/or shared verbally. The mission order signed by the three agencies was also shared.

⁶ For more details on the OECD DAC evaluation guide <http://www.oecd.org/development/evaluation>.

⁷ A key strategic planning tool for project development and start-up. The latter is no longer in force since 2022. It has been replaced by the Interim Reference Program.

The interview grid was used as a guide and adapted to the interviewee, depending on what was most relevant, the interviewee's knowledge and involvement, the time available, the interviewee's attitude and the priorities identified before and during the interview.

	Indiv.	Groups
Group I (PUNO): IOM, UNDP, ITC and WHO	12	
Group II (Institutions): Governments	2	
Group III (Institutions, local NGOs, media) : Local associations, local authorities	25	3
Group IV (Secondary beneficiaries, Communities)		7

Figure 2: Overview of methods used by profile

Focus groups: Ten focus groups were held, involving 94 participants in the MPTF project. Three focus groups were specially organized with members of local authorities, border security agents and community representatives. Seven focus groups were held with women who had and had not been supported by the project in cross-border economic development. The aim was to test the project's efficiency, impact and sustainability among the topics discussed. These discussions were facilitated using the interview guide developed prior to the field mission.

Observation of sites visited: Direct on-site observations (activities, infrastructure, etc.) were made in the areas visited during the assessment mission (Nongoa, Kisseneye, Guéckédou, Koundou, Baidu), in particular to observe:

State and use of infrastructure and equipment provided by the project to authorities and border security agents (Nongoa: 1 borehole, 1 store, 1 PoE rehabilitation and equipment; Koundou: health center, equipment; Baidu: 1 PoE rehabilitation and equipment; Guéckédou: equipment, rehabilitation at DPS level);

Use and status of groups supported by the project (5 groups visited: 1 Nongoa, 2 Koundou and 2 Guéckédou).

Quantitative survey: The main aim of the quantitative survey is to reinforce the analysis of the project's effectiveness, sustainability and impact, bearing in mind that a perception survey was already carried out at the end of the project.

In the specific context of this evaluation, which comes after more than a year of project closure, it will be difficult to isolate specific groups according to the activities carried out. The surveys were carried out at the same time as the field visits to each of the communities (Guéckédou, Koundou and Nongoa). Questionnaires were administered by two interviewers.

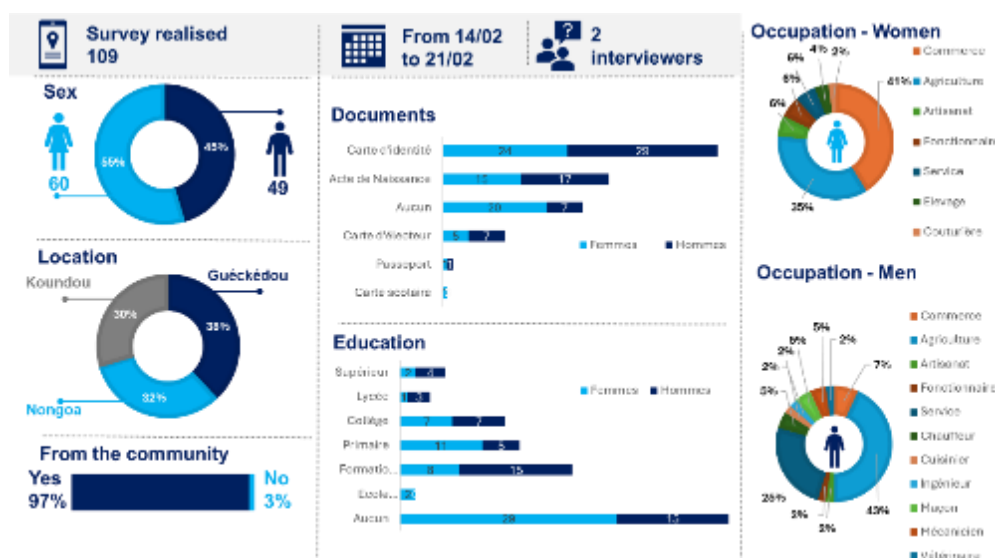


Figure 3: Profile of interviewees in the quantitative survey

3.3. Limitations

Evaluation timeframe: The project was evaluated in January 2025, more than a year after project completion. This timeframe has both advantages and limitations. The remoteness of the project implementation period made it difficult to identify and meet the key people involved in the project. At the level of the implementing agencies, some human resources were no longer in post, or their contacts no longer existed. At the level of Ministries, Institutions and Agencies, at both central and local levels, staff changes (e.g. transfers, team turnover) made it impossible to identify all the people involved in the project. Some information could therefore not be collected as planned. Indeed, the focal points of the partner ministries had very little knowledge of the project, or did not wish to comment on it as they were not in post at the time⁸. Some UNDP focal points were no longer in post. On the other hand, those interviewed found it difficult to recall precisely a project that had already been completed over a year ago. At local level, communal councils were replaced in April 2024 by the establishment of special delegations, making it difficult to identify the resource persons who had been in post during the project.

It's important to note that this delay in the evaluation also enabled the various resource people interviewed to gain some perspective on the project. This enabled a more in-depth assessment of the project's impact and sustainability. The fact-finding work carried out in the communities where the project was implemented enabled us to work closely with the groups that had been supported, economic operators and community members, in order to fully understand the project's current impact (sustainability). It wasn't always easy to identify the groups that had received support, but this made it possible to hold focus groups with groups that had not received support, and with newly-created groups.

Areas covered by the project: The project implemented some activities in the prefectures of Macenta and Guéckédou, others on either side of the border (between Sierra Leone, Liberia and Guinea) and still others in the N'Zerekoré region. The time constraints associated with the assessment meant that the team had to restrict its fieldwork to certain areas of the MPTF project. Field data collection took place from February 12 to 22, and involved a great deal of travel. The evaluation team chose to concentrate data collection on the prefecture of Guéckédou, with a focus on the sub-prefectures of Nongoa, Koundou and the urban community of Guéckédou.

Added to this was the constraint on fieldwork in Liberia and Sierra Leone. Travel difficulties from the border and time constraints prevented the evaluation team from collecting quantitative data. In Sierra Leone, the work was facilitated by an immigration focal point, which enabled interviews and site visits to be carried out over one afternoon, in the sub-prefecture of Koidu. In Liberia, it was more difficult to get to the Lofa sub-prefecture.

⁸ Interviews in Conakry with two partner ministries (Ministry of the Interior and Ministry of Cooperation).

Discussions therefore took place at the border with various representatives of the defense forces and immigration services.

Access to documentation and financial tools: the document review focused on documents shared by the team in charge of monitoring the evaluation. These documents are mainly activity monitoring documents, annual reports, monitoring mission reports, etc. (See list of documents consulted in appendix).

Financial reports were requested at the start of the evaluation. As each agency was responsible for its own financial reporting, it was not possible to obtain a consolidated financial report. Financial reports were requested during interviews with resource persons at each of the agencies. IOM is the only agency to have shared its financial reports. In some cases, these reports are produced by headquarters (e.g. WHO).

Number of sectors and stakeholders involved in the project: The project was implemented by four UN agencies: IOM (lead agency), UNDP, WHO and ITC. It was implemented in 3 countries and involved numerous national and local players. The project was implemented over a period of almost 3 years and involved numerous institutional partners. The period dedicated to data collection necessitated prioritization work, identifying the key resource people to meet within the various institutions and having participated in the project at local level. The present evaluation focused on meetings with the focal points appointed within these various institutions, as well as on the direct beneficiaries of the various activities carried out at local level. For a complete review of all activities and in all project implementation zones, the data collection time would have had to be extended.



4. Results

4.1. Relevance

EQ1.1.	Relevance, intervention logic	Have the project's activities and results been well designed, valid and consistent with the planned results and objectives?
EQ1.2.	Relevance, community involvement	To what extent have the various stakeholders, in particular migrants and affected communities, been involved in the design and implementation of program interventions?
EQ1.3.	Relevance, policy alignment and priorities	To what extent have the activities and results taken into account the policies and priorities of the governments of Guinea, Sierra Leone and Liberia and the needs of the beneficiary groups?

4.1.1. Intervention logic and geographic targeting

The project's geographic focus and approach appear highly relevant. Past events (e.g. conflicts in Liberia and Sierra Leone and instability in the region) have caused communities to move from one country to another, and current links are still important. Working with institutions was essential to improve community confidence in them and to develop their skills. The operational level mainly targeted the "parrot's beak" zone, concentrating on certain sub-prefectures. This dual institutional and operational approach has helped to improve border management, social cohesion and confidence in public services. The area is marked by interactions between communities on either side of the border. Commercial exchanges (e.g. weekly markets) involve economic operators crossing borders to sell their products.

The project's multi-country approach is highly relevant. The project deliberately worked in countries bordering the "Parrot's Beak" area, with Liberia and Sierra Leone. As these are communities living in the same area, working in these different countries made a lot of sense. However, activities were not targeted in the same way. In Guinea, for example, the focus was stronger than in Sierra Leone and Liberia. Given the methodology applied and the limited time available, the greater focus on activities in Guinea may constitute a bias in this analysis.

Targeting was realistic to ensure impact in targeted communities. Geographic targeting was done to focus on certain areas particularly vulnerable to cross-border movements. This targeting was refined at a later stage to take into account the results of mapping carried out in the field. Some sub-prefectures were not targeted by the project, but would have liked to be involved. This observation also makes it possible to identify a targeting approach that is adapted to the risk of not benefiting everyone.

The geographic focus appears highly relevant to the region's health challenges. Certain disparities in the activities implemented between different communities and between different countries were observed in response to the changes identified. At the time of the project's development, the COVID 19 pandemic had affected the area, and epidemiological surveillance activities were of particular importance in a zone where certain epidemics had already begun. It was also for this reason that certain activities were developed more specifically in certain areas. In Koundou, for example, the response to and management of epidemics was stepped up, enabling the first cases of Marburg, Lassa and Ebola to be taken into account in good time. In response to the first cases of Ebola, Lassa and Marburg, the project also extended some of its prevention and response activities to these viral diseases to enable a timely response. Indeed, the fact that the few cases that were reported were immediately taken care of shows the relevance of this targeting.

According to the quantitative survey, 84% of respondents felt that the project had taken the area's specific health issues into account to a high degree, and 16% felt that the project had taken specific health issues into account to a slight degree. It is interesting to note that none of the respondents felt that health issues had not been adequately taken into account.

4.1.2. Stakeholder involvement

As soon as the strategic choices for the project were identified, the United Nations Migration Group in Guinea involved institutions at both central and local level. The project's focus on Parrot's Beak led the various agencies to work with the National Borders Commission, which was in the process of being set up. This institution, whose aim was to demarcate and strengthen border management, was associated with the

project, since it had an objective to work in the area. By joining forces with this institution, the various agencies are clearly responding to Guinea's objective of working on integrated border management and theme 3 of the MMPTF. After being defined in Guinea, discussions were extended via the United Nations Migration Group to Sierra Leone and Liberia (see also (4.7. GCM). In a second phase, local authorities were involved in the more specific definition and targeting of activities

The use of mapping at the outset of the project ensured effective and rapid targeting, while taking into account specific needs. The use of mapping to identify high-risk areas in terms of population mobility and public health was a strategic intervention. This approach made it possible to target health interventions more precisely and ensure rapid control of epidemics, optimizing resource allocation and adapting strategies to the specific needs of each locality⁹

Through these mapping analyses, local authorities and deconcentrated institutions were consulted and certain adjustments were made to best meet their needs and priorities. This approach was important in understanding the difficulties faced by devolved institutions: weak border management capacities (infrastructure and human resources), poor coordination of security and public health surveillance, and the low presence of administrative and security authorities .¹⁰

It should be noted that the methodologies used were not identical in all countries. In addition, it seems that certain elements of these mappings have played the role of baseline. Unfortunately, these are different exercises, and do not always provide a clear understanding of the logical framework indicators.

Overall, the project has taken the needs of the communities into account in its development. According to several testimonials, the communities were well involved in identifying needs. *"If you consult the community and ask them if they wanted the store, they want it. It was the women shopkeepers who asked for it. That's the same reason why the borehole was built next door, to give the women easy access to water"*. According to the quantitative survey, 80% of respondents felt that the communities had been well consulted and that the project had taken their needs into account (graph 1). 14% felt that the communities had not been properly consulted, and 6% didn't know (graph 1). There is a slight difference between women and men. 88% of the women consulted felt that the various groups had been well consulted and that the project had taken their needs into account, compared with 72% of men for the same statement (graph 1). This difference can be explained by the fact that women were more specifically involved and targeted for certain activities.

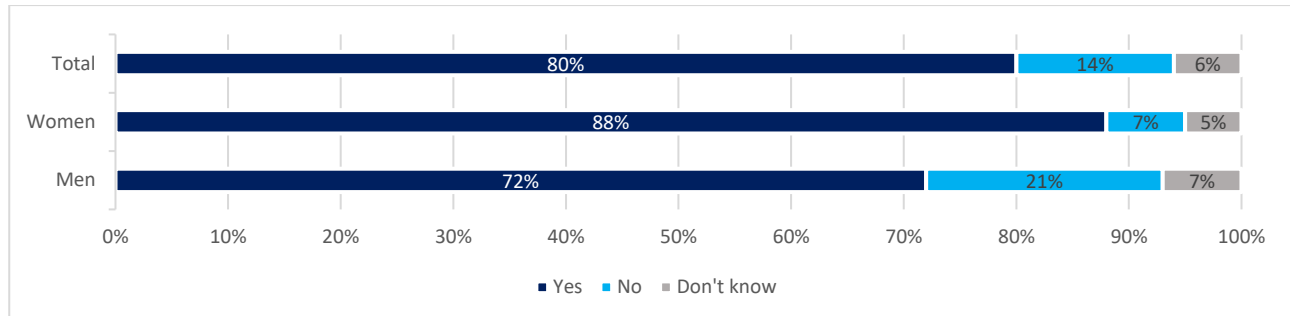


Figure 4: Did the project take account of community needs in its development?

At the level of the women's groups we met, consultations were carried out consistently upstream. The quantitative survey revealed that 80% of respondents felt that women had been consulted and integrated into the project (see graph 1). The various activities, in particular those relating to the identification of needs, enabled an understanding of the context through consultations that included both the authorities and the communities through the groups. Both supported and unsupported women's groups were consulted. Targeting was done at two levels. After a general mapping of existing groups (formal and informal), certain organizations were identified to benefit from more specific support from UNDP and ITC. Among the economic groups consulted that had not received support from the project and had already been set up, they felt that information and awareness-raising had not been properly carried out. Some groups located in more remote rural communities could not be informed in time. Even though these groups did not receive support, they have

⁹ IOM, UNDP, WHO, ITC (2023), Final Project Report - Migration MPTF, p. 28.

¹⁰ IOM, UNDP, WHO, ITC (2021), Launch of activities and rapid assessment for the implementation of the Project in the Parrot's Beak area, P.4.

drawn inspiration from the groups supported, in some cases structuring and formalizing themselves (see 4.6. Impact).

Young people are targeted by the project to meet the challenges of human trafficking and participation in activities to raise awareness of social cohesion and improve living together. The quantitative survey revealed that 67% of respondents felt that young people had been consulted and integrated into the project (70% for women and 64% for men, see graph 2). This is the second group considered to have been consulted and integrated into the project. Although the targeting of young people and children in particular is specified in the PRODOC, the field mission did not enable us to meet any groups of young people who had benefited from the project. In terms of activities, the project responds above all to local issues linked to human trafficking, which particularly target children and young girls.

The project mentions migrants as a target group. The literature review and various interviews show that migrant groups have been harder to reach. The inking of the project emphasized local issues of social cohesion and support for the most vulnerable groups. The quantitative survey revealed that 5% of respondents felt that migrants had been consulted and integrated into the project (see graph 2). The Parrot's Beak area is a place of trade between communities on both sides of the border. Although some return migrants have been met, they have not benefited from the project. Some of the activities relate to the risks associated with irregular migration, and capacity-building for communities living in the Bec du Perroquet area.

- Training for 30 local NGOs on community empowerment, particularly with regard to migrants and the protection of their rights;
- Production, direction and broadcasting of programs on social cohesion, the fight against migration and gender-based violence in the parrot beak;
- Awareness-raising activities that used volunteers to tell their stories to inform young people intending to embark on irregular migration projects of the dangers they face.

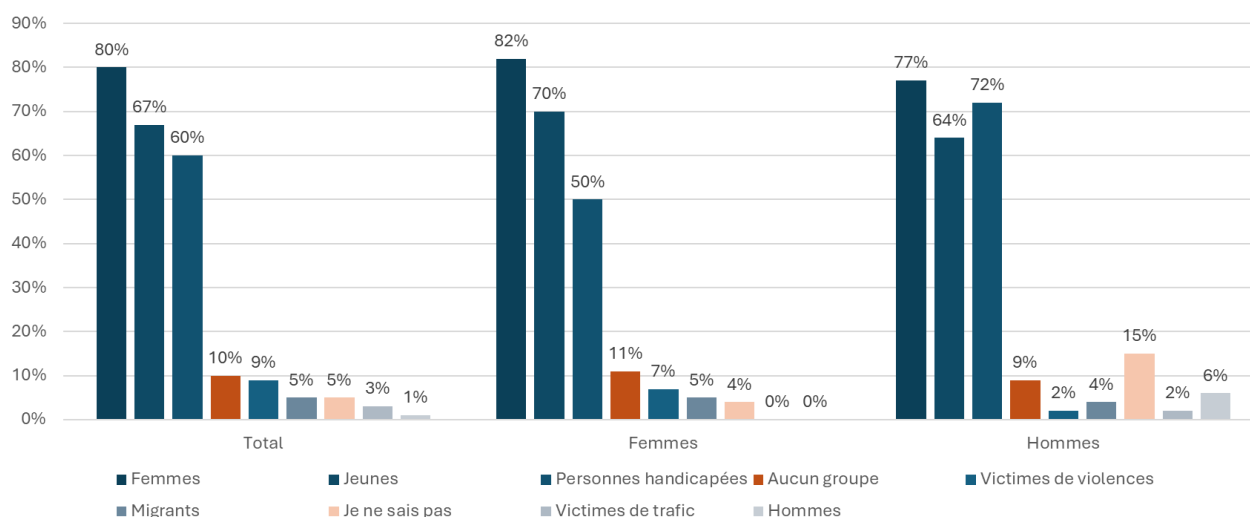


Figure 5: Which groups were consulted and integrated into the project?

Source: Insuco, quantitative survey conducted from February 17 to 21, 2025

This question provides an indication of the importance attached to each target group. Several answers were possible to this question. According to those surveyed, 80% felt that women had been consulted and integrated into the project (slightly higher for women than for men surveyed, 82% versus 77%). Young people were the second most consulted group (67%), followed by people with disabilities (60%). These figures also reflect the project's focus on social cohesion through the development of economic activities and awareness-raising activities on the issues of migration and health risks.

Interestingly, only 5% of respondents felt that migrants had been consulted and involved in the project. This figure can be interpreted as follows. The stakes linked to inter-community exchanges are higher, and migrants who leave the area irregularly are not very visible. The same applies to victims of violence and trafficking, who are targeted by the MPTF project, but for whom only 9% and 3% of respondents respectively feel that they have been properly consulted and integrated into the project.

4.1.3. Alignment with the policies and priorities of the governments of Guinea, Sierra Leone and Liberia

The MPTF project is anchored in the strategic documents of the three governments and is in line with the priorities set out in these documents

In Guinea, the PNDES 2016-2020 (subsequently replaced by the Programme de Référence Intermédiaire¹¹ from 2022) has four pillars which are (i) promotion of good governance for sustainable development, (ii) sustainable and inclusive economic transformation, (iii) inclusive development of human capital and (iv) sustainable management of natural capital. As outlined in the PRODOC, the MPTF project is aligned with pillars 1, 2 and 3 of the PNDES and is in line with several proposed outcomes and priority actions as detailed below.

Outcomes and actions of the PNDES¹² in Guinea, in which the MPTF Project is involved

Pillar 1: Promoting good governance

Effect 1.1.3. Defense, security and civil protection are strengthened

- Strengthening the institutional, logistical and human capacities of the defense and security forces
- Restoring trust between the population and the defense and security forces

Outcome 2.2.4. diplomacy, international cooperation and regional integration are strengthened

- Promoting effective international cooperation in line with national priorities
- Promoting regional integration

Outcome 2.2.5. the business environment is improved

- Improved access to diversified and adapted financial services
- Private sector capacity building

Pillar 2: sustainable and inclusive economic transformation

Outcome 3.4.1. the conditions for better integration of trade in development are created

- Reducing barriers across borders

Pillar 3: Inclusive human capital development

Outcome 5.1.2. Productive employment and women's entrepreneurship are promoted

- Institutional, technical and human capacity building
- Promoting women's entrepreneurship through access to training, financial services and adapted technologies.

Outcome 5.2.2 Social, political and cultural development of women and vulnerable persons

- Combating all forms of violence against women and girls

¹¹ The latter has been in force since 2022.

¹² With the "Coup" of September 2021, the PNDES was suspended for review by the new authorities.

Effect 5.2.4. Child protection is ensured

- Development of the child protection and children's rights program

In Liberia, the MPTF project is aligned with the *Pro-Poor Agenda for Prosperity and Development* (2018-2023). This plan is organized around four pillars. The MPTF project is based on two pillars.

Outcomes and actions of the *Medium-Term National Development Plan* (2019-2023) in Sierra Leone, in which the MPTF Project is involved

Pillar 1: Power to the people

Reducing gender inequality and empowering women and girls

- Raising awareness and informing the public about gender-based violence (GBV)
- Access to gender-sensitive psychosocial, health and legal services, including on trafficking, sexual and other forms of exploitation Results framework for women's empowerment Train women in cross-border trade with consolidated warehousing and transport based on the Mano River Union (MRU) Protocol / ECOWAS Protocol on the Free Movement of Persons

Pillar 3: Preserving peace

- Put an end to child abuse, exploitation, trafficking and all forms of violence and torture
- Improving the delivery of security services nationwide (improving security services for women, professionalizing the security sector and strengthening supervision and discipline mechanisms).
- Strengthen social cohesion in target communities

In Sierra Leone, the MPTF project is aligned with the *Medium-Term National Development Plan* (2019-2023) and clearly on two of the eight clusters: (5) *Empowering women, children, and persons with disability*; (6) *Youth employment, sports and migration*.

Outcomes and actions of the *Medium-Term National Development Plan* (2019-2023) in Sierra Leone, in which the MPTF Project is involved

Cluster 5: Empowerment of women, children and people with disabilities

- Enhancing knowledge of the referral pathway for cases of sexual abuse
- Strengthening protection, rehabilitation and reintegration support for victims of sexual abuse

Cluster 6: Youth employment, sport and migration

Effect 6.3. Migration challenges

- Awareness campaign on irregular migration, human trafficking and violent extremism
- Combat human trafficking by training border operators and providing them with the necessary tools and equipment
- Promote the acquisition of technical and vocational training/skills among young people to foster their employability

The MPTF project is also relevant in terms of links with existing priorities in the fight against human trafficking and smuggling.

Guinea's national migration policy (2020) is structured around 5 main axes¹³. The MPTF project specifically targets the first two axes, dealing with border management and human trafficking. In addition, the MPTF project is aligned with the National Action Plan to Combat Human Trafficking for the period 2020-2022, implemented by the CNLTPPA^[1].

The MPTF project is aligned with the Government of Liberia's second National Action Plan to Combat Human Trafficking for the period 2019-2024, which is being implemented by the national anti-human trafficking task force. The MPTF project focuses on Domain 1. Prevention of trafficking and Area 4. Collaborations between Liberian agencies and international partners.

In Sierra Leone, the National Action Plan to Combat Trafficking in Persons (2020-2023) is aligned with the MPTF project, supporting protection assistance, law enforcement training and awareness campaigns^[2].

¹³ IOM (2020), Migration en Guinée - Profil Migratoire National, p.79.

4.2. Coherence

EQ2.1.	Coherence, coherence with nat, reg, world frameworks	To what extent was the intervention consistent with relevant national, regional and international frameworks, in particular the GMP and the Sustainable Development Goals (SDGs)?
EQ2.2.	Coherence, synergies with other interventions	Are there synergies with other interventions in Guinea, Sierra Leone and Liberia carried out by intervention partners and other players? If so, how could these synergies be strengthened in a future follow-up phase?
EQ2.3.	Coherence, UN coherence and the implementation work of UN agencies	How has the program helped to increase the coherence and unity of the UN in social cohesion and in general in the work of the UN agencies responsible for implementation and in the leadership of the RC within the UN in the country?
EQ2.4.	Coherence, complementarity	To what extent does the program complement and fit in with other UN, national and provincial government programs underway in the country?

4.2.1. Consistency with regional and international frameworks

The MPTF project is consistent with the priorities of the United Nations Strategic Framework for Development Assistance in 3 countries¹⁴ :

The results achieved during the period from November 2020 to August 2023 contributed to the objectives of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in all three countries. In Guinea, the MPTF project is directly linked to the United Nations Development Assistance Framework (UNDAF, 2018-2022). The UNDAF (2018-2022) was developed taking into account the strategic choices of the PNDES at the time. The UNDAF is structured around three axes: 1. promotion of good governance for sustainable development; 2. economic transformation and sustainable management of natural capital; 3. inclusive development of human capital. In terms of these three axes, the MPTF project is aligned as a priority with axis 1, in particular with components 1 and 2 of the project. The project is also aligned with Axis 3.

In Sierra Leone, the *UN Sustainable Development Cooperation Framework* (2019-2023) is developed around 4 axes¹⁵ . The MPTF project is aligned as a priority with Area 4: *Protection and Empowerment of the Most Vulnerable* and Area 2: *Transformative Governance*.

In Liberia, the *UN Sustainable Development Cooperation Framework* (2020-2024) is developed around 4 outcomes, aligned with the pro-poor prosperity and development agenda. The MPTF project is aligned as a priority with Outcome 3 "*Sustainable Peace and Security*" and Outcome 4 "*Governance and Transparency*".

The project contributes directly to the Agenda 2030 and especially to the fight against all forms of violence and human trafficking. The intervention is aligned with the following specific targets:

5.2.	Eliminate all forms of violence against women and girls from public and private life, including trafficking and sexual and other forms of exploitation.
8.7.	Take immediate and effective measures to abolish forced labor, end modern slavery and human trafficking, prohibit and eliminate the worst forms of child labor, including the recruitment and use of child soldiers and, by 2025, end all forms of child labor.
16.2.	Put an end to child abuse, exploitation and trafficking, and to all forms of violence and torture against children.

The implementation of the project in three countries brings the project into line with ratified regional conventions. Guinea, Liberia and Sierra Leone are participating states in the *Migration Dialogue for West Africa (MIDWA)*, designed to encourage ECOWAS member states to discuss common migration issues and concerns in a regional context. More specifically, the MPTF project is linked to two of MIDWA's axes

¹⁴ Links between the GCM and the project are developed in the last section, Q.7, concerning the GCM.

¹⁵ UN (2020), **United Nations Cooperation Framework for Sustainable Development - Sierra Leone**, p.72.

- **Border management:** the MPTF project contributes to this area through Outcome 1.
- **Combating organized cross-border crime (human trafficking and migrant smuggling):** the MPTF project contributes to this area through results 1 and 2.

The MPTF project has also aligned its activities with documents ratified at regional level. One of the central documents is the ECOWAS Protocol on the Free Movement of Persons, which binds the countries in the area to freedom of movement. This document serves as the basis for training border agents.

4.2.2. Synergies and complementarity within and between the various PUNOs

The agencies worked together, taking into account their expertise and knowledge of the area. All the agencies had a presence in Guinée Forestière and the Perroquet's Beak area.

- ITC was able to draw on its knowledge of the area via the *She Trades West Africa* project and also the identifications made during the Integra project.
- IOM has drawn on its expertise in border management, the fight against human trafficking, reintegration and peaceful coexistence (see below), with a presence and sub-office in Guinée Forestière.
- UNDP was able to draw on its expertise in peacekeeping, governance and social cohesion.
- WHO has a sub-office in N'Zérékoré and has drawn on its expertise in the health sector, community health and the preventive management of epidemics.

The presence of the PUNOs in the Bec du Perroquet area has enabled us to draw on their field experience. IOM and UNDP studies are presented as having identified specific needs and confirmed the need to work on issues facing women and young people (GBV, exploitation, mental health...), IOM wished to *"capitalize on an already solid presence in the target area, including WHO sub-offices and staff familiar with the local context and in regular contact with local communities and their leaders"*¹⁶. These studies were then supplemented by field mapping (see below, 4.2.4.). ITC also drew on previous activities to identify economic operators in the area.

The PUNOs collaborated on a number of activities, drawing on their added value for the project. Training courses were run jointly by the ELTs: 1. Training courses on illicit trade, where UNDP provided logistical support and ITC provided the trainer¹⁷. 2. Two cross-border meetings on epidemic prevention by IOM and WHO; 3. Capacity-building for border agents coordinated between IOM and UNDP (see also 4.2.4.).

IOM has pooled its expertise (protection, public health, IBM and TIP) to support MPTF project activities. Following the PoE field assessment, the IOM MPTF project team also had more specific discussions with the IBM unit to clarify the needs identified. Indeed, the IBM unit also had the opportunity to carry out a PoE assessment in the Bec du Perroquet. These exchanges helped to confirm the choices that had been identified, such as drilling, energy and communication needs, and storage space. IOM's expertise in the fight against migrant trafficking and human smuggling was mobilized in the first phase of the project to: 1. benefit from existing technical expertise in order to develop activities relating to the training, identification and care of victims; 2. develop synergies between IOM's TIP projects and the MPTF project; 3. support capacity building for the IOM MPTF project team in Guinea. In all three countries, IOM was able to rely on the Migrant as Messengers project for outreach activities. Building on IOM's previous experience and existing links with institutional partners, the MPTF project built up its exchanges with the same institutional partner focal points.

4.2.3. Synergies and complementarity with other players

The Joint Security and Confidence-Building Units (UCSRC) created by Mano River Union have been revitalized¹⁸. These units were set up in 2010, and have benefited from regular support that has enabled them to make significant contributions in terms of raising awareness, sharing information and maintaining security in border areas. The Joint Units were set up before the MPTF project, and have benefited from a

¹⁶ IOM, UNDP, WHO, ITC (2020), Joint Programme Document - Migration MPTF, p.55.

¹⁷ UNDP (2023), Rapport d'activité Période 2023 (Migration et lutte contre les VBG dans le Bec du Perroquet), p.15.

¹⁸ The 15th UMR Protocol defines sub-regional defense and security cooperation, including joint border security and confidence-building units.



number of external supports (e.g. Mano River Union, DRC...). The MPTF project wanted to build on these existing structures, despite the fact that from the outset these structures were identified as *"having a low level of operationalization, non-replacement of departed members, lack of equipment and low level of knowledge of UCSRC governance texts"*¹⁹. This analysis led to the adaptation of technical and operational capacity-building activities, with the aim of making them operational and sustainable. However, it seems that these structures still require support if they are to operate autonomously and sustainably (see 4.5. Sustainability).

Right from the start of the MPTF project, there was a desire to involve Mano River Union in the project. Although interactions were not easy (according to some of the people interviewed, the evaluation mission was unable to meet them directly), Mano River Union was involved in certain activities, including the holding of the regional meeting on the fight against human trafficking (March 21-25, 2023).

Some training activities were carried out in synergy with other projects (Expertise France). From the outset of the project, training activities on the identification, care and referral of victims of trafficking were seen as requiring coordination with the Expertise France project on trafficking²⁰. Collaboration also took place with Expertise France and WHO for the training of health personnel and community surveillance and health prevention volunteers, which enabled 178 people to be trained in cross-border epidemiological surveillance.

The lack of coordination with the GIZ project meant that synergies between the two projects could not be maximized. During the evaluation mission, several PoEs visited (Nongoa and Kisseney) were also equipped with sanitary control posts built by GIZ. According to the various interviews conducted on site, these posts are not functional and some people even pointed out that these posts had not yet been officially handed over to the authorities and therefore had not been able to be used until now. As the GIZ project also covered the prefectures of Macenta and Guéckédou, better coordination would have enabled us to maximize support and reinforce accompaniment, in order to avoid duplication of rehabilitation work. Indeed, during the evaluation mission's visit to the Nongoa PoE, numerous buildings and rehabilitations were taking place all along the road leading to the pier (projects preceding the MPTF project). The fact that Nongoa has benefited from the rehabilitation of a border post, the construction of a store and a borehole may call into question the concentration of aid around Nongoa. This does not call into question the selection criteria, but requires the inclusion of additional criteria relating to the concentration of aid and the existence of previous renovations.

Best practices and areas for improvement :

- **Strengthen the participation of the PUNOs, prioritizing technical expertise and knowledge of the area.**
The various agencies must work in a coordinated fashion, while maintaining their own specific areas of expertise (complementarity between the PUNOs, leveraging existing technical expertise, geographical targeting).
- **Strengthen the development of a monitoring-evaluation framework** involving all ELTs.
- **Increase the number of joint monitoring missions** to improve ownership of activities by partners and PUNOs and ensure more regular field monitoring.
- **Develop spaces for dialogue** at the level of intervention zones and through thematic groups to facilitate coordination with interventions addressing the same themes (pool capacity-building activities, avoid aid concentration).
- **Strengthen information sharing in existing dialogue forums** to develop coordinated activities between different players (e.g. joint training courses with Expertise France).

4.2.4. UN coherence and unity in social cohesion and agency work in general

The project grew out of exchanges at the level of the United Nations Migration Network, and provided support to ensure the unity of the United Nations. The RCs played a role in revising and aligning the proposal with the objectives of each country. The use of the joint program as a secretariat tool for coordinating the activities of the UN Migration Network demonstrated the strategic importance of inter-institutional collaboration to enhance the effectiveness of migration initiatives. This project approach has fostered joint work between government entities (counterparts of UN agencies) dealing with migration issues. In this respect,

¹⁹ UNDP (2023), Rapport d'activité Période 2023 (Migration et lutte contre les VBG dans le Bec du Perroquet), p.10.

²⁰ Expertise France was in charge of the regional project "Appui à la Lutte contre la Traite des personnes dans les pays du Golfe de Guinée" and a health project. Some of the training activities carried out by Expertise France were pooled.



at national level, partnerships have been established, where appropriate, with key institutions such as local NGOs, local, regional and municipal authorities, among others.

In Liberia, IOM also worked closely with UNCT to share the achievements of the MPTF project. Information was also shared with IOM Guinea, the project lead.

The PUNOs operated in a coherent manner, carrying out project planning and monitoring activities jointly. According to the interviews conducted with the various agencies (IOM, UNDP) and what emerges from the document review, they worked together to identify groups, analyze capacities and capacity-building needs, provide training and technical support, and provide material support. In Guinea, the mapping (mission carried out in February 2021) and follow-up mission (March-April 2023) involved the four agencies and the focal points of the various ministries.

From several interviews with the PUNOs, it emerged that through these joint missions, the agencies were able to better understand what the other agencies were doing, and also to realize that the activities were intertwined.

Coordination between the various agencies was presented as a strength of the MPTF project. From the outset of the project, the issue of coordination between agencies was identified as central to ensuring the project's success. Each agency has its own agenda, and they wished to delegate a focal point rather than set up a specific project team. IOM was the lead agency, with staff recruited specifically for the project. *"IOM was responsible for coordination, holding monthly meetings to ensure overall planning and a project approach."* Each agency played its assigned role. As proof of good inter-agency coordination, the agencies participate in and lead the Steering Committees. IOM was responsible for consolidating narrative reports and coordinating activities, but each agency was responsible for its own financial reporting.

4.3. Effectiveness

4.3.1. Achievements

EQ3.1.	Efficiency, execution according to plan.	Have activities and results been achieved according to plan?
EQ3.2.	Effectiveness, influencing factors	What were the main internal and external factors influencing the achievement of the project's objectives?
EQ3.3.	Efficiency, satisfaction of stakeholders.	To what extent have the stakeholders concerned been reached as planned and are they satisfied with the results of the interventions?

The effectiveness of the MPTF project is assessed as satisfactory. The project is organized around 3 distinct outcomes. For each outcome, two performance indicators are proposed. All in all, these six indicators are mainly perception-based. The lack of a baseline and the rather qualitative approach mean that the analysis of the achievement of results is not very thorough. Other indicators could have been envisaged to give a better idea of the extent to which results have been achieved. Here are a few possible indicators:

Result 1 Border management	<ul style="list-style-type: none"> Detection rate of illicit activities ; Detection rate of victims of trafficking and GBV ; Frequency of reports on migratory flows and epidemic identification and prevention.
Result 2 Confidence in institutions	<ul style="list-style-type: none"> Number of complaints lodged against administrative hassles at borders ; Evolution of taxes applied to certain products by PoE (barrel of oil, bag of palm nuts, etc.);
Result 3 Social cohesion	<ul style="list-style-type: none"> Women's economic empowerment in cross-border communities ; Number of women's and youth organizations supported with materials and equipment ;

Achievements and results:

Of the four performance indicators, 100% have been achieved. With regard to the two performance indicators relating to R1, the activity monitoring documents and basic documents do not provide a clear understanding of the basic level of health and migration personnel. According to the final report, 85.8% of people have improved their knowledge of border management and security, health and trade issues, against a target of 70%. The second indicator shows that 80% of health and migration personnel in the project area have improved their ability to respond to the realities and identify victims of trafficking and illicit activities.

For the two performance indicators relating to R2, the perception survey (April 2023) will be used to complete these two indicators. The results of the perception survey are disaggregated and included in the final report. In the final activity report, 99% of the community surveyed were satisfied with the quality and availability of the services offered, against a target of 70%²¹. The second indicator shows that 83.8% of local authorities and community members in the area are aware of the types of epidemics (old and new) and the referral mechanisms to care facilities, against a target of 70%.

For the two performance indicators relating to R3, the perception survey (April 2023) completes these two indicators. The perception study proposes the disaggregation of results. In the final activity report, the results framework shows that 99% of community members perceive social cohesion as a means of conflict resolution and peacekeeping, against a target of 70%. The second indicator shows that 83.3% can identify the importance of economic inclusion in their locality.

Table 1: Achievement by outcome indicator (Summary)

Outcome indicators	Baseline	Target	Achievement
OUTCOME 1 Integrated border management capacities of Immigration and Health Authorities are strengthened to adequately address border control, health, and mobility realities			
Percentage of migration and health personnel in the identified target area indicating an improvement in the level of border management on matters of security, health and trade	X	70%	85,8%
Percentage of migration and health personnel in the identified target area indicating an increased level of addressing mobility realities such as identifying victims of trafficking and illicit activities	X	70%	80%
OUTCOME 2 Trust is increased to better connect communities/migrant populations with state institutions and support systems			
% Community impression of the quality and availability of support services of institutions (data disaggregated by age, sex, target zone and county)	X	70%	99%
% of local authorities and community members in the identified target area indicating awareness about EPD and referral mechanisms (disaggregated data by age, sex, target area and country)	X	70%	83,80%
OUTCOME 3 Cross-border social cohesion is improved among Parrot's Beak communities			
Community member perception of social cohesion in the identified target area (disaggregated data by age, sex, target area and country)	X	80%	99%
Community members perception of economic inclusion in the identified target (disaggregated data by age, sex, target area and country)	X	80%	83,30%

Achievements of outputs :

The effectiveness analysis verified that most of the activities set out in the project document had been carried out. The MPTF project has achieved all or surpassed more than 80% of the output indicators developed in the logical framework. The PRODOC shows the targets for each indicator. Of the 21 output indicators listed, two (or 10%) did not have clearly defined targets²². It was not possible for the evaluation team to identify these targets. Of the 17 indicators achieved, 7 indicators surpassed the planned targets by more than 50% (i.e. 32%) and 10 indicators met the targets (i.e. 48%).

²¹ IOM, UNDP, WHO, ITC (2020), Joint Programme Document - Migration MPTF.

²² IOM, UNDP, WHO, ITC (2023), Final Project Report - Migration MPTF, p. 28.

The analysis of achievements was based on the document review, mainly the PRODOC, the annual activity reports, the final report and the perception survey.



Table 2: Achievement of output indicators²³

1		Integrated border management capacities of Immigration and Health Authorities are strengthened to adequately address border control, health, and mobility realities			
1	1	Border and health officials demonstrate better capacities to address GBV, trafficking cases, as well as detect and respond to health threats			
	a.	Percentage of trainees who have mastered relevant knowledge in addressing GBV, trafficking cases, as well as detect and respond to health threats	X	80%	100%
	b.	Number of cohesive strategies for integrated border	0	3	4
	c.	Number of border and health officials trained in different thematic (illegal trading, SGBV, trafficking, Epidemic health)	0	350	725
	d.	Number of integrated border management intergovernmental dialogue conducted	0	3	3
1	2	Renovated facilities enhance monitoring of population mobility and border management and support mobile population			
	a.	Number of border posts/facilities renovated and equipped	0	3	9
	b.	Number of health-related population mobility mapping exercise conducted in targeted areas	0	4	12
	c.	Percentage of border officials trained who have a good knowledge and/or capacity in using modern communication and surveillance equipment including UAVs	X	70%	90,40%
	d.	Number of border officials trained in modern communication and using surveillance equipment including UAVs	0	50	102
2		Trust is increased to better connect communities/migrant populations with state institutions and support systems			
2	1	Community services for sustainable livelihood are improved			
	a.	Number of community services that support improved options for sustainable livelihoods, including enhanced cross-border trade activity.	5	10	48
	b.	Number of cross-border trade mechanisms improved by removal of non-tariff trade barriers	0	TBD	2
	c.	Number of the Guinea National Committee trained for Fight against Trafficking and Sexual Gender Based Violence in border areas	0	5 communities	78
	d.	Percentage of cross border trade monitoring staff who demonstrate good knowledge to better identify illegal activities	TBD	80%	100%
	e.	Number of cross border trade monitoring agencies trained to identify illegal activities	0	10	8
2	2	Communities are informed about health and other human rights risks and referral mechanisms			
	a.	Number of awareness raising activities organized about health and other human rights risks and referral mechanisms	0	20	23
	b.	Number of victims of trafficking/SGBV who present for medical and other support services	0	100	78
3		Cross-border social cohesion is improved among Parrot's Beak communities			
3	1	Cross-border security is enhanced through regular dialogues and relevant information sharing among appropriate institutions and community members			
	a.	Number of communities based crossborder meetings organized	0	6	9
	b.	Number of community awareness events organized to inform communities on reporting of security and human rights issues, including trafficking and illegal sales of controlled substances.	0	10	23
3	2	Cross-border community stabilization and cohesion strengthened through joint sociocultural activities and economic inclusion			
	a.	Number of cross-border social cohesion activities conducted	0	TBD	23
	b.	Number of financial support mechanisms created for youth and women to enhance economic inclusion and trade potential	0	3	7
	c.	Number of Covid 19 economic and social impacts study conducted for the targeted area	0	1	2
	d.	Number of small and medium enterprises who benefit/receive financial support to improve their activities and income	0	50	50

²³ Achievement: Red, less than 75% of target; Light red, between 75% and 99% of target; Green, from 100% to 200%; Purple, more than 200% of target; Orange, no target.

4.3.2. Adapting to certain challenges

The identification of cases of Ebola, Lassa and Marburg in the Koundou sub-prefecture obliged the project to step up its epidemic prevention and response activities.

The various epidemics that broke out in the region were able to receive a more sustained response thanks to the MPTF project. Although the prefecture of N'Zérékoré²⁴ was not directly targeted by the project, the MPTF project ensured an appropriate response to the various epidemic cases that spread through the area. Indeed, the WHO was able to put in place a response to the Ebola crisis (between February and June 2021). The project had identified the *"challenge of strengthening the capacity of their health structures to respond to health threats in health districts along the borders between Guinea, Liberia and Sierra Leone"*, but activities were expanded by strengthening community-based surveillance, health controls at PoE level.

"Community workers played a fundamental role (raising passenger awareness of barrier measures, taking temperatures and checking in), and equipped the Nongoa entry point with handwashing kits and inputs (chlorine, soap and handwashing gel), enabling us to combat this Marburg disease rapidly." Interview with project actor, Nongoa.

The various changes of authority that took place throughout the project did not make it easy for the technical service managers to take ownership of the project. However, the project was able to integrate them and keep them informed, enabling technical service managers to keep abreast of the project.

These changes have resulted in a lack of ownership of the project by managers at central level²⁵. Despite this situation, the various mission reports show that the authorities are aware of the support and assistance provided by the project, and have been involved in field missions²⁶. *"The people we met described two or three types of support or assistance they had received under the project"*. During the evaluation mission, the newly-arrived authorities we met had not benefited from the project, but were nevertheless aware of it. They were able to put us in touch with people who had benefited from the project.

Changes in authorities and the setting up of special delegations have complicated the evaluation of certain activities. Indeed, the perception of good UCSRC management was not supported by the members we met. The poor management of UCSRCs in certain localities was denounced by the special delegations, and the meeting with former mayors (UCSRC presidents) did not provide a clear understanding of the difficulties concerning the governance and operationalization of these bodies.

"The joint unit can't work because people are ambitious. It's not well organized. [...] How many times have we changed police officers, gendarmes and sub-prefects? They're the focal points, they've been there a year and haven't even seen the border. They have to be volunteers and know the community to make a good [UCSRC] committee". Interview with project actor, Nongoa

Some of the activities implemented by the previous authorities are deliberately criticized by the new representatives. This situation contributes to a lack of ownership and control on the part of the new special delegations. Changes in the authorities in Guinea (September 2021) have had an impact on the organization of Steering Committees. According to some of the documents consulted, these changes have affected coordination and decision-making.

Access to the Parrot's Beak area is difficult during the rainy season. The road network is quite poor, and the rainy season makes certain journeys inaccessible or slows them down, delaying certain activities. A number of logistical difficulties were mentioned in the implementation of certain activities. Activities were adapted to the rhythm of the seasons. The MPTF project has adapted well to this constraint. A local presence

²⁴ According to the literature review, activities were to focus on the prefectures of Guéckédou and Macenta.

²⁵ Among the interviews conducted with managers at central level, they were involved in the launch but did not ensure more regular follow-up. Information does not always circulate easily. Information may not always have been passed on between central and decentralized levels. Changes of authority have not facilitated these exchanges

²⁶ IOM, UNDP, WHO, ITC (2023), Rapport de mission de suivi conjoint des résultats du projet MPTF, 26 mars au 02 avril Guéckédou et Macenta, p. 3.



with focal points and community agents enabled us to maintain a continuous presence. The local anchoring of the project requires at least this approach, which could be strengthened by also using local organizations to ensure the smooth running of activities locally.

4.4. Efficiency

EQ4.1.	Efficiency, resources converted into results	To what extent have resources (funds, expertise and time) been converted into results?
EQ4.2.	Efficiency, framework	Were the interventions implemented in the most efficient way (in terms of time and funds) and within the planned framework?

The MPTF project called on the various structures of the United Nations. Human resource needs were identified in the design and start-up phase. The fund's operational modalities enabled the various PUNOs to work together to support the objectives of the GCM and the SDGs

Investment in human resources for the project represents 18% of the total budget allocation and is carried out at IOM level²⁷. IOM has set up a team of three people dedicated 100% to the project and based in Guinea: one (1) program manager, two (2) project assistants. The team was supplemented by agency focal points in Conakry, who supported reporting and the smooth running of activities. This choice was made because of the project's limited funds, so only the lead agency had dedicated resources. This approach enabled us to have a presence in all three countries, coordinated by IOM.

PRODOC specifies that certain HR costs are integrated into²⁸ activities. This is the case for the various UNDP focal points in the field. The lack of detailed financial reports makes it impossible to estimate these costs. The proposed approach of using focal points to carry out specific activities in the field enables results to be achieved, while allowing agencies to have a daily presence in the field despite the isolation and difficult access of certain areas. This is the case, for example, of the community agents who have been recruited for several activities, such as the agent in charge of supporting UNDP activities, and more specifically the three (3) selected groups, the community agents for supporting IOM's awareness-raising and epidemic prevention activities, the ITC agents for supporting the groups...

Following discussions with several PUNOs, the use of focal points was a good solution for project efficiency. Other options to ensure greater sustainability could have been considered, such as the use of NGOs with a local presence to ensure the execution of activities.

A dynamic coordination system supported by the IOM team. Multi-actor monitoring missions of project activities have been carried out on a regular basis, with the dual advantage of identifying and analyzing strengths and points of attention in order to guide the project's further development, and fostering communication and coordination between actors (see 4.2. Coherence). These missions took place from February 2021 for the launch and rapid assessment mission in Guinea²⁹. They helped to give the project a strong sense of coherence from the outside. *"Visits were not carried out by one agency after another, but all together"*.

Some activities have been pooled to enhance project efficiency. Training activities have already been mentioned (see 4.2. Coherence). UNDP and ITC worked on capacity building for groups, using different methodologies and with different objectives. The UNDP supported three groups that were already well structured, while ITC was able to support them more specifically in the development of micro-credit and to give them access to certain training courses.

The monitoring and evaluation system was adapted as the project progressed. It could have been strengthened to monitor certain activities and report on the project's impact. Several people interviewed at stressed the importance of strengthening the monitoring system. The complexity of the project, spanning three countries and four agencies, calls for considerable monitoring and evaluation work. A reading of the various activity reports also reveals certain inconsistencies in the data presented³⁰. Framing tools and

²⁷ <https://mptf.pnud.org/project/00124692>

²⁸ IOM, UNDP, WHO, ITC (2020), Joint Programme Document - Migration MPTF, p.35

²⁹ IOM, UNDP, WHO, ITC (2021), Launch of activities and rapid assessment for the implementation of the Project in the Parrot's Beak area.

³⁰ Some data are not presented in the correct format. From one report to the next, it is not easy to understand the changes made over the past year and the results achieved. In some cases, results are presented under one heading in one report, and the following year under another.

baselines were not implemented in the same way in the three countries. The financial resources available did not adequately cover the resource requirements for high-quality monitoring and evaluation³¹. The perception survey is essential and has enabled us to account for certain changes. This perception survey was understood by the project team as a final external evaluation. For this reason, an external evaluation, implemented by Insuco, was launched in January 2025. Furthermore, this study was only carried out on samples in Guinea and did not cover Sierra Leone and Liberia. Finally, the methodology is different from that used for the initial mapping, which makes it difficult to understand the impact of the project

Some monitoring tools could have been developed between the different PUNOs, especially in the case of activities where the people targeted are the same (GBV victims, trafficking victims, etc.). Some activities, such as the care of GBV victims, were covered by the project. There was no joint data management to monitor cases according to the assistance received and required (medical, legal, psycho-social, etc.). The development of joint monitoring would have ensured follow-up throughout the care process and also strengthened the referral mechanism between the various institutions. Nevertheless, the DPPFEV has shared the tools it uses to ensure follow-up between the different institutions that deal with victims of trafficking and violence. These tools could be strengthened and improved, but they do provide a starting point for coordination between the various institutions.

Best practices	<p>In projects with remote implementation zones, several PUNOs have emphasized the importance of having dedicated project focal points present locally. This daily presence ensures close monitoring and coordination with other PUNOs and the various partner institutions.</p> <p>The multi-stakeholder monitoring missions have enabled a common understanding of the project and a holistic vision of the project. In the field, the local authorities receive the project mission along with all the PUNOs, reinforcing the coordinated approach.</p>
Lessons learned	<p>Accompanying victims of GBV or trafficking throughout the care chain requires greater collaboration in terms of referral and the implementation of monitoring tools. The various PUNOs and institutions must be encouraged to work together to develop joint monitoring tools to track cases throughout the care chain.</p>

The thirty-months (30) duration of the MPTF project did not allow the PUNOs to finalize the activities as planned. Delays in recruitment and in the progress of activities were highlighted as reasons for the requested extension. The project was extended by a further four (4) months to support the final activities. ITC's main task was to finalize the accompaniment and delivery of equipment, and IOM's was to carry out the psychosocial support and mental health care activities.

The final project report includes photos of the rehabilitation work carried out. Although not all the buildings and equipment were handed over at the same time, a handover event was held in Nongoa, bringing together several sub-prefectures. On this occasion, the tablets, motorcycles and rehabilitated infrastructure in Nongoa were handed over (November 2022).

The budget allocated to project implementation covers all activity costs, investment costs and project operating and management costs, i.e. USD 2,782,280. MMPTF allocations are paid into the respective bank accounts of the six (6) implementing agencies in two (02) instalments: (i) a first instalment of 70% of the total budget is paid at project start-up; and (ii) a second instalment of 30% paid after 75% of the first instalment has been spent and reporting obligations have been met.³²

The financial breakdown also shows a stronger focus on Guinea than on Liberia and Sierra Leone. A total of 274,321 USD was transferred to IOM Sierra Leone (i.e. 10% of the approved and transferred budget)³³ and 273,493 USD to IOM Liberia (i.e. 10% of the approved and transferred budget).³⁴

The project focused on activities earmarked for direct action on gender equality or women's empowerment and defined a percentage budget for each product or activity amounting to 376,000 USD excluding indirect costs (7%), thus representing 18.5% of the programmatic budget. This is a very interesting approach to assessing the gender marker. Unfortunately, it is not possible to see from the shared documents whether the

³¹ IOM relied on its monitoring and evaluation unit to support M&E needs. Greater involvement or human resources clearly dedicated to the project could have enabled more precise monitoring.

³² MMPTF Coordination Unit (2024), MMPTF Operations Manual (rev November 2024), p. 27.

³³ <https://mptf.PNUD.org/project/00124694>

³⁴ <https://mptf.PNUD.org/project/00124693>

forecasts presented in the PRODOC have been achieved. This marker for actions on gender equality or women's empowerment could be used for other markers such as Human Rights and Sensitive Children.

Generally speaking, financial absorption of the MPTF project at the end of the project is high:

- The first instalments were paid into the respective bank accounts of the six (6) PUNOs on November 9, 2020 and the second instalments on November 9, 2022.
- All six (6) UNDPs have a high disbursement rate, above 99%: IOM (3) (100%), WHO (100%), UNDP (99.95%), ITC (99.86%).
- 8,276 USD were returned by OMS at the end of the project.

4.5. Sustainability

EQ5.1.	Sustainability, service involvement	Do the governments of Guinea, Sierra Leone and Liberia and their departments at national, provincial and local level have plans and/or structures to continue using the services/products produced?
EQ5.2.	Sustainability, institutional involvement	To what extent were the participating departments of the governments of Guinea, Sierra Leone and Liberia and other relevant stakeholders involved in the interventions?
EQ5.3.	Sustainability, component scaling	What elements of the program should be strengthened to improve sustainability?

4.5.1. Involvement and commitment of governments and their departments at different levels (national, provincial and local)

The institutions were involved from the project's inception and throughout the project, at both central and decentralized levels. *"The participatory and inclusive nature of the planning and development process for programs and projects ensures a high level of ownership and accountability on the national side"*. With the end of the project already more than a year in the making, this shows the involvement and ownership of the authorities since the end of the project. Certain elements are also discussed in section 4.7.

Result 1: Border management

As far as capacity-building activities are concerned, the managers of the technical departments we met reported a positive impact on their practices. However, the various institutions did not support these activities with internal monitoring or the development of technical procedures (during and after the project). In the case of the training courses on illicit product trafficking, some of the SDF members interviewed stated that they had been able to stop certain goods in illicit transit. The project indicators do not focus on how the work of the technical services is improved through controls, but only on the skills acquired by the participants. No plans have been identified to ensure that the work of the technical services is supervised and supported by internal controls. In addition to training, the introduction of supervisory mechanisms could help to improve the appropriation of training by the various institutions supported, thus ensuring the sustainability of the activities supported.

- **Specialized training has increased their expertise in border management**, smuggling and the fight against human trafficking³⁵. For example, discussions with the commissioner of Nongoa showed that he had been appointed to a higher rank following an operation to dismantle an illicit trade network.
- **The impact of training is limited by the skills of those who have benefited from it.** According to exchanges with members of the various commissariats, the training courses are very useful, but the knowledge is not always well applied. The skills of training beneficiaries are quite limited and require close follow-up after the training.
- **Trainees don't stay for long, and reinforced staff don't pass on what they've learned sufficiently.**

Using the train-the-trainer approach, the aim was to ensure wider dissemination of the knowledge acquired. In a context such as that of the parrot's beak, capacities are weak, and these training courses enabled wider dissemination throughout the various departments. The project was not able to support the follow-up of the transmissions made by those trained. Interviews with managers who had benefited from the training showed that internal transmissions did not continue. It was difficult to document how people benefited indirectly from

³⁵ IOM, UNDP, WHO, ITC (2023) Final Project Report - Migration MPTF, p. 28.



these training courses. To increase the impact at this level, work could be done with regional departments to facilitate training and the transmission of knowledge by those trained, or with the central level to develop supervision and internal transmission mechanisms (see below the pilots carried out in Sierra Leone and Guinea on the management of victims' cases).

Health risk and population movement mapping exercises involved the authorities. These exercises were said to have been very useful in gaining a better understanding of border issues and identifying vulnerable areas. Communities and local authorities were heavily involved. During field visits, the evaluation team saw that these maps were still present and visible. It is difficult to say whether these exercises could be carried out by the new authorities. Staff rotations and political changes (the September 2021 coup and the setting up of special delegations) have led to numerous mutations at local level. Transmissions have not been carried out. No procedural manual has been identified or presented, which would enable a more lasting appropriation of these exercises. It would be more sustainable to capitalize on this experience with a manual or by involving civil society.

"Participants expressed their interest in this exchange around the map, saying that it enabled them to get to know their territory better, for example to become aware of certain entry points or localities that are far from their district." Interview with authorities

Renovations and new transport equipment have improved working conditions for PoE agents. They carry out more regular patrols and collaborate between different departments to carry out these patrols in the PoEs. The equipment made available to border agents has been identified, but the impact could have been greater if the equipment chosen had better responded to the issues in the field (see next section 4.6. Impact). Renovations and the provision of equipment have been carried out for all three countries. The impact of these renovations is significant for the services that benefited from them but could have been higher with more comprehensive support (see next section 4.6. Impact). Efforts to improve exchanges between the PoEs and the central police station need to be stepped up.

The close involvement of the various institutions and countries in the sub-region enabled us to set up dialogue frameworks on a scale that had not been anticipated. The three countries targeted by the project, as well as Côte d'Ivoire, took part in these dialogues. Concrete results emerged, with commitments made through action plans. However, it was not possible to assess the extent to which these plans were implemented and followed up. A more specific analysis should be carried out on this point.

Best practices	<p>Meetings between different countries on epidemic prevention or the fight against trafficking have had a greater impact. Each country reflected on its own action plan, but in a holistic way.</p> <p>The institutions and executives of the various departments have helped to launch frameworks for dialogue on human trafficking that go beyond the MPTF project. Côte d'Ivoire, for example, has been involved in this dialogue.</p> <p>The pilots launched in Sierra Leone to identify victims of trafficking and work on their care throughout the chain are a good practice that could be applied to border management. This practice ties in with the need to support central monitoring of the proper implementation of procedures.</p>
Lessons learned	<p>The establishment of close collaboration between the governments of Guinea, Liberia and Sierra Leone through cross-border meetings is essential to successfully develop cooperation, involving each country, to address border management issues.</p> <p>These meetings were innovations that participants would like to see repeated.</p> <p>Sustainability depends on the involvement of local authorities. In this project, political changes have highlighted the difficulty of involving newly-arrived authorities on a long-term basis. Some of our recommendations involve working with local CSOs or NGOs to ensure the sustainability of³⁶ activities.</p>

³⁶ In the Bec du Perroquet area, the presence of NGOs such as Plan Guinée suggests the possibility of involving structures other than local authorities. Support for this player can be justified by the fact that it is already well established, has been present for several years and is working on a long-term basis (still present after the end of the MPTF project).

Projects involving several countries and working on these issues of border management and the fight against human trafficking should be encouraged to strengthen frameworks for dialogue and multi-country coordination.

Outcome 2: Confidence

The equipment supplied to OPROGEM (Office de Protection du Genre, de l'Enfance et des Mœurs), CNLTPPA, DFEPV (Direction de l'Action Sociale) and BSPPV³⁷ has improved the day-to-day work of our teams. The equipment has been delivered and is in use. They enable us to track cases using an Excel tool that makes it possible to understand the links between the various links in the care chain. With regard to training and support for the referral of GBV cases, the DFEPV maintains that the system exists and that the training received by the project has helped to clarify concepts and improve coordination between institutions. These training sessions have brought together a variety of players and have enabled a better understanding of the roles of each institution. Pilots have been launched in Sierra Leone (*community-based surveillance*) and Guinea (identification of 2 cases with DFEPV that have been reintegrated).

"The project didn't come to impose a system, they came to reinforce the existing case management system. The equipment provided has made our work easier. Victims of trafficking remain difficult to identify." Interview with a representative of a partner institution

Direct support for health centers, particularly in Koundou (more specific support in terms of equipment and medicines) and the community-based approach to epidemic management have been effective and have enabled us to meet the challenges defined by the needs identified in the maps. This direct support has helped to improve treatment capacities at the Koundou health center through the supply of equipment and the distribution of medicines. Good targeting with mapping at the start of the project enabled the most sensitive areas to be clearly identified. The initiative to care for the mentally ill has been greatly appreciated by institutions and communities alike. An identification process identified 150 candidates in Koundou. Only 32 were selected for appropriate treatment. The problem was that there was no follow-up for the longer treatments. The cost of these treatments is high and could not be met. Today, this type of treatment is no longer carried out. The DPS emphasized that taking on cases of mental illness is very positive and responds to a specific need in Koundou, but has not been able to make a lasting impact because of the high cost of treatment. "Today, Koundou is much more visible, thanks to the project".

"Support in the form of essential medicines, inputs or other equipment for patient care at the Koundou health center and post has enabled us to gain an overall picture of the health problems in our health district, and also to validate and compile in our databases most of the data reported by agents to the PoEs, and also to control the migratory flow". Interview with the Koundou Health Center team

Community agents played a very important role in raising awareness and identifying epidemic risks throughout the project. Despite the involvement of officials from the Ministry of Health and Public Hygiene, the community agents were not maintained after the end of the project. The introduction of community health agents (RECOs) played an important and direct role in the prevention and identification of epidemic risks (see 4.4. Effectiveness). At the end of the project, discussions were held to ensure the sustainability of the gains made by these community agents. Officials from the Ministry of Health were involved in a follow-up mission to these community relays (mission carried out in March 2023). Unfortunately, the local authorities, the DPS and the community health department did not take sufficient ownership of the project's vision, and these agents were not maintained. The follow-up mission to³⁸ revealed a need for support for RECOs, capacity-building, harmonization of collection tools, payment of salaries, travel expenses, etc. At

³⁷ The CNLTPPA is not present in Guéckédou, so we were unable to meet them in the field (N'Zérékoré office). OPROGEM was not met directly, but through discussions with the Guéckédou police station, the evaluation team obtained some information on the project's operations and support. The DFEPV was met in Guéckédou.

³⁸ WHO (2023), Joint mission (MSHP and WHO) for post-training supervision of RECOs on the surveillance of diseases with epidemic potential (DPE), maternal and child pathologies and unusual health events as part of the MPTF project.

project level, the introduction of these agents was accompanied by capacity-building, awareness-raising and ongoing animation at local level. This is a great success that the authorities should have seized upon to continue their fieldwork in these border communities.

"Sincerely, with the support of this project, no case of disease with epidemic potential and unusual events escape us. The agents deployed by the MPTF project at PoE give us the alerts and no case can surprise us from now on, this support is very useful to us". Interview with a representative of a partner institution

"The Bureau d'Information et d'Assistance Commerciale aux Frontières (BICAF) for trade in Guinea is an innovation that represents progress in cross-border trade between the countries of the Parrot's Beak area. By guiding traders in obtaining cross-border trade information, BICAF plays an essential role in promoting smoother, more efficient cross-border trade." Excerpt from report³⁹

Outcome 3: Social cohesion

The UCSRCs have been identified but are no longer really active and do not benefit from specific strategies to continue operating. However, collaboration between border agents seems to be strengthened on a lasting basis. These UCSRCs were launched by Mano River Union in 2012. These units bring together around fifteen members, including technical services and also community representatives. The training courses have enabled a better understanding of border management issues by involving communities and border agents. The project has revitalized the existing UCSRCs, without succeeding in developing a sustainable mechanism for their operation.

During discussions with the Joint Units in Nongoa and Koindu, the following points were made:

- The aim of the joint unit is to "build peace", "improve intelligence-led security", and "provide early warning of needs".
- With previous support (DRC), UCSRC has also supervised the setting up of economic groups. The MPTF project did not involve UCSRC in this type of activity or in identifying needs (in the case of Nongoa). Some members pointed out that UCSRC should have been more closely involved.
- UCSRC members were trained and put in charge of raising awareness of epidemic risks, social cohesion and border management.
- According to the focus groups conducted with the UCSRCs, UCSRC members emphasize that they would have liked to have been more involved in awareness-raising activities and the development of rotating meetings.

These units bring together a large number of people and are unable to operate autonomously without material and financial support from the project. It is important to draw up a strategic and operational analysis to see how these units can be made more flexible, less cumbersome and more responsive to needs. The Village Surveillance Committees (CVS) were set up to identify, inform and prevent community conflicts. Unfortunately, these CVS could not be clearly identified during the evaluation mission. According to the various testimonies gathered in Nongoa (Guinea) and Koindu (Sierra Leone), these SVCs no longer seem really active. Greater involvement on the part of the authorities is needed to envisage more sustainable support for these structures.

It is important to note that border agents from different countries work together. A number of initiatives were launched during the project as a result of the support given to these UCSRCs, and these exchanges facilitate collaboration between agents from different countries. Periodic meetings on the 15th of each month" between agents in Zénié (Guinea) and Zor Zor (Liberia) and "sharing meetings" were mentioned in activity monitoring reports⁴⁰. These meetings are limited to a few people from the FDS. During the evaluation mission to Baidu (Sierra Leone), agents confirmed that regular meetings were held every 2nd of the month between agents from Baidu and Mendekoma (Liberia). At the Kisseney (Guinea) and Ma (Liberia) crossing points, exchanges are made by telephone when necessary (on the Liberian side, the PoE network is the

³⁹ IOM, UNDP, WHO, ITC (2023) Final JP Report - Migration MPTF, p. 28.

⁴⁰ OIM, PNUD, OMS, ITC (2023), Rapport de mission de suivi conjoint des résultats du projet MPTF, 26 mars au 02 avril Guéckédou et Macenta, P.7.



Guinean network). It's hard to say whether it was the project that enabled these initiatives to develop, but these meetings between agents still seem to go on. However, they are not systematic

The political changes that took place in Guinea during and after the project have had a major impact on the sustainability of the activities launched.

"The project has always benefited from the support of the Guéckédou prefectural authority, which has always been involved in all actions, in particular the awareness-raising activities carried out by rural radio, and the training and capacity-building programs carried out". Final activity report, UNDP (2023)

During the Caravan's scoping mission, the project team took into account the priorities put forward by the local authorities and prefectural directors we met. The project team proposed that the project be integrated into the "public hygiene and sanitation" priority area, in line with the DPE's priorities.

The development of the Nongoa group of women sweepers has enabled their activities to be put on a sustainable footing through an agreement with the commune. The group of women sweepers was then identified. As part of prevention and awareness-raising activities on health issues, the group, which had not been targeted, was given support. In addition to receiving material support to carry out cleaning activities, they also saw their role as awareness-raising and prevention actors in the community. They played a key role in the caravan event. They cleaned up public spaces. When the evaluation visited the sub-prefecture of Nongoa, the group of women sweepers was maintained. According to several testimonies, they were able to obtain a small contract with the mayor's office to clean public places and the market. Thanks to the project's support, the town council decided to promote the group's work in urban sanitation and awareness-raising.

Social cohesion, prevention and awareness-raising activities were enhanced through support for groups working on urban sanitation in Nongoa. Within the framework of awareness-raising and epidemic risk prevention activities (R2 and R3), support for women sweepers was not planned. In Nongoa, a non-formalized group of women sweepers was identified and supported to improve their sanitation activities. As they were raising awareness among Nongoa's GVECs, they were supported in strengthening their activities by providing them with sanitation equipment.

4.5.2. Program elements to be strengthened

Improved border management

- Improve communications within SDFs and between SDFs in different countries
- Set up SOPs to facilitate exchanges between agents in different countries. These procedures should enable improved exchanges of information by telephone, and regular meetings to identify challenges and take the necessary action.
- Carry out detailed PoE mapping, identifying existing and rehabilitated infrastructure and prioritizing PoE upgrades. Minimum standards need to be developed to standardize border posts, taking into account the importance of the post in terms of migrant flows. The aim is to avoid over-equipping an area that has already benefited from support, while guaranteeing an overall upgrade.
- Enhancing the skills of Parrot Beak security officers in various border management techniques, including the protocol on the free movement of people and goods.
- Carry out an assessment of UCSRCs, CVSs and existing exchange mechanisms between the various border stakeholders.
- Adopt more flexible and operational UCSRCs by supporting them in the development of awareness-raising activities (e.g. micro-projects supported by the project, such as dugout races, and implemented by the UCSRCs).

Strengthening cross-border trade

- Develop a monitoring tool to ensure transparency in the taxes applied to PoE. The tool could be developed and managed by BICAF.
- Enhance BICAF's visibility and develop stronger institutional partnerships and means of cooperation with BICAFs in other countries.



- Strengthen BICAF's achievements in the long term by structuring it strategically (development of an approach) and operationally (means of travel and communication) to provide local support for economic operators and strengthen its links with the PoEs.
- Support economic operators in structuring and developing their cross-border business activities on a sustainable basis.

Develop mechanisms for identifying and caring for victims of trafficking and GBV

- Develop a regional analysis and profiling of trafficking victims identified in Guinea, Liberia and Sierra Leone in the Bec du Perroquet area.
- Improve coordination mechanisms for identifying and caring for victims of trafficking.
- Strengthen the cross-border dialogues initiated by the MPTF project, ensuring dialogue between the various countries and experts involved in the fight against human trafficking.
- Continued support to strengthen the technical and operational capacities of local players in charge of identifying victims of trafficking, with the involvement of CSOs, communities and local players.
- Develop and strengthen the multi-actor case management tool for victims of trafficking, smuggling and GBV (coordinated at CNLTTPA level).
- Strengthening and developing awareness-raising resources through rural radio stations.



4.6. Impacts

EQ6.1.	Impact, with link (positive, negative, intentional...) GCM	What significant change(s) does or should the intervention bring to Guinea, Sierra Leone and Liberia in the implementation of the GMP, whether positive or negative, intended or unintended?
EQ6.2.	Impact, proof as a contribution to earnings	What evidence is there that the project has contributed to the achievement of results?

Outcome 1: Border management

The equipment and refurbishments carried out at the PoEs have improved border control and management activities. The equipment and refurbishments meet clearly identified needs. Generally speaking, the rehabilitated infrastructures visited were identified during the project start-up mapping. At the time of the evaluation mission, the various infrastructures visited were still in good general condition. The provision of motorcycles represents a positive change for the various police stations and PoEs that have benefited from them. These motorcycles improve their coverage of the various PoEs for which they are responsible (see 4.5. Sustainability).

Some equipment is not used correctly, or cannot be used at all. Support or a more appropriate response to the issues on the ground would enable better use to be made of it. The communications equipment supplied to the Nongoa police station was only partially used. Interviews showed that the quality and scope of the equipment did not enable the tools to be used properly. During the evaluation mission, the various tools were presented, but the batteries had run down and the tools were switched off. The range of the transmitters is 5 kilometers, which means that they cannot be used on the 3 other secondary PoEs covered by the Nongoa police station, the furthest of which is 13 kilometers away. They use their cell phones to communicate.

At the Nongoa central police station, the use of VHF radios was identified as an important solution to be developed in order to centralize and communicate more easily between the central station and the various police stations and PoEs. Training in the use of VHF radios was given to police personnel who had not necessarily received the equipment. Equipment covering a wider geographical area could strengthen the communication framework between the different levels.

The construction of a warehouse was intended to meet an identified need for storage. At the time of the evaluation mission, the warehouse that had been built in Nongoa was not being used as a store. It was being used as accommodation for dockers. Following this observation and discussions with the police force, the commissioner was using the rehabilitated sanitary control station as a store. One of the observations made during discussions with the Nongoa FDS was the need for capacity building to enable the store to be used properly (recommendation).

The tablets supplied to support the collection of administrative migration data are not being used. In the three sub-prefectures visited, the tablets supplied are still usable, but are not being used to record migration data. The Kobotoolbox data-sharing tool has not been updated, and the questionnaire is no longer visible. The FDSs we met told us they knew how to use it, but the tool has to be updated centrally. They are therefore not used for this purpose. Upgrading the collection tool at central level and updating the tool would enable digital tracking of passage flows. During our visit, we were able to observe the forms currently in use (Registers)

It's not easy to quantify the impact of training over the medium and long term. While these training courses have had a direct impact in terms of capacity building, they need to be repeated, and support mechanisms for the application of knowledge need to be put in place. Some border agents have stated that *"following training on the identification of trafficking victims, no victims were identified because of the large number of crossing points"*. Interestingly, in the quantitative survey, 87% of respondents felt that the project had been very effective in improving community safety (see figure 4).

Best Practices	Community involvement in the use of the infrastructure provided by the project (in particular the borehole drilled) in Nongoa helps to ensure maintenance, proper use by the communities and sustainable use of the infrastructure.
Lessons learned	Support in the use of this equipment and rehabilitation would improve impact and facilitate proper use (e.g. store).

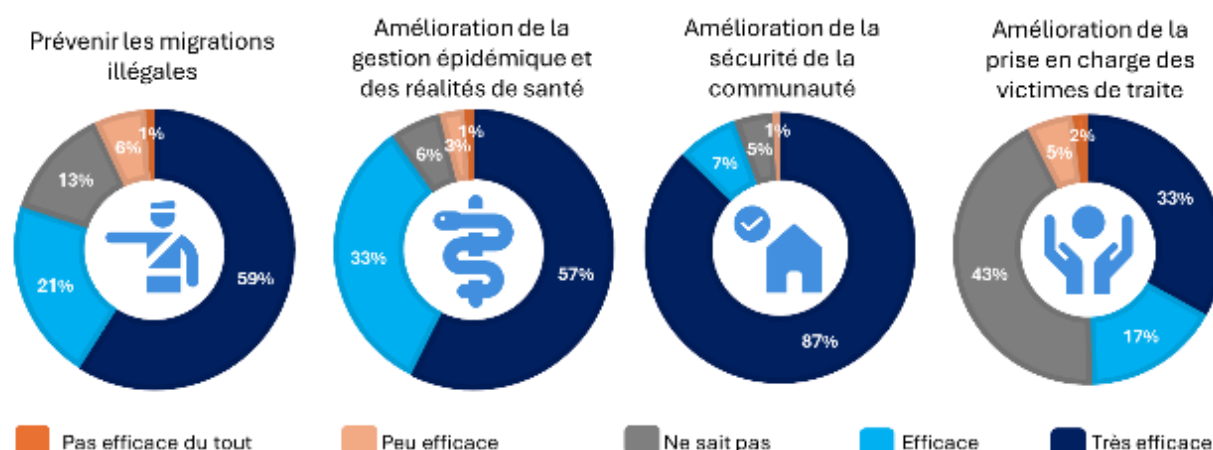


Figure 6: Project impacts on communities (Results 1 and 2)

Outcome 2: Confidence

The impact of the project (capacity-building of the various players) on the identification and care of victims of trafficking was not clear to measure at the time of the evaluation. 48 victims had been cared for by the project. While the training courses have been useful, it is not easy to understand the change in the number of victims identified as a result of the project. The various interviews did not enable us to measure this impact. For 50% of those interviewed, the MPTF project has enabled effective or very effective care to be taken of trafficking victims (17% effective and 33% very effective). It is important to note that the issues surrounding human trafficking are still difficult to understand for many of the communities surveyed. 43% of those surveyed do not know whether the care of trafficking victims has been made more effective (see figure 4).

The support provided to the Koundou Health Center has helped to improve patient care. The evaluation mission visited Koundou and the various equipment and materials supplied were presented. The photovoltaic panel system is still operational. The equipment (tablets) made available to the health centers for reporting case information was identified. The application is still active (ODK) and reports are being sent. While capacity-building is still needed, the impact of this support on the health center's activities is very real. According to one of the health center's managers, *"the community's behavior has changed as a result of the project [...] People who had been rejected were better accepted and cared for by the community"*.

The impact of the awareness-raising, prevention and epidemic risk identification activities carried out by community agents (RECO) is very significant. Indeed, the quantitative survey shows that 90% of respondents consider the project to have been effective (57% very effective and 33% effective) in integrating health and epidemic management issues correctly (see figure 4). 4% consider that the project's impact has not been very effective in terms of integrating health issues and managing epidemics (see figure 4). However, the sustainability of this activity is limited, since these community agents have not been perpetuated (see 4.5. Sustainability).

The development of BICAF has had a positive impact on reducing customs red tape and developing trade between the three countries. BICAF is still active and continues to provide assistance to traders in cross-border trade between Guinea, Liberia and Sierra Leone. This structure was able to visit its offices during the assessment (container, poorly ventilated, with electricity supply difficulties). They still have focal points in

Sierra Leone and Liberia, and continue to have close links with the Chamber of Commerce and WACTAF. The fact that BICAF continues to exist despite the end of the project is a very interesting result, as it enables us to have a structure that is close to economic operators and that also works with technical services (FDS, Chamber of Commerce, Ministry of Industry, Trade and SMEs). The services offered by BICAF keep it active.

- **BICAF has made it possible to reduce charges on certain products.** Unfortunately, the lack of means to move around means that we can't remain active in the PoE and ensure that harassment and the payment of false fees are reduced or even stopped.
- During the evaluation mission, the various groups we met emphasized the importance of the tools provided by BICAF, covering simplified accounting and savings cultivation, marketing techniques and business plan development. In fact, 50 cooperatives involved in cross-border trade have benefited from these training courses.
- BICAF is legally established in Guéckédou and works in concert with the other BICAFs in the region under the general supervision of WACTAF, guaranteeing the continuity of the project.
- In the field survey, 54% of respondents felt that there had been a clear improvement in trade in the Bec du Perroquet area, and 27% a slight improvement. 18% felt there had been no improvement and 1% didn't know (which also shows the high level of interest in this issue of cross-border trade).
- During the evaluation mission, discussions in the various countries showed that support for Liberia and Sierra Leone needs to be stepped up to have a greater impact on both sides of the border.

Best practices	Mapping and the involvement of all communities helped identify the most vulnerable areas. This analysis highlighted the specific needs of Koundou, which benefited from greater support in upgrading its health center.
Lessons learned	<p>Epidemic prevention activities remain a priority in regions where the risk of epidemics remains high. Longer-term projects should enable the sustainable implementation of community health and epidemic safety plans.</p> <p>With staff shortages, limited PoE capacity and the large number of unofficial PoEs, the impact of trafficking victim identification activities is difficult to measure.</p>

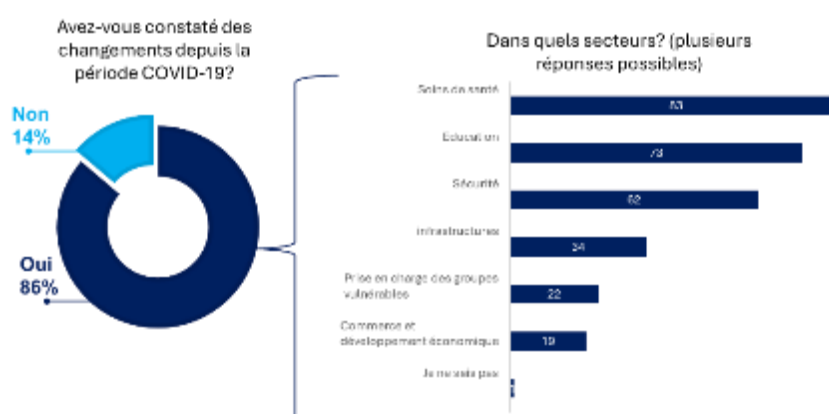


Figure 7: Impact of the project on changes and marked sectors?

Outcome 3: Social cohesion

The UCSRCs have been revitalized, but find it difficult to function without the support of external projects (4.5. Sustainability). This work has had an impact on the setting up of CVSs and the development of exchanges between the various border agents when problems are identified. During the evaluation mission, the CVSs could not be clearly identified, and the UCSRCs were identified but no longer function in the same way as they did during the project. It seems that these structures have slowed down or even suspended their activities. The field survey showed that 42% of respondents felt that CVSs were useful but no longer functioning, and 24% felt that CVSs were useful and active. 22% said they didn't know about CVSs, and 12%

said they were useless. Political changes and new appointments have not made it easy to maintain the project's achievements.

"With the joint unit, it's ingrained that you need the help of NGOs to make it work. In reality, it works to solve certain problems between us. If there's a problem, we get together. [UCSRCs] are not just for epidemics, but for communities to work together."

Awareness-raising activities have had a very positive impact on behavior change and health safety. In the interviews conducted, awareness-raising and prevention activities have been very important in combating the epidemics that have developed in the region. In several interviews, it was noted that communities were reluctant to take these actions in 2021 and 2022. However, we have worked hard to gain their acceptance, and the daily presence of community agents at certain crossing points has helped to change communities' views. During field visits and discussions with the communities, these activities were often cited as having had a major impact, which is still visible today.

The use of communication channels tailored to local communities has been identified in several reports as a good practice for promoting behavior change⁴¹. This is also what emerged from the quantitative survey. 82% of respondents recall listening to programs on the themes targeted by the project (social cohesion, migration issues, the fight against GBV, women's empowerment, etc.). Only 9% do not listen to the radio. Community radio remains a good way of reaching communities. During the focus group discussions, the importance of rural radio was also stressed on several occasions. The impact is significant, since the broadcasts and spots were produced in local languages and reached communities in all three countries, thanks to logistical and technical support (R3). The programs met a need (98%) and were useful (96%)

The communities interviewed refer to the project in terms of certain achievements in which they have participated as emblematic of the project. The dugout canoe race is a truly outstanding activity for the Nongoa communities. It took place as part of the peace caravan (October-November 2022).

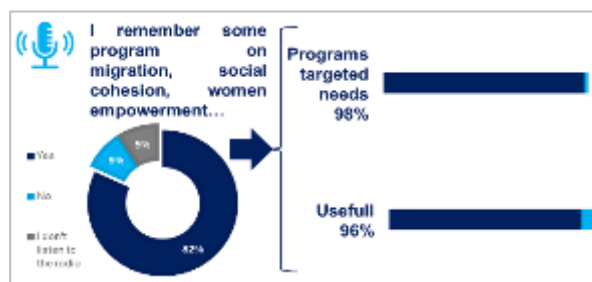


Figure8 : Potential impact of diffuse radio emissions in the context of

During the focus group discussions, the two main messages put concerned behavioral change: *"with the awareness-raising phases, the climate of mistrust that may have existed has ended"*; and communication and living together: *"bringing Guineans together with Sierra Leoneans and Liberians has strengthened the climate of peace and understanding of the problems on both sides"*.

The support provided to groups by the project has had an impact on the creation of new groups. The groups supported by ITC or BICAF have demonstrated that the training received has enabled them to develop their activities, and in some cases to diversify. Some groups were created during the project (without having received support). These new groups have focused their activities on certain identical sectors, such as rice marketing, pig breeding, sand trading and saponification.

It is difficult to know whether the development of these groups is linked solely to the support provided by the MPTF project. These groups have received support and training for their activities from certain groups. They would like to be able to benefit from some technical support (equipment or training), but with less emphasis on financial support. Their enthusiasm can also be underlined by the successes of the groups supported by the project and the economic development this has brought about.

- During the various discussion groups, some groups highlighted exchanges with the groups supported. Groups that did not exist had been accompanied/oriented by groups supported by the MPTF project.
- All the groups supported by the MPTF project have been able to maintain and diversify their activities.
- The supported groups met in the focus groups presented the shared material and showed that their activities were still functional.

⁴¹ IOM, UNDP, WHO, ITC (2023) Final Project Report - Migration MPTF, p. 29.

- Among the groups we visited, the huller supplied to the "Niyena" group is in use, and we saw the extension of rice preparation activities to saponification.
- The specific case of the group of women sweepers: they play an important role in raising community awareness and maintaining public areas. Following the project's support in equipping them with equipment, a tacit agreement was reached with the Nongoa town council for them to take charge of cleaning up the market area. As a result, they were able to maintain their activities.

Best practices	<p>The three groups supported by UNDP were identified and met⁴². The Sanga Lolé (Guéckédou) and Boutan (Koundou) groups were visited. The activities implemented are still active.</p> <p>Sanga Lolé has 50 members. The project provided them with equipment (tricycle, palm oil press, small equipment). The equipment is still there and in use. Training in saponification (received with two other groups) enabled them to develop a second soap-making method. The management training courses were completed. These courses, which were given to 10 people from the group, were passed on to the whole group.</p> <p>Today, the members of the group affirm that they are all able to support their families.</p> <p>They have also just started up a pig breeding business. Waste from palm oil processing is recycled to feed the pigs.</p> <p>They have no problems trading with Liberia. They have had to open another account to facilitate certain transactions. The account opened with the MPTF project is still used for savings.</p> <p><i>It's hard to be sidelined and uninformed by others. Our success brings jealousy. It also means that we're no longer at the same stage and that our group is working well. Today, many women want to join our group. Focus group with the Sanga Lolé group</i></p>
Lessons learned	<p>The selection of groups that were already well-structured and the local support provided by PNUD enabled them to maintain their position and develop new activities. Activities are still visible after the project.</p> <p>The impact this has had on other groups could not be clearly identified, but the focus groups show that they represent models for groups not supported by the project. Some of them have formalized their activities and developed additional ones.</p> <p>Several stakeholders also stressed the importance of having a similar approach to group support in the three countries.</p>

4.7. Adaptation to the Global Compact on Migration

Within the framework of the projects supported by the MMPTF, the project evaluated is presented as innovative and responding well to the challenges launched by the GCM and domain 3 on border management. During the review of the implementation of the GCM in Africa, the project evaluated was presented as responding to the persistence of violent conflicts, the length and porosity of certain borders and the use of irregular crossing points⁴³. In the adapted version of the MMPTF guidelines, the MPTF Guinea project is also cited on several occasions as

The development of the project was carried out in a collegial and participative manner, taking care to respond as closely as possible to the MMPTF framework. The project was built up from Guinea, extending the scope of intervention to Sierra Leone and Liberia.

The United Nations Migration Network in Guinea responded to the MMPTF's call for applications by identifying two priority themes. The first group focused its proposal on migrant vulnerability factors (area 2), working on

⁴² UNDP supported three groups: Sanga Lolé (Guéckédou), Buthan (Koundou) and Benda Lahala (Nongoa)

⁴³United Nations (2024). Regional review of the implementation of the Global Compact for Safe, Orderly and Regular Migration (GPM), in the region of the United Nations Economic Commission for Africa (UNECA), round table, working document, p.7.

return migrants. Several agencies were involved, including UNICEF, IOM and UNFPA. The second group focused on strengthening border management in the Parrot's Beak area. After discussions at the level of the United Nations Migration Network in Guinea, the decision was made to keep a single proposal and to focus on the proposal of the second group. Following these discussions, the various agencies (IOM, UNDP, WHO and ITC) drew on the analytical work carried out previously to justify the choice of the Parrot's Beak area.

This project was therefore discussed at the level of the United Nations Network for Migration in Guinea, involving the partner agencies. The fact that 4 agencies are involved makes the coordination work essential, as described above. This makes it possible to draw on the added value of each agency. By focusing the project on the Bec du Perroquet area, the territorial nature of the project led the agencies to adopt a multi-country approach. The MPTF project was subsequently developed to include the other two countries. Financial and operational constraints led the PUNOs to concentrate activities in Sierra Leone and Liberia through a single agency. IOM was the lead agency for the project and therefore positioned itself as the relay agency.

The MPTF project is consistent with the Global Compact for Safe, Orderly and Regular Migration

On the international and regional scene, the MPTF project contributes to the realization of the various commitments made by Guinea, Liberia and Sierra Leone through instruments such as the Global Compact for Safe, Orderly and Regular Migration (2018) - the first agreement negotiated at intergovernmental level, prepared under the auspices of the United Nations - and the Agenda 2030.

Reaffirming the New York Declaration for Refugees and Migrants, in 2018, UN member states adopted a political declaration and a set of commitments to achieve 23 goals to strengthen cooperation on international migration in all its dimensions. The GMP recognizes that a comprehensive approach is needed to optimize the global benefits of migration, while addressing the risks and challenges for individuals and communities in countries of origin, transit and destination. This evaluation process established that the overall objective of the **MMPTF - equipping national and local stakeholders with knowledge and understanding of the nexus between migration and development, to promote migration sensitive policies; improve youth employment services and job opportunities in local communities; and, facilitate diaspora alternatives to irregular migration through skills transfers programmes** - aligns with the global approach promoted by the GCM.

In addition, the *MPTF* project contributes to advancing these objectives at national and local levels. A review of *GCM* progress in Guinea was carried out in 2022 and supported by IOM, then relayed by the *MPTF* project.

"To achieve good border management (objective 11), capable of facilitating the safe and regular movement of people and protecting the rights of migrants, whatever their status, it is necessary for agents to receive training in human rights and related standards, and to ensure that infrastructures have the capacity to manage frequent and complex mobility in compliance with the provisions of international law." ⁴⁴

PRODOC has established direct links with several of the GCM's objectives. Training in identification and referral of victims, and the supply of equipment (means of transport, drones, communications equipment, data collection and analysis tools) are in line with objectives 9, 10 and 11. In addition, the UCSRCs will be strengthened and revitalized. Details of the project's contributions to the GCMs are shown in the table.

Hardware and Innovation	During the evaluation mission, it was not possible to fully understand the extent to which surveillance drones are used and what impact they have on border management work. However, it is clear that this tool is an innovation that had not yet been adopted by a project of this type in Guinea, as presented in several of the project's activity reports ⁴⁵ . The training sessions involved both the police and the FDS. Fifteen (15) drone pilots were trained and two (2) kits were supplied by the MPTF project.
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⁴⁴ UNGS General Secretary (2020), "From Promise to Action: The Global Compact for Safe, Orderly and Regular Migration", A/75/542, P.12. [link](#)

⁴⁵ IOM, UNDP, WHO, ITC (2022) Annual Report - Migration MPTF, p.6.

Table 1: Strategic objectives of the Global Compact for Safe, Orderly and Regular Migration targeted in PRODOC and project alignment

The Global Compact for Safe, Orderly and Regular Migration (Strategic Objectives)	Examples of how the MPTF project supports the GCM	Success factors	Obstacles/barriers
Strengthening the transnational response to migrant trafficking	<p>35 border agents in Guinea have been trained to identify and refer potential victims of SGBV and trafficking, while respecting their right to defense and human rights.</p> <p>60 agents in Guinea have been trained to identify victims of human trafficking and sexual and gender-based violence and refer them to the appropriate services.</p> <p>Training for 78 members of the National Committee to Combat Trafficking and Sexual and Gender-Based Violence in Border Areas</p> <p>23 activities to raise awareness of risks to health and human rights</p> <p>78 victims of trafficking and sexual and gender-based violence received support for medical and other services</p>	<p>Training courses were carried out in synergy with other projects (Expertise France)</p> <p>These train-the-trainer courses have been passed on (no indicators for this).</p> <p>(Result 1, indicator 1.a) 85.8% of trained staff have improved the level of border management in terms of security, trade and health</p> <p>(Outcome 1, indicator 1.b) 80% of trained staff have improved the level of identification of victims of trafficking and illicit activities</p>	<p>Borders are porous and unofficial crossing points are numerous.</p> <p>The small number of field operatives makes their prevention work very difficult.</p>
<p>The direct link between the MPTF project and Objective 9 is clear. The activities identified refer more to human trafficking and situations of gender-based violence.</p>			

 <p>Preventing, combating and eradicating trafficking in persons in the context of international migration</p>	<p>35 border agents in Guinea have been trained to identify and refer potential victims of SGBV and trafficking, while respecting procedures and human rights.</p> <p>60 agents in Guinea have been trained to identify victims of trafficking and SGBV and refer them to the appropriate services.</p> <p>Training for 78 members of the National Committee to Combat Trafficking and Sexual and Gender-Based Violence in Border Areas</p> <p>Meeting of sub-regional technical experts</p> <p>23 activities to raise awareness of risks to health and human rights</p> <p>78 victims of trafficking and sexual and gender-based violence received medical support</p> <p>48 identified victims of human trafficking are helped to reintegrate into the community^[1].</p>	<p>Training courses were carried out in synergy with other projects (Expertise France)</p> <p>These train-the-trainer courses have been passed on (no indicator for this).</p> <p>Agents have been trained to identify and refer victims of trafficking.</p> <p>The equipment supplied improves monitoring of crossing points.</p> <p>Synergies with players in the three countries have been initiated</p> <p>(Result 1, indicator 1.a) 85.8% of trained staff have improved the level of border management in terms of security, trade and health</p> <p>(Result 1, indicator 1.b) 80% of trained staff have improved the level of identification of victims of trafficking and illicit activities - Children are systematically screened.</p>	<p>Borders are porous and unofficial crossing points are numerous.</p> <p>The small number of field operatives makes their prevention work very difficult.</p>
<p>The project's direct link with Objective 10 is clear. The activities have improved the skills of the various services in identifying, caring for and referring victims of human trafficking. The number of cases identified and handled by the relevant services remains low, which raises questions about the real impact of these training courses. Awareness-raising activities have raised community awareness in Guinea, Liberia and Sierra Leone.</p>			
 <p>Integrated, secure and coordinated edge management</p>	<p>UCSRC and their members have been trained and reinforced in the concepts of border security, peace and social cohesion in order to better fulfill their role.</p> <p>The presidents of some UCSRCs (5) have been provided with equipment (computer and telephone).</p> <p>15 five-person CVSs were set up in the Parrot's Beak area.</p> <p>These activities took place in Guinea, Sierra Leone and Liberia.</p> <p>In addition, communications equipment has been supplied to the SDF in Guinea, Liberia and Sierra Leone</p> <p>Means of transport (motorcycles) have been supplied to the FDS in</p>	<p>15 UCSRCs have been energized.</p> <p>15 CVSs have been created, involving community members</p> <p>These structures help to prevent the risk of conflict, identify challenges and find solutions.</p> <p>Joint meetings and exchanges between PoE agents from different countries take place on a regular basis.</p> <p>The SDF can carry out regular patrols and reach hard-to-reach border areas.</p>	<p>UCSRCs lack a clear vision of objectives and action plans.</p> <p>These structures are cumbersome and difficult to operate without external support.</p> <p>These structures have been in existence for a long time, but their activities remain limited when projects come along to support them.</p> <p>The low number of field agents makes it difficult to achieve optimum PoE coverage.</p>




	Guinea, Liberia and Sierra Leone.		
<p>The project's direct link with Objective 11 is clear. It occupies an important place in the project and makes a clear contribution to this objective. The various dialogue units and committees have helped to improve border management during the project, especially in the context of epidemic prevention. The spin-offs of these activities are the maintenance of certain areas of dialogue and periodic meetings between services on either side of the border.</p>			
 <p>Strengthening consular protection, assistance and cooperation throughout the migration cycle</p>	<p>Capacity-building to identify potential victims of gender-based violence and trafficking in illicit substances, and to respond in a way that ensures respect for human rights and due process, including human rights, verification of travel documents and the ECOWAS free movement protocol (Outcome 1, border management and security).⁴⁶</p>	<p>Travel documents for children are systematically checked. The FDSs we interviewed are highly aware of the issues involved.</p>	<p>The weak technical and operational capacities available to the SDF.</p> <p>The low number of field agents makes it difficult to achieve optimum PoE coverage.</p>
<p>The direct link between the MPTF project and Objective 14 is visible. Activities relating to consular protection are covered in training courses on victim identification, document verification procedures and the conditions for applying the ECOWAS Protocol on the Free Movement of Persons.</p>			
 <p>Cooperate to facilitate safe and dignified return and readmission, as well as sustainable reintegration</p>	<p>Develop referral mechanisms to ensure access to health services, psychological first aid and assistance for victims of human trafficking with a view to their reintegration into the community.</p> <p>48 identified victims of human trafficking are helped to reintegrate into the community.⁴⁷</p>	<p>The training courses helped build capacity to develop a referencing mechanism.</p>	<p>Based on the interviews, identifying victims of human trafficking and reintegrated people did not seem so easy. The weak technical and operational capacities of the various players must continue to be strengthened in order to ensure sustainability and encourage coordination.</p>
<p>The MPTF project's direct link with goal 21 is visible, but limited to the reintegration of victims of trafficking and GBV. Activities relating to the reintegration of victims of trafficking and GBV have been carried out. It is important to point out that no activities were carried out to support the safe and dignified return and readmission of victims.</p>			

Table 2: Other strategic objectives of the Global Compact for Safe, Orderly and Regular Migration supported by the project

The Global Compact for Safe, Orderly and Regular Migration (Strategic Objectives)	Examples of how the MPTF supports the GCM	Success factors :	Obstacles/barriers :
 <p>Data</p>	<p>Six border crossings and two central stations have been equipped with tablets to collect and report electronic data on migration flows (Guinea).</p>	<p>Agents have been trained to use the collection tool.</p> <p>The shelves supplied are always functional.</p> <p>Tablets are available at the various police stations (observation visits).</p>	<p>Limited capacity (need for ongoing reinforcement to ensure proper management of collection tools).</p> <p>Lack of follow-up: the collection tool was set up but not subsequently updated.</p>

⁴⁶ IOM, UNDP, WHO, ITC (2022) Annual Report - Migration MPTF, p. 3.

⁴⁷ IOM, UNDP, WHO, ITC (2022) Annual Report - Migration MPTF, p. 9.




			<p>Lack of ownership: at central level, there is no follow-up to enable field workers to carry out the collection work and use the tablets correctly.</p> <p>Activities were mainly concentrated in Guinea.</p>
 <p>16 INCLUSION AND SOCIAL COHESION</p>	<p>Radio spots (3) in Kissi, French and Malinké with a message on living together (Guinea, Sierra Leone and Liberia). Seven local authorities committed to supporting awareness-raising activities on social cohesion and the fight against epidemic diseases (Guinea). Mobile caravan, round tables and awareness-raising event (pirogue race) informing 80,000 people in the prefecture of Guéckédou and in Nongoa (Guinea). 23 awareness-raising activities on health risks and human rights.</p>	<p>The community radio's coverage enables it to broadcast in all three countries.</p> <p>Awareness-raising campaigns were conducted in local languages, with the aim of meeting the needs of local communities.</p>	<p>Activities were mainly concentrated in Guinea.</p>

Table 3: Guiding principles of the Global Compact for Safe, Orderly and Regular Migration and project alignment



 <p>Public-private approach</p>	<p>Ministries in several sectors have been involved in the MPTF project⁴⁸. For most institutions, partnerships are not formalized, but activities are developed with them. No MoU has been specifically signed through the project. In the case of MoUs signed with the Ministry of Health, these were already in place.</p> <p>Ministries of Health play an important role in all three countries, as they are responsible for coordinating the "One health platform".</p> <p>Duty bearers were involved at both central and local levels.</p> <ul style="list-style-type: none"> • Ministries and their focal points took part in monitoring missions, training sessions and various steering committees. • At local level, local authorities and deconcentrated authorities have been involved from the identification stage and throughout the implementation of the project (e.g. mapping, monitoring missions, etc.). They benefited from capacity-building (e.g. training, materials, etc.). <p>Exchanges between ministries took place in all three countries. In Guinea, the four PNUOs maintained links with the focal points of their partner institutions. In Sierra Leone and Liberia, IOM (lead) was the sole UNDP for this project, and strengthened existing links with the target Ministries.</p> <p>Joint activities between countries have been carried out to involve and facilitate exchanges between the various duty bearers at strategic level (e.g. sub-regional expert meeting, UCSRC meetings, etc.) and at operational level (e.g. monthly joint meetings between SDFs).</p>
 <p>Company-wide approach</p>	<p>The approach of identifying gaps through participatory and field mapping ensures the participation of duty bearers and rights holders. These activities are based on gathering information from resource persons and the community. Local authorities, traditional authorities, civil society youth leaders, women's presidents and traditional chiefs were consulted.⁴⁹</p> <p>Capacity-building activities on border management, epidemic management and human rights issues have targeted all stakeholders: duty bearers (technical training on GBV, trafficking and illicit trade for health personnel) and rights holders (community representatives, CSOs, economic operators, etc.). The judicious choice of participants⁵⁰ for the various training courses is a guarantee of multiplier effects for a better application of human rights and an effective fight against border abuses.⁵¹</p> <p>Awareness-raising activities targeted all communities. These activities differed from country to country, and some events also brought them together. For example, the awareness-raising event (the dugout canoe race) in Nongoa welcomed the Leoneans. According to exchanges with Sierra Leone, they were more invited than actually taking part in the activity.</p> <p>Several civil society players were involved: Migrant as Messenger (Outcome 3), Agir pour l'enfant (Outcome 2), WATCAF (Outcome 3), Multipurpose Swarray (Outcome 3), BICAF (Outcome 3).</p> <p>The media (rural radio) used to address communities in all three countries. The partnership with rural radio to develop programs on social cohesion, GBV, etc. has strengthened rural radio's capacity to raise awareness and provide information. Spots and programs were produced in local languages.</p>

⁴⁸ Ministère de la Sécurité Publique et de la Protection Civile, Ministère de la Santé, Ministère de l'Administration du Territoire, Ministère de la Justice, Ministère des Affaires Intérieures, Ministère de la Justice, Radio Rurale de Guéckédou.

⁴⁹ OIM (2021), Rapport d'évaluation préliminaire dans les zones du projet Macenta et Guéckédou, p.2; OIM (2021), Baseline Survey in Kissi Teng and Kissi Tongi Chiefdoms, Kailahun District, p.6.


⁵⁰ Participants are drawn from: (i) bondholders and rights holders; (ii) border officials from the security forces (police, gendarmerie, army), customs, forestry and health authorities; (iii) mixed border security units; (iv) local elected officials; (v) women's and youth representatives; (vi) the judiciary; and (vii) civil society.

⁵¹ IOM, UNDP, WHO, ITC (2022) Annual Report - Migration MPTF, p. 20.

 <p>Human rights-based approach</p>	<p>The MPTF project is marked B for the human rights-based approach marker .⁵²</p> <p>The MPTF project works with duty bearers by strengthening their technical and operational capacities (results 1 and 2) (non-discrimination and capacity building to meet their obligations). Outcome 2 also focuses on dialogue between communities and the State, and access to services (participation and transparency). Result 3 refers to building the capacity of rights holders to assert their rights through awareness-raising activities (awareness-raising activities, social cohesion through the peace caravan, sporting events, etc.), participation in dialogue structures (e.g. Village Monitoring Committees, UCSRC). However, no mention (duty bearers and rights holders) has been identified in the documents (PRODOC and activity monitoring).</p> <p>The aim of capacity building for the FDS was to improve their working conditions and also to improve the identification and management of victims of trafficking and GBV. One of the objectives was to reduce border difficulties for economic operators and women in particular. These principles (non-discrimination/entitlement) could have been reinforced by developing accountability mechanisms for duty bearers and rights holders, and by developing monitoring indicators.</p> <p>Capacity-building activities on the identification and management of GBV victims include a reminder and appropriation of the national and international legal framework⁵³. Training courses for border agents in Guinea Liberia and Sierra Leone have incorporated the ECOWAS Protocol on Free Movement.</p>
 <p>Child-friendly approach</p>	<p>The "child sensitivity" marker has classified the project as level B. This means that the :</p> <ul style="list-style-type: none"> • Involved in program design, implementation, monitoring and evaluation, with special arrangements for their consultations ; • All staff and non-permanent staff of UNDPs and implementing partners working with children under the Joint Programme will be trained; • Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a key element; • At least one outcome contributes to, and the associated outcome level indicator measures change in terms of children's rights and needs; <p>At the time of mapping, the risk of child trafficking was identified. Consultation with young people was not carried out directly, but with community youth representatives</p> <p>In training sessions on identifying and dealing with victims of trafficking, the focus was on children. In exchanges with border officials, prevention and the systematic demand for documents were repeatedly emphasized when it came to children.</p> <p>Some activities are especially aimed at children:</p> <ul style="list-style-type: none"> • Training for 30 teachers on the consequences of GBV; • Raising awareness among 1,000 students of the cultural values associated with the Makona River. <p>The budget has not been marked. As is the case for actions relating to gender equality or women's empowerment, the budget presented in PRODOC can be strengthened by adding a column targeting child-sensitive actions.</p> <p>One of the recommendations on this principle is set out below, and concerns the involvement of the MMPTF management team in the analysis and marking of projects (see below, Gender Responsive). The other recommendation concerns a more specific targeting of child-sensitive activities.</p>

⁵² The human rights marker is graded in 4 different stages. Being graded B, at least 3 of the 6 elements of the human rights marker are identified, and the joint program therefore makes a substantial contribution to the realization of human rights.

⁵³ UNDP (2021), Terms of Reference - Recruitment of a National Consultant "For the training on GBV of border agents and resource persons in the Parrot's Beak".

	<p>The project has been classified B and includes⁵⁴ :</p> <ul style="list-style-type: none"> • Substantial gender analysis to highlight gender dynamics; • Some activities address the obstacles to gender equality or women's empowerment and ways of working towards its realization; • Gender equality or women's empowerment is a major objective of the project; • Disaggregated data and the level indicator aim to measure the impact on gender equality or women's empowerment; • The budget allocation varies from 25% to 70%. <p>The project's results framework includes certain gender-sensitive outputs and/or activities, such as the protection and care of women victims of GBV (Outcome 2), and the establishment of savings and credit cooperatives for women and young people (Outcome 3). Perception indicators are disaggregated by gender, age and community. On reading the activity documents, some indicators are not systematically disaggregated (recommendation to systematize disaggregation)⁵⁵</p> <ul style="list-style-type: none"> • In the given training courses, the gender of the trainees is not specified, indicators 1.1.c; 1.1.d; 1.2.d.; 2.1.c) • Victims of GBV and trafficking (disaggregated by sex, age, etc.), 2.2.b. • Economic operators, gender of President/Chief Executive Officer, 3.2.d. <p>In its implementation strategy, the gender dimension is taken into account in all activities; in particular with regard to activities aimed at increasing gender equality in the control of cross-border populations, vulnerable women and reducing harassment and empowering women and girls .⁵⁶</p> <p>According to the budget presented in the PRODOC, 15% was to be devoted to gender-specific activities. This criterion, necessary for a B rating, was therefore not met. Despite this, the activities carried out under Outcome 3 have had a significant impact (see 4.6. Impact). On this point, the MMPTF management team could carry out the marker analysis based on the justifications made by the project team. Recommendations could be made by the MMPTF management team at this point to reinforce the gender approach desired by the project team.</p>
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A gender-sensitive approach

Program management structure, lessons learned and best practices

The project was able to develop a coordination mechanism so that the different agencies could work together. From the outset, each agency involved in the project was targeted according to its expertise. Although each agency developed its own activities, project coordination was based on joint planning and regular coordination to ensure consistency between the various actions carried out. Regular coordination meetings were held by IOM, and joint field visits ensured close coordination between the various agencies, and a clear understanding of each other's activities.

Funds are allocated only to UNOs, i.e. members of the United Nations Migration Network. Only UN agencies can be involved as implementing partners. In a project with strong local roots, it is important to be able to associate local structures to facilitate field implementation and ensure continuity in activities after the project.

The MMPTF is still a new fund and has no specific criteria for the number of PUNOs to be associated. It would be interesting to understand which projects have the greatest impact on implementing the MMPTF. Of the 12 projects implemented via the MMPTF, 6 projects are implemented by 3 PUNOs, 4 projects are implemented by 4 PUNOs (including the MPTF Guinea project), 1 project has associated 2 PUNOs and 1 project has associated 5 agencies. Some funds, such as the PBF, limit the number of ELTs that can be involved. The MMPTF secretariat in Geneva needs to look at the duration of projects and the number of PUNOs involved, in order to maximize their impact.

The program management structure is concentrated in Guinea. For financial reasons, the various PUNOs were unable to develop activities in all three countries. Only the lead agency (IOM) was identified to develop activities in the three countries. Following the example of certain projects financed in border areas (e.g. PBF projects), the MMPTF should consider supporting multi-country projects. Greater geographical

⁵⁴ For a complete reading of the gender marker indicators, see : MMPTF Coordination Unit (2024), MMPTF Operations Manual (rev November 2024).

⁵⁵ According to several interviews, very few women work as border agents.

⁵⁶ UNDP (2023), Rapport d'activité Période 2023 (Migration et lutte contre les VBG dans le Bec du Perroquet), p. 15.

concentration is still needed to enable agencies to work on both sides of the border in border countries. In the MPTF project, IOM was able to carry out activities in all three countries, but the other three PUNOs saw their activities limited to Guinea. To speak of a multi-country project, it is important to ensure that activities are systematically developed in the two or three countries on a cross-border project area. Indeed, during the evaluation mission to Sierra Leone and Liberia, it seems that certain activities aimed at developing economic activities were not developed in these countries. A global approach over the whole project area, including the three countries, could have a stronger impact on the cross-border zone and better respond to the challenges of the GCM.

Best practices	The MPTF project has enabled many activities to be tested at local level, and has sought to respond as effectively as possible to local issues by involving communities. Coordination mechanisms worked well.
Lessons learned	<p>A "mirror" approach would have had a greater impact on the Bec du Perroquet area and in all three countries. Each of the PUNOs is present in all three countries. To work in this direction, it is recommended to reduce the scope of intervention (either geographically or in terms of strategic orientations) or increase the budget so that all activities are developed in each of the countries.</p> <p>Possible approach: <i>launch a smaller pilot project on a specific theme (border management, social cohesion, etc.) and develop a shared vision of the project as soon as it is identified.</i></p>

5. Conclusions

The MPTF project was developed in a post-COVID context and relied on PUNOs who knew the Parrot's Beak area well. Epidemic risk and border management issues were well identified at the start of the project, enabling a rapid response to the various epidemics that broke out. The project was well aligned with national, regional and global priorities. With a duration of 30 months, the project's stated objectives were numerous and enabled us to work on social cohesion, improving the border management framework, and developing interactions between communities and authorities.

The evaluation mission visited the project area, working with a representative sample who had benefited from all the project's activities. This approach enabled us to analyze the issues linked to the project's impact and sustainability.

Political changes have made it difficult to take ownership of the project's achievements. To guarantee greater sustainability, the various authorities (duty bearers) must seek to become more involved by: 1. improving operational capacities (recruitment and capacity building) 2. Developing mechanisms for monitoring and supporting field agents in carrying out their activities.

6. Recommendations

N°	Description	Targets	Other	Delay	Priority level	Criteria
	Involve government institutions from the outset of the project and ensure ownership of lessons learned: defining the activities to be carried out under the project in collaboration with government institutions (which, in this particular case, are the implementing partners) is important to avoid duplication (e.g. difficulties coordinating with other projects that have provided PoE infrastructure). Involving partners from the outset enables project activities to better respond to the needs and interests of the target population, and to complement the activities of other ongoing initiatives, thus avoiding duplication of effort. Similarly, it can help generate higher levels of ownership and responsibility, with positive implications for the effectiveness of strategies.	PUNO, ministries and local institutions	MMPTF (lessors)	Short-term	High	Relevance and consistency
	Develop and strengthen flexible implementation and coordination mechanisms Alongside formal coordination mechanisms (steering committees, etc.), flexible, less formalized communication and coordination mechanisms (e.g. instant messaging discussion groups, more regular joint field visits between national partners).	PUNO, ministries and local institutions		Short term	Average	Consistency, efficiency
	Improve the monitoring and evaluation mechanism to ensure a consistent system for tracking project progress. From the outset of the project, all partners must understand and accept the M&E plan. Project coordinators at national level need to be involved in tool development to understand what the tool measures and how to use the data in a meaningful way to make decisions. It is recommended to use it as a working and decision-making tool.	PUNO		Short term	High	Efficiency
	Reinforcing a dual institutional and operational approach In a project with a territorial base, capacity-building activities must be accompanied by a strengthening of planning and monitoring mechanisms for sectoral policies and strategies. This means providing greater support for coordination between the two levels (e.g. central police station and crossing point police station), strengthening monitoring/control of operational changes at institutional level (control body, inspection and sanction), and supporting planning and monitoring mechanisms for sectoral policies and strategies.	Ministries and local institutions	PUNO	Medium-term	High	Relevance, impact

<p>Continue training courses for various institutions and work on structural changes.</p> <p>The acquisition of knowledge through training is important to facilitate changes in behavior and professional practices. The various duty bearers receiving such training should see their training reinforced throughout their careers through the training provided by the project, integrated by the various institutions and facilitated by in-house trainers. In the long term, work needs to be done on strengthening inspection, control and support bodies for officials and border agents.</p>	Ministries and local institutions	PUNO	Long term	Average	Impact, sustainability
<p>Accompany infrastructure development with infrastructure use plans.</p> <p>In the short term, the project's implementing agencies and partner institutions must work together to draw up plans for the use of these infrastructures. In the medium/long term, the institutional partners must carry out inspections of the rehabilitated infrastructure, and ensure that it serves its intended purpose.</p>	PUNO, Ministries and local institutions		Long term	High	Impact, sustainability
<p>Improve the sustainability of activities by involving local organizations.</p> <p>The MMPTF is open only to United Nations organizations. It is therefore not possible to involve local organizations. However, according to some interviews, it seems that this measure could help ensure the sustainability of certain activities. As with certain funds, local organizations could be involved to ensure the sustainability of activities.</p>	PUNO, MMPTF (lessors)	CSO, Governments	Long term	Average	Impact, sustainability
<p>Improve support for multi-country projects to ensure reciprocal activities on both sides of borders.</p> <p>The MMPTF is a recent tool which does not specify the number of agencies to be involved, geographical coverage or the involvement of national partners. To ensure greater impact and sustainability of projects launched via the MMPTF, project development and implementation needs to be better framed to define the maximum number of agencies, the obligation to involve local organizations in order to delimit the framework of action for multi-country projects.</p>	MMPTF (lessors)	PUNO	Short/Medium term	High	Coherence
<p>Promote horizontal learning and experience-sharing among country participants: plan exchange visits, organize technical meetings and experience-sharing sessions.</p>	PUNO, MMPTF (lessors)		Medium-term	Low	Efficiency

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Appendix 1: Terms of Reference (see separate document)

Appendix 2: Evaluation matrix

	Evaluation questions (from the terms of reference, in English)	Sub-questions	Data sources	Data collection method	Indicators	Analysis method
Relevance						
1.1.	Were the project activities and outputs well designed , valid and consistent with the intended outcomes and objectives?	<p>How relevant is the project? How is the project relevant/adapted to the realities of the area? What changes have been made to adapt the project to any changes?</p> <p>Are the activities and results consistent with the expected objectives?</p> <p>In your opinion, what were the main points of attention or weaknesses at the time of its development (before implementation)? Why or why not?</p>	<p>Intervention work and implementation plans, project activities, project documentation, baseline study, analyses informing project design, meeting minutes</p> <p>Project staff (group 1) and institutions (group 2)</p>	<p>Documentary review</p> <p>Consultations with project partner agencies, partner institutions and government representatives</p>	<p>Theory of Change and Coherent Results Framework</p> <p>The activities meet the results and objectives defined by the project.</p> <p>The difficulties identified (points for attention or weak points) have been correctly identified and the activities seek to respond to them.</p> <p>The project has adapted to take account of the changes that have taken place over the course of the project.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of consultation results</p>
1.2.	To what extent were different stakeholders, particularly migrants and affected communities engaged in the design and implementation of the program intervention?	<p>How was the project developed? Were you/your department involved in defining the objectives and strategy?</p> <p>How have the specific characteristics of affected communities and migrants been taken into account in the project?</p>	<p>Project document, baseline study, analyses informing project design, meeting minutes presenting any changes</p>	<p>Documentary review</p> <p>Interviews with partner agencies and secondary beneficiaries</p>	<p>The project's design was informed by the participation of various stakeholders and by specific analyses of the area's communities and migrant communities.</p> <p>Project implementation was informed by the various</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p> <p>Analysis of focus group results</p>

			Project staff (group 1) and institutions (group 2), Secondary beneficiaries (group 3), Primary beneficiaries (group 4)	Focus groups with secondary and primary beneficiaries	stakeholders throughout the project. Changes in project implementation were achieved following the participation of stakeholders and target communities	
1.3.	To what extent did the activities and outputs take into account the policies and priorities of the Guinea, Sierra Leone and Liberia Governments and beneficiary groups' needs?	Have your country's priorities and policies been taken into account in the activities and results proposed by the project? How have beneficiaries' needs been taken into account?	Project document, baseline study, analyses informing project design, minutes of meetings outlining any changes Project staff (group 1) and institutions (group 2), Secondary beneficiaries (group 3), Primary beneficiaries (group 4)	Documentary review Interviews with project partner agencies, partner institutions and government representatives Focus groups with secondary and primary beneficiaries Community survey	The project responds to the challenges and priorities formulated in the national strategies, frameworks and policy guidelines of each country. The project responds to the issues of the target groups identified during project formulation.	Summary of the Documentation Review Analysis of interview results Analysis of focus group results Community survey analysis
Coherence						
2.1.	To what extent was the intervention consistent with relevant national, regional, and international frameworks, particularly the GCM and Sustainable Development Goals (SDGs)?	Go the EQ 7.2.				
2.2.	Do synergies exist with other interventions in Guinea, Sierra Leone and Liberia carried out by intervention	Can you briefly present the projects of interest for targeted intervention?	UNSDCF in each country, national strategies, frameworks and policy orientations in each country	Documentary review Interviews with project partner	The project's theory of change is clear and has led to synergies with other interventions.	Summary of the Documentation Review Analysis of interview results

	<p>partners, and other actors? If yes, how these could be scaled up in a future follow up phase?</p>	<p>How did synergies between the project and other projects come about?</p> <p>What did it achieve? What lessons can we learn? How could it be improved?</p> <p>In your opinion, has it incorporated lessons learned from previous projects and other interventions carried out at the same time?</p>	<p>Project staff (group 1) Other stakeholders (group 5)</p>	<p>agencies and other stakeholders in the area</p>	<p>The project has integrated ongoing interventions that may be complementary in geographical or thematic terms (this reading is done for each country).</p>	
2.3.	<p>How has the Program contributed to increase the UN coherence and jointness in the social cohesion and in general in the implementing UN agencies work and RC leadership in the UN in the country?</p>	<p>How did the different agencies work together? What lessons can be learned?</p> <p>In your opinion, has the project also helped to improve integration and networking between agencies, and to better align their actions? improve the sharing of expertise and experience?</p>	<p>UNSDCF in each country, national strategies, frameworks and policy orientations Minutes of UN agency coordination meetings</p> <p>Project staff (group 1) Other stakeholders (group 5)</p>	<p>Documentary review</p> <p>Interviews with project partner agencies and other stakeholders in the area</p>	<p>The agencies (PUNO) appreciated the coordination mechanisms put in place during the project implementation phase.</p> <p>IOM was able to mobilize partners to achieve the project's objectives.</p> <p>The coordination provided by the CR has increased the coherence of the actions undertaken by the project (participation justifying significant improvements).</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p>
2.4.	<p>How well does the program complement and fit with other ongoing UN and national and provincial governments program in the country?</p>	<p>How has the project complemented UN programming?</p> <p>How has the project complemented provincial and national programming?</p>	<p>UNSDCF in each country, national strategies, frameworks and policy orientations in each country</p> <p>Project staff (group 1) Other stakeholders (group 5)</p>	<p>Documentary review</p> <p>Interviews with project partner agencies and other stakeholders in the area</p>	<p>The project responds to issues identified in provincial and national programming.</p> <p>The project responds to issues identified in United Nations programming.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p>

Effectiveness						
3.1.	Have the activities and outputs been achieved in accordance with the stated plans?	What is the level of achievement of project results through objectively verifiable indicators?	Annual activity reports, results framework, activity reports from implementing partners, steering committee minutes Project staff (group 1) and institutions (group 2), Secondary beneficiaries (group 3)	Documentary review Interviews with project partner agencies, local representatives, NGOs and stakeholder organizations	Achievement of results according to plan Proof or not of products reached	Analysis of activity reports, results achieved and planning carried out Summary of the Documentation Review Analysis of interview results
3.2.	What were the major factors, internal and external, influencing the delivery of project deliverables?	What are the reasons (causes and circumstances) for the level of results achieved? How has the implementation of the project been affected by the Covid-19 restrictions? What strategies have been found to cope with them? what would you do differently for a future project?	Annual activity reports, results framework, activity reports from implementing partners, steering committee minutes Project staff (group 1) Secondary beneficiaries (group 3) and Primary beneficiaries (group 4)	Documentary review Interviews with project partner agencies, local representatives, NGOs and stakeholder organizations Focus groups with primary and secondary beneficiaries Community survey	Potential shortcomings and internal/external factors affecting the achievement of project results have been identified (taking into account the global pandemic, the political transition, etc.).	Summary of the Documentation Review Analysis of interview results Analysis of focus group results Analysis of community survey results
3.3.	To what extent were the relevant stakeholders reached as expected, and are they satisfied with the results of the interventions?	To what extent have the various stakeholders been reached? How satisfactory are the results for the various stakeholders?	Annual activity reports, results framework, activity reports from implementing partners, steering committee minutes Project staff (group 1) Secondary	Documentary review Interviews with project partner agencies, local representatives, NGOs and	Significant changes have been observed in these target groups. These activities have helped to improve border management.	Summary of the Documentation Review Analysis of interview results Analysis of focus group results

			beneficiaries (group 3) and Primary beneficiaries (group 4)	stakeholder organizations Focus groups with primary and secondary beneficiaries Community survey	The activities have helped improve community confidence in local institutions. The activities have helped improve social cohesion.	Analysis of community survey results
Efficiency						
4.1.	How well were the resources (funds, expertise, and time) being converted into results?	In your opinion, were the resources available sufficient and appropriate (human, material and financial resources)? If so, what kind of obstacles/difficulties did you encounter? Have any changes been made (increased resources, revised activity planning, etc.) and with what result(s)?	Annual budget for each result Annual activity reports, results framework, activity reports from implementing partners, steering committee minutes Project staff (group 1) Secondary beneficiaries (group 3)	Documentary review Interviews with project partner agencies, local representatives, NGOs and stakeholder organizations Focus groups with secondary beneficiaries	The results/resources ratio was the best possible Actual expenses are in line with the established budget	Analysis of shared annual budgets, expenses and activities carried out Analysis of interview results Analysis of focus group results
4.2.	Were the interventions implemented in the most efficient way (time and fund) and to the planned scope?	In your opinion, in which activities has the project performed best? Why and what were the facilitating factors? What approaches and factors helped maximize results? In which areas did the project perform least well? What were the limiting factors and why? How could they be lifted in the future?	Annual activity reports, results framework, activity reports from implementing partners, steering committee minutes Project staff (group 1) Secondary beneficiaries (group 3)	Documentary review Interviews with project partner agencies, local representatives, NGOs and stakeholder organizations (secondary beneficiaries) Focus groups with secondary beneficiaries	The project has adapted to these difficulties by seeking to optimize human, material and financial resources. The various partners have helped optimize resources	Summary of the Documentation Review Analysis of interview results Analysis of focus group results

Sustainability						
5.1.	Do the Governments of Guinea, Sierra Leone and Liberia and their departments at national, provincial, and local level have any plans and/or structures to continue making use of the services/products produced?	<p>How do you plan to make the most of the project's achievements?</p> <p>How do institutions maintain the project's achievements?</p> <p>How has training been valued? How are skills being passed on?</p> <p>Are the infrastructures still in use?</p> <p>How do institutions continue to dialogue with communities?</p>	<p>Implementation partner activity reports, steering committee reports, local and regional meeting reports, national policy frameworks and guidelines for each country, communication tools and presentation of health issues, migration...</p> <p>Institutions (group 2), Secondary beneficiaries (group 3)</p>	<p>Documentary review</p> <p>Interviews with project partner agencies, central ministries, local representatives (secondary beneficiaries)</p> <p>Focus groups with secondary beneficiaries</p>	<p>The governments have identified the activities to be carried out to maintain the project's achievements.</p> <p>The governments have designated the various institutions to be involved in valorizing the project's achievements.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p> <p>Analysis of focus group results</p>
5.2.	To what extent were the participating Departments of Guinea, Sierra Leone and Liberia Governments and other relevant stakeholders engaged in the interventions?	<p>How were you/your institution involved in carrying out the activities?</p> <p>Have you changed your way of working since the support provided by the project?</p>	<p>Annual activity reports, results framework, implementing partner activity reports, steering committee minutes, training reports (ex-post), activity notes at border posts.</p> <p>Project staff (group 1), Institutions (group 2), Secondary beneficiaries (group 3) and Primary beneficiaries (group 4)</p>	<p>Documentary review</p> <p>Interviews with project partner agencies, central ministries, local representatives (secondary beneficiaries)</p> <p>Focus groups with secondary and primary beneficiaries</p> <p>Community survey</p>	<p>The various institutions and departments took part in high-level meetings on the subject.</p> <p>The various institutions and departments were involved in the formulation and practical implementation of project activities.</p> <p>Stakeholders have gained in leadership and empowerment.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p> <p>Analysis of focus group results</p> <p>Analysis of community survey results</p>
5.3.	Which components of the program should be scaled up to enhance sustainability?	Which project components could be scaled up to enhance sustainability?	Annual activity reports, results framework, implementing partner activity reports,	Documentary review	Activities and results that can be replicated and scaled up are identified.	Summary of the Documentation Review

		<p>If you had to name one thing (activity, material, knowledge) that you think will still be in place in a few years' time, which would it be? why?</p> <p>What do you see as the project's weak points or failures in terms of sustainability? And what would you recommend to enhance the sustainability of future projects?</p>	<p>steering committee minutes, training reports (ex-post), activity notes at border posts.</p> <p>Project staff (group 1), secondary beneficiaries (group 3) and primary beneficiaries (group 4)</p>	<p>Interviews with project partner agencies, local representatives (secondary beneficiaries)</p> <p>Focus groups with secondary and primary beneficiaries</p> <p>Community survey</p>		<p>Analysis of interview results</p> <p>Analysis of focus group results</p> <p>Analysis of community survey results</p>
Impacts						
6.1.	What significant change(s) does the intervention bring or is expected to bring for Guinea, Sierra Leone and Liberia on GCM implementation, whether positive or negative, intended, or unintended?	<p>What changes (positive/negative) have you observed in the implementation of the GCM?</p> <p>What changes (positive/negative) have you observed among the various institutional players? In your opinion, which project activities have had the greatest influence on this change?</p> <p>What changes (positive/negative) have you observed in the population and in associative and community players? In your opinion, which project activities have had the greatest influence on this change?</p>	<p>Surveys, annual activity reports, regional and local analyses, annual activity reports, training reports (ex-post), activity notes at border crossings.</p> <p>Project staff (group 1), secondary beneficiaries (group 3) and primary beneficiaries (group 4)</p>	<p>Documentary review</p> <p>Interviews with project partner agencies, local representatives (secondary beneficiaries)</p> <p>Focus groups with secondary and primary beneficiaries</p> <p>Community survey</p>	<p>The project has had an impact on GCM implementation in each country.</p> <p>Trade development.</p> <p>Degree of border crossing.</p> <p>Knowledge of border-crossing issues.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p> <p>Analysis of focus group results</p> <p>Analysis of community survey results</p>
6.2.	What evidence exists to show that the project made a contribution to Outcome results?	<p>Which of the project's impacts do you think could serve as an example? Please explain?</p>	<p>Surveys, annual activity reports, regional and local analyses, annual activity reports, training reports (ex-post), activity notes at border crossings.</p> <p>Project staff (group 1), secondary</p>	<p>Documentary review</p> <p>Interviews with project partner agencies, local representatives (secondary beneficiaries)</p>	<p>Potential impacts have been identified by the various stakeholders and target communities.</p> <p>The project contributes to the overall objective.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p> <p>Analysis of focus group results</p> <p>Analysis of community survey results</p>

		What would you recommend to reinforce the impact of this kind of project in the future?	beneficiaries (group 3) and primary beneficiaries (group 4)	Focus groups with secondary and primary beneficiaries Community survey	Communities' perception of social cohesion has improved compared to the period before COVID 19. Communities' perception of border management has improved compared to the period before COVID 19.	
Global Compact on Migrations						
7.1.	Were the project activities and outputs well designed, valid and consistent with the GCM principles?	How have the GCM principles been integrated into project activities at different points in the project cycle? What would you recommend to improve the way these principles are taken into account?			The activities developed meet and integrate the principles of the GCM.	
7.2.	To what extent was the intervention consistent with international frameworks, particularly the GCM?	How has the project integrated the GCM guidelines? How was the GCM integrated into the project? On which GCM axes is the project based?	Annual activity reports, results framework, strategies, national policy frameworks and orientations for each country, positioning on the GCM Project staff (group 1), Institutions (group 2),	Documentary review Interviews with project partner agencies and central ministries	The GCM axes targeted by the project are known The project has integrated these targets into the results matrix.	Summary of the Documentation Review Analysis of interview results
7.3.	To what extent did the interventions incorporate the GCM principles, and advanced the enjoyment of human rights by relevant rights-holders; gender equality and empowerment of	How has the project implemented the human rights-based approach? How have gender equality and women's empowerment been integrated into the project?	Annual activity reports, results framework, strategies, national policy frameworks and orientations for each country, positioning on the GCM Project staff (group 1), Institutions (group 2),	Documentary review Interviews with project partner agencies and central ministries	Level of gender mainstreaming in project identification and implementation. Level of integration of human rights-based approach in	Summary of the Documentation Review Analysis of interview results

	women and girls; and children's rights and meeting their needs?	<p>How were children's rights integrated into the project?</p> <p>How have the specific needs of the most vulnerable groups been met (children, women)?</p> <p>What would you recommend to improve the way these principles and rights holders are taken into account?</p>			<p>project identification, implementation.</p> <p>The project meets the needs of rights-holders, taking into account the human rights-based approach.</p>	
7.4.	To what extent were the GCM principles (Human Rights / Gender responsive / Child Sensitive/ OMSle of Government / OMSle of Society / People- Centered) incorporated into the project cycle (design, implementation, monitoring and reporting)?	<p>How have the GCM principles been integrated into project activities at different points in the project cycle?</p> <p>What would you recommend to improve the way these principles are taken into account?</p>	<p>Annual activity reports, results framework, strategies, national policy frameworks and orientations for each country, positioning on the GCM</p> <p>Project staff (group 1), Institutions (group 2),</p>	<p>Documentary review</p> <p>Interviews with project partner agencies and central ministries</p>	<p>The activities developed meet and integrate the principles of the GCM.</p> <p>Reporting integrates GCM principles.</p> <p>Monitoring and evaluation tools incorporate GCM principles.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p>
7.5.	To what extent did the program management structure reflect and align with these GCM Guiding Principles? Are there lessons learned and/or good practices that can be identified?	<p>How have the project's management and coordination bodies integrated the GCM principles?</p> <p>How do you see the sharing of information within the agency? Between project partners? How could it have been improved?</p>	<p>Annual activity reports, results framework, strategies, national policy frameworks and orientations for each country, positioning on the GCM</p> <p>Project staff (group 1), Institutions (group 2),</p>	<p>Documentary review</p> <p>Interviews with project partner agencies and central ministries</p>	<p>Management and coordination entities have facilitated integration and aligned themselves with GCM principles.</p>	<p>Summary of the Documentation Review</p> <p>Analysis of interview results</p>

		What are the best practices to keep in mind?				
7.6.	Which components of the program should be scaled up to enhance the advancement of the GCM principles?	What component of the project has been most effective in reinforcing the GCM's advances? why? how should this scaling-up be done?	Annual activity reports, results framework, strategies, national policy frameworks and orientations for each country, positioning on the GCM Project staff (group 1), Institutions (group 2),	Documentary review Interviews with project partner agencies and central ministries	The project has implemented components strongly linked to GCM principles. These components can be duplicated and scaled.	Summary of the Documentation Review Analysis of interview results

Appendix 3: Description of data collection

Date	Structure	Position	Name	Place
06/02/2025	IOM	M&E Officer	Alhassane Camara	Online
11/02/2025	IOM	Head of Mission	Ana Fonseca	OIM Office
	IOM	Program Manager	Lorraine Ndaiyaruke	OIM Office
	ITC	Consultant training	Marliatou Diallo	Online
		Project Focal Point	Hamadoun Diallo	
		Program Coordinator	Habib Cissé	
	Ministry of Territorial Administration	Project Focal Point	Cécé Loua	Online
	Ministry of International Cooperation	Project Focal Point	Mamadaï Dramé	Online
13/02/2025	UNDP	Community development Agent	Amadou Nala Kourouma	Farannah
	Guéckédou prefecture	Prefect	Fahindo Nikavogui	Guéckédou Prefecture
		General Secretary		
	Guéckédou Town Hall	President of the Délégation Spéciale	Sia Evelyne Koundouno	Town Hall
14/02/2025	Nongoa Town Hall	Chairman of the Délégation Spéciale	Tamba Gabriel Bongouno	Nongoa
	Women's groups supported by the project	Discussion groups (12 people) List A		(Mairie de Nongoa, Discussion groups)
	Women's groups with no project support	Discussion groups (12 people) List B		(Mairie de Nongoa, Discussion groups)
	Border police	Commissaire point de passage		Nongoa (landing stage)
15/02/2025	Group of women sweepers	Discussion groups (10 people) List C		(Mairie de Nongoa, Discussion groups)
	Observation tour	Sanitary control station, borehole (PMH), store, equipment provided (Guinea/Sierra Leone)		Nongoa

	Observation tour	Group	Yenando	Nongoa
	IOM	Nongoa focal point	Temba Georges Tonguino	Guéckédou, Kimberlite hotel
17/02/2025	Joint Unit (UCSRC)	Discussion groups (14 people) List D		(Mairie de Nongoa, Discussion groups)
	Village surveillance committee	Focal point	Sia Catherine Millimono	Nongoa
	Town Hall	Former mayor (during the project)		Nongoa
		Commissioner	Habib Diarra	Nongoa
		Chairman of the Délégation Spéciale		Koundou
		Sub-Prefect		Koundou
		General Secretary		Koundou
		Commissioner	Moriba Maomou	Koundou (Commissariat)
18/02/2025	Koundou Health Center	Discussion groups (6 people) E list		Koundou (Health center)
	IOM	Nongoa focal point	Ousmane Condé	Koundou (online)
	Women's groups supported by the project	Discussion groups (10 people) F list		Koundou (town hall)
	Women's groups with no project support	Discussion groups (12 people) list G		Koundou (town hall)
	Observation tour	Border (Guinea/Sierra Leone)		Kribéma
	Observation tour	Groups (Buttan, Bango)		Koundou
19/02/2025	Planning	Area Manager		Kisseneye
	Koindu mixed group	Discussion groups (16 people) List H		Koindu
	Observation tour	Border (Sierra Leone/Liberia)		Baidu
	Captains' group	Canoe coordinator	Temba Tobot	Nongoa
20/02/2025	Prefectural Health Department	Prefectural Director	Hélène Guilavogui	DPS (Guéckédou)

	Observation tour	Sanga Lolé Group		Guéckédou (CU)
	Border Police	Post Office Commissioner	Kondé Lauciné	Kisseneye border post (Guéckédou)
	Border Police	Deputy Commissioner	Camara Boubacar	Kisseneye border post (Guéckédou)
	Gendarmerie		Moussa Condé	Kisseneye border post (Guéckédou)
	BCAF	Volunteer	Temba Laurent Mongono	BCAF Office
	BCAF	Manager	Mamadouno Mamoudouno	BCAF Office
	Radio	Program Coordinator	EDK	Online
21/02/2025	Central police station	General Commissioner	Kourouma	Central police station (Guéckédou prefecture)
	Border Police	Discussion groups (6 people) List I		Liberia
	Ministry for the Promotion of Women, Children and the Vulnerable	Prefectural Director	Issac Leno	Guéckédou Prefecture
	Economic operators identified with the help of the BCAF	Discussion groups (8 people)		BCAF Office
	Observation tour	Grouping ()		Guéckédou (CU)
21/02/2025	Director of Micro-realizations		Faya Bawa Kamono	Online
25/02/2025	IOM Liberia	M&E Assistant	Matthew Siakor	Online
27/02/2025	WHO	Head of sub-office	Aly Antoine Kamano	Online
27/02/2025	WHO	Project Focal Point	Sekou Solano	Online
27/02/2025	UNDP	Project Focal Point	Moussa Dioubaté	Online
	IOM - MMPTF		Laetitia	Online

List A: Nongoa, Discussion group of supported women

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

Objet: _____

Lieu de rencontre: Nongoa

Date: 14/02/2025 Heure de début: 19:00 Heure de fin: 16:00

FGD ①

Groupe de femmes ayant bénéficié d'appuis

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Sorah Mullimauno	F	Groupement Malaga Secrétaire	62448082	
02	Kaumlia Kamano	F	Groupement membre	62758014	
03	Fataumata Toho	F	Groupement Honoraire membre	62746367	
04	Bale' Tolno	F	Groupement Honoraire membre	612511405	
05	Finda Marie Leno	F	Membre du Groupement Mafisa Lumumba	613544415	
06	Kaumlia Kadia Kamano	F	Groupement membre Mafisa Lumumba	613808044	
07	Finda Nolelino Zandauo	F	Groupement membre Tapanli	629541234	
08	Kaumlia Marie Malano	F	Groupement présidente	622416941	

List B: Nongoa, Unsupported Women's Discussion Group

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

Objet: Groupements de femmes non soutenues. FGD (2)
Lieu de rencontre: Nongoa
Date: 14/02/2024 Heure de début: 15:00 Heure de fin: 16:00

Groupement

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Hadeleme Fataoua Koui	F	Yvian Kenglo Présidente	622 65 23 30	[Signature]
02	Finola Adama Tolno	F	Kematehale B Présidente	623 56 23 11	[Signature]
03	Yawwa Haba Tolno	F	Onompasa Présidente		[Signature]
04	Marie Yrandauro	F	Gpt la Paix Présidente	627 97 56 80	[Signature]
05	Josephine Leno	F	Diompili Présidente	62	[Signature]
06	Fateumata Bongoe	F	Présidente Gpt Beindala	625 90 46 73	[Signature]
07	Sia Catherine Kamano	F	Diompilor Secrétaire	626 53 17 90	[Signature]
08	Kouba Angèle Kotembereure	F	Beindala Kamla Vice Président	627 41 96 52	[Signature]

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
09	Kouba Angèle Kikimoune	F	Sankoungou Madama Présidente	621 16 01 64	[Signature]
10	Fateumata Bintou Dioulo	F	Weedli Secrétaire	628 66 30 30	[Signature]
11	Adama Diakite	F	Weedli président	622 61 76 71	[Signature]
12					
13					
14					
15					
16					
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List C: Nongoa, Discussion group with housekeepers

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

Objet: Focus groupe - Nongoa
Lieu de rencontre: Groupement des femmes balayeurs.
Date: 15/02/2025 Heure de début: 10:00 Heure de fin:

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Fatou Traoré	F	Membre	622564982	
02	Sia Maria Pexia Killir	F	Présidente	622059794	
03	Koumba Rosaline H	F	Membre	610226250	
04	Sia Fanta Kamano	F	Membre		
05	Sia Genkeni Kantambado	F	Membre	626748398	
06	Sia Hawa Hillimouno	F	Membre		
07	Marie Kamano	F	Membre	611159446	
08	Koumba Satta Kamano	F	Membre	611230403	

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
09	Iewa Iyone Hillimouno	F	Membre	621631635	
10	Victorine Hillimouno	F	Membre	611690589	
11	Sia Fanta Hillimouno	F	Membre		
12	Fatou Sonoh	F	Membre	620652834	
13					
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List D: Nongoa, UCSRC Discussion Group

N°	PRENOMS	NOM	STRUCTURE	FONCTION	Contact
1	Tamba Gabriel	BONGONO	Maire	Président	622 91 62 84
2	Sekou	LENO	Sous-préfet	Vice-président	621 76 08 05
3	Habib	DIARRA	Police	Secrétaire –admis	628 57 25 73
4	Yaya	CAMARA	Douane	Trésorier	621 50 13 18
5	Mamadou Yassine	BAH	Armée	Membre	626 40 17 52
6	Sékou Amed	SYLLA	Garde- forestier	Membre	620 52 56 74
7	Boubacar	DIALLO	Gendarmerie	Membre	625 62 63 86
8	Faya Yilla	SANDOUNO	Coutumier	Membre	611 51 60 06
9	Sia Catherine	MILLIMOUNO	Commerçante femme	Membre	628 71 51 75
10	Gnale	KONATE	Président des femmes	Membre	622 74 61 39
11	Niouma Robert	TONGUINO	Société civile	Membre	628 69 03 37
12	Saa Célestin	KAMANO	Lieder religieuse	Membre	621 12 70 22
13	Kafoumba	FOFANA	Lieder religieuse	Membre	622 74 61 18
14	Tamba Victor	TOLNO	Jeunesse	Membre	624 47 49 29

List E: Koundou, Health center staff discussion group

N°	Organization	Function	Name
1	Koundou Health Center		Victor Madekema
2	Koundou Health Center		Kadiatou Kaïta
3	Koundou Health Center		Aminata Koumano
4	Koundou Health Center		Mohamed Camara
5	Koundou Health Center		Sekouba Moimono

List F: Koundou Discussion group of supported women

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

Objet: FGD avec groupements ayant bénéficié du projet.
Lieu de rencontre: Koundou
Date: 18/02/2025 Heure de début: 12:00 Heure de fin: 13:00
Nom du group:

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Millimouno Dia Belradette	F	Bouttan	622-11-60-19	
02	Millimouno Tamba Pascal	M	Manda Wiya II	622-65-38-56	
03	Kourouma Fanta	F	Bénko	626-75-54-37	
04	Conde Fatoumata	F	Djigui II	610-12-23-91	
05	Kamano Koumba Sitta	F	Hala maluya Koundou I	622-46-33-03	
06	Kamano Tamba Karamo	M	Kendei Hala I	628-56-08-41	
07	Tenguiano Teiva Therese	F	Fanya	621-07-41-67	
08	Koundouno Koumba Marie	F	Diompili Foedou Kollet	625-11-31-27	

List G: Koundou, unsupported women's discussion group

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

Objet: FGD - Groupements n'ayant pas bénéficié
Lieu de rencontre: Koundou
Date: 18/02/2025 Heure de début: 13:30 Heure de fin:

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Toua Ivone Koundoumo	F	Présidente GIEC Malaya 2 Balladeur Rebel	622 99 58 81	
02	Koumba Denis Koundoumo	F	Malaya I Koundou I	623 35 84 99	
03	Sia Catherine Kamano	F	Bionaya Koundou I	665 89 47 97	
04	Koumba Kadiatou Koundoumo	F	Saou - Halla yènde - THO	607 70 52 77	
05	Sia Fima Koundoumo	F	Kèndé - Halai Dandou Boudou	610 46 86 26	
06	Tewa Minata Kamano	F	giampilo Kaliffa yombou	623 47 40 21	
07	Koumba Sita Koundoumo	F	Tyinyo Kèndé Fabely pilato	622 88 16 98	
08	Madiou Kourouma	F	EX pous sante	630 53 22 42	

INSUCO LISTE DE PRESENCE – Mission Evaluation de projets Organisation Internationale pour les Migrations (OIM)

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
09					
10	Finda yèndéba Kamano	F	Maliando Kouadrou	622 71 97 86	
11	Koumba Hawn Koundoumo	F	Tyali Kèndé yènde Bawa	620 55 95 83	
12	Sia Satta Leno	F	Maliando	624 89 58 09	
13	Finda Mlouba Koundoumo	F	Maliando Koundou I	613 22 40 83	
14	Koumba Fima Kamano	F	Kalibi Li Balladeur Rebel	626 95 95 85	
15	Sia Jeanette Koundoumo	F	Mawoundou Balladeur Rebel	624 59 97 86	
16					
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List H: Koindu (Sierra Leone), UCSRC discussion group, traditional and representatives

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
01	Tomba Lamin	M	ONS	076437518	
02	Pc Emmanuel Gaware II	M	Paramount Chief	078661704	
03	Fallah James	M	Section Speaker	077384716	
04	Tamla Dennis	M	Town chief Kpoya	078711317	
05	Ibrahim M. Kalla	M	Councillor	076581753	
06	Joseph Anthony S.	M	D.C.O	099-774136	
07	Alpha Jalloh	M	Traders union	076572906	
08	Kemo Kamo	M	Policien	625-57-7445	

N°	NOMS PRENOMS	GENRE (F/H)	FONCTION	CONTACTS	SIGNATURE
09	S/Sgt Sesay	M	RSLAF	099-169351	
10	Joseph Boing	M	Immigration	033 590135	
11	Lansana Camara	M	Port Health Supervisor	+23278 666006	
12	Sahr Tomba	M	Sierra Leone Police	0791973-91	
13	Steven Gaware	M	Youth	076-759219	
14	Ibrahim Boing	M	Port Health officer	078370082	
15	Fallah Tomba	M	public health inspector	075933104	
16	Moser Boing	M	Youth leader	073601173	
17	Amos S. Borbor	M	B.R.U Chairman	077213374	
18	Rotimie morla	M	youth leader	078712963	
19	Victor K6 Gaware	M	Youth Rep	076-878490	
20	Tamba James	M	PRESS	076165154	

List I: (Liberia), FDS newsgroups

N°	Organization		Function	Name
1	Customs and Exercise		Officer	Raymond K. Faysa Jairitor
2	Liberian Services (LIS)	Immigration	OPS	Emmanuel Kpadeh
3	Liberian Services (LIS)	Immigration	TIP	Momoh Volney
4	Liberian Services (LIS)	Immigration	Officer	Elizabeth T. Pongay
5	Liberian Services (LIS)	Immigration	Officer	Agnes K. Sondoe
6	Trade		Officer	Kemah S. Tomba
7	Plant and Animal		Officer	Jeremiah T. Kolubah

Appendix 4: Bibliography

Org.	Year	Document name	Type
Government of Guinea	2020	National Action Plan to Combat Trafficking in Persons 2020-2022	Strategic document (Country)
Government of Guinea	2016	National Economic and Social Development Plan 2016-2020 (Guinea)	Strategic document (Country)
Government of Liberia	2019	Liberia's Second National Action Plan to Combat Trafficking in Persons 2019-2024	Strategic document (Country)
Government of Liberia	2018	Pro-Poor Agenda for Prosperity and Development (2018-2023)	Strategic document (Country)
Government of Sierra Leone	2019	Medium-Term National Development Plan (2019-2023)	Strategic document (Country)
Government of Sierra Leone	2019	National Action Plan to Combat Trafficking in Persons 2019-2023	Strategic document (Country)
Larrabure J.L. and Mora M.	2022	Evaluation of the Migration Multi-Partner Trust Fund	Global Assessment
Ministry of Foreign Affairs and International Cooperation	2022	National Review report of the Implementation of the Global Compact for Migration in Sierra Leone	Report
MMPTF Coordination Unit	2024	MMPTF Operations Manual (rev November 2024)	Strategic document
IOM	2023	Final Progress Report - Migration MPTF - Liberia	Report
IOM	2023	Opinion survey of communities and government technical services on the MMPTF project in the prefectures of Guéckédou, Macenta and N'Zérékoré	Study
IOM	2022	Migration Governance Indicators - Republic of Guinea	Strategic document (Country)
IOM	2022	Guidance on the use of Evaluations and Follow-up of Evaluation Recommendations	Global Framework
IOM	2021	Migration Governance Indicators - Liberia	Strategic document (Country)
IOM	2021	Preliminary assessment report for the Macenta and Guéckédou project areas	Report - Evaluation
IOM	2021	Baseline Survey in Kissi Teng and Kissi Tongi Chiefdoms, Kailahun District	Report - Baseline
IOM	2021	MPTF Liberia Assessment Report (Lofa and Nimba)	Report - Baseline

IOM	2021	Minutes of border management coordination meeting with IBM team	Minutes
IOM	2021	Minutes of the J/TIP and MPTF project coordination meeting	Minutes
IOM	2021	Minutes of meeting with Trafficking team (June 2021)	Minutes
IOM	2021	Minutes of weekly coordination meeting - MPTF migration project team (June 21, 2021)	Minutes
IOM	2021	Minutes of weekly coordination meeting - MPTF migration project team (June 08, 2021)	Minutes
IOM	2021	Report on orientation to reintegration procedures for victims of trafficking	Minutes
IOM	2020	Migration in Guinea - National Migration Profile	Report
IOM UNDP	2021	Launch of activities and rapid assessment for the implementation of the Project in the Parrot's Beak area	Report - Baseline
IOM, UNDP, WHO, ITC	2023	Final Report - Migration MPTF	Report
IOM, UNDP, WHO, ITC	2023	Rapport de mission de suivi conjoint des résultats du projet #MigrationMPTF, 26 mars au 02 avril Guéckédou et Macenta	Mission report
IOM, UNDP, WHO, ITC	2022	Annual Report - Migration MPTF	Report
IOM, UNDP, WHO, ITC	2021	COPIL meeting agenda - July 2021	PPT presentation
IOM, UNDP, WHO, ITC	2021	Annual Report - Migration MPTF	Report
IOM, UNDP, WHO, ITC	2021	Inter-agency report / June 2021	Minutes
IOM, UNDP, WHO, ITC	2020	Joint Programme Document - Migration MPTF	PRODOC
WHO	2023	Joint mission (MSHP and WHO) for post-training supervision of RECOs on the surveillance of diseases with epidemic potential, maternal and child pathologies, and unusual health events within the framework of the MPTF project.	Minutes
WHO	2023	Review of health data for gender analysis in the health districts of Guéckédou and Macenta	Study
WHO	2021	Annual Report 2021, WHO Guinea	Annual report
UNDP	2023	Rapport d'activité Période 2023 (Migration et lutte contre les VBG dans le Bec du Perroquet)	Final Report

UNDP	2021	Terms of Reference - Recruitment of a National Consultant "For the training on GBV of border agents and resource persons in the Parrot's Beak".	TDR
UNCT	2017	United Nations Development Assistance Framework	Strategic document (Country)
UNCT Guinea	2019	United Nations Development Assistance Framework (2019-2022)	Strategic document (Country)
UNCT Liberia	2020	UN Sustainable Development Cooperation Framework (2020-2024)	Strategic document (Country)
UNCT Sierra Leone	2019	UN Sustainable Development Cooperation Framework (2019-2023)	Strategic document (Country)
UNEG	2017	Norms and Standards for Evaluation	Global Framework
UNEG	2011	Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance	Global Framework
UNEG		Quality Checklist for TOR and Inception Reports	Global Framework
UNEG		Quality Checklist for Reports	Global Framework
UNGS	2020	From Promise to Action: The Global Compact for Safe, Orderly and Regular Migration",A/75/542	Analysis

Appendix 5: Data collection tools

• Information

Context and purpose of the evaluation

As part of the joint program "*Strengthening border management, social cohesion, and cross-border security in the Parrot's Beak area*", implemented between November 2020 and August 2023, an evaluation has been launched. The main objective is to assess the performance and achievement of the results of the joint program.

The program was implemented by four UN agencies: IOM (the program's lead agency), UNDP, WHO and ITC. MMPTF funds have been used to develop this project in the Parrot Beak area in three countries: Guinea, Liberia and Sierra Leone. The main objectives of the project are to

1. Integrated border management capacities (immigration and health authorities) are strengthened to meet the realities of border control, health and mobility in the area.
2. Belief in institutions is enhanced to increase the possibility of connections between communities, migrant groups and institutions.
3. Social cohesion is strengthened among the area's communities.

The origin of the MMPTF is to develop multi-stakeholder projects that facilitate the implementation of the MMP. The evaluation will therefore seek to understand the extent to which the project contributes to the implementation of the MMP.

Main preliminary areas of investigation

The evaluation is structured around the UNEG evaluation norms and standards, and the various IOM evaluation frameworks. The approach based on human rights and gender mainstreaming is integrated transversally into the evaluation.

The aim of this evaluation is to measure the achievement of results for each of the three components. The recommendations and lessons learned are intended to facilitate ownership of the results, provide a better understanding of the results achieved by the MMPTF, and facilitate the development of future programs.

The evaluation was built around the OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact. In addition to these various criteria, which structure the evaluation questions, the project's participation in the implementation of the GCM is also addressed. All the evaluation questions are presented at the end of the document.

Stakeholders and data collection

Data from different sources and a representative range of stakeholders will be collected (in person and/or remotely), triangulated and validated to ensure the credibility of the evaluation results and conclusions.

Mixed methods will be used to collect data from several sources, including: key informants, focus group discussions (FGDs), possibly community surveys in the Bec du Perroquet area, and participatory learning workshops.

- **Meeting with key informants**

Implementing partners :

- The staff of the various organizations involved in project activities, including technical personnel;
- Personnel involved in project coordination and support functions (financial, HR, logistics, M&E);
- Staff in charge of technical and financial monitoring at the MMPTF.

Government partners involved in project implementation :

- Relevant sectoral ministries ;
- Relevant sectoral implementing institutions ;
- Regional government personnel linked to or involved in the intervention ;

- Local government staff, linked to partner operations.

Local stakeholders and partners :

- NGOs (MARWOPNET) and community organizations active at local level (community organizations, village surveillance committees, migrant organizations, etc.);
- Private sector with partner structures for the development of adapted financial products (Afriland First Bank, Ecobank) and other private sector players.

Community beneficiaries

- Representatives of migrants, survivors of GBV, trafficking victims;
- Communities in the project area.

Other players of interest (possible synergies, coordination between agencies and project spin-offs) :

- Relevant UN agencies (staff implementing projects/programmes in the project area or) ;
- Other national or international NGOs of interest.

- **Group discussions (FGD)**

The aim of the focus groups is to solicit input from people of interest in the interventions, in order to obtain in-depth and rich data from the beneficiaries of the interventions (maximum of 8 people). Separate group discussions with women, disabled people, young people, etc. will help ensure that all relevant perspectives are taken into account when analyzing results.

- **Field visit**

The evaluation team is able to travel in the Bec du Perroquet area of project implementation, seeking to visit communities on both sides of the border in Guinea, Liberia and Sierra Leone. Geographic targeting will be centered on the prefecture of Guéckédou, in order to get as close as possible to the communities in this prefecture.

- **Example of an administered questionnaire**

This questionnaire was adapted to each of the evaluation target groups in order to best guide the discussions.

Introduction

Presentation of the evaluation, the project, the interview process, consent and confidentiality

Can you briefly describe the project?

Can you describe your role in the project?

Relevance (important but not the only source +)

1.1. How was the project developed? How well was the project constructed?

1.2. In your opinion, has it integrated lessons learned from previous projects and other interventions carried out at the same time? In what way?

1.3. Have your country's priorities and policies been taken into account in the activities and results proposed by the project?

1.4. How has gender been integrated? How have children's rights been integrated into the project? Migrants' rights?

Consistency (important- ++)

2.1. What other projects covered the same area? What were the synergies between this project and others in the area?

2.2. What lessons can be learned? How could this be improved?

2.3. How did the various agencies work together? How was the work of the different agencies made coherent? What are the lessons to be learned?

2.4. has the project also helped to improve integration and networking between agencies, and to better align their actions?

2.5. How has the project complemented United Nations programming?

Efficiency

3.1. How satisfied are you with the project's achievements?

3.2. What internal or external factors influenced the achievement of objectives?

3.4. What successes and/or good practices have you identified in the project that could be scaled up?

Efficiency (key to the interview +++)

4.1. In your opinion, were the **resources available** sufficient and appropriate (human, material and financial resources)? If so, what kind of obstacles/difficulties did you encounter?

4.2. In your opinion, in which activities did the project **perform best**? Why and what were the facilitating factors? What approaches and factors helped maximize results?

4.3. In which areas did the project **perform** least well? What were the limiting factors and why? How could they be overcome in the future?

Sustainability and impact

5.1. How have institutions been strengthened over the long term?

5.2. Which project component could be scaled up to enhance sustainability?

6.1. What changes (positive/negative) have you observed among the various institutional players and communities? In your opinion, which project activities have had the greatest influence on these changes?

Conclusion and Recommendations (key to the interview +++)

7.1. How have CMG principles been integrated into project activities at different points in the project cycle?

7.2. What would you recommend to improve the way these principles are taken into account?

7.3. How have the project management and coordination entities integrated the GCM principles?

7.4. How has the project reinforced the GCM's progress?

What are your recommendations for improvement if a new project on the same theme were to be set up in the future? What would you change and why?

Appendix 6: Photos (see separate appendix)