



Migration MPTF JOINT PROGRAMME DOCUMENT TEMPLATE

PROJECT INFORMATION	
Joint Programme Title:	Strengthening border management, social cohesion, and cross-border security in the Parrot's Beak area
Country(ies)/Region (or indicate if a global initiative):	Republic of Guinea/Liberia/ Sierra Leone
Convening UN Organization:	IOM (Guinea, Liberia, Sierra Leone)
Participating UN Organization(s):	UNDP, WHO, ITC
Implementing Partners	<p><u>Government:</u> (Guinea) Ministry of Security, Ministry of Health, Ministry of Territory Administration, Ministry of Youth, Ministry of Justice; (Regional) Mano River Union intergovernmental organization, (Local) Community Leaders, Border Security and Health personnel <u>Civil Society:</u> Community CSOs, Mano River Women's Peace Network, others TBD</p> <p><u>Private Sector:</u> Afriland First Bank, Ecobank TBC.</p>
Migration MPTF Thematic Area	<input type="checkbox"/> Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime
Primary GCM objectives	<p>Obj 9: Strengthen the transnational response to smuggling of migrants</p> <p>Obj 10: Prevent, combat and eradicate trafficking in persons in the context of international migration</p> <p>Obj 11: Manage borders in an integrated, secure and coordinated manner</p> <p>Obj 14: Enhance consular protection, assistance and cooperation throughout the migration cycle</p> <p>Obj 21: Cooperate in facilitating safe and dignified return and readmission, as well as sustainable</p>



	reintegration
Relevant SDG Target¹	<p>SDG target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>SDG target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>SDG target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p>
Expected Project Commencement Date² Period of Implementation (in months):	30 months
Requested Budget: Indicate budget per PUNO and total	2,786,280
Project Description (Max 400 characters, including blank space)	The JP will strengthen capacities of Guinea, Liberia and Sierra Leone for cross-border collaboration on migration and health management in an area where borders of the countries meet. It will enhance integrated border management to better control illegal activities and health risks, increase trust and support between state institutions and communities, and enhance community social cohesion.
Project Gender Marker Score (1, 2, 3 or N/A):³	2

¹ Please refer to Annex D5: List of Global Compact Objectives per Thematic area and Key SDG Targets.

² Note: actual commencement date will be the date of first funds transfer.

³ Please score 1, 2, 3 (or N/A) as below:

Score 3 for projects that have gender equality and/or the empowerment of women and girls as the primary or principal objective;

Score 2 for projects that have gender equality and/or the empowerment of women and girls as a significant objective;

Score 1 for projects that contribute in some way to gender equality and/or the empowerment of women and girls, but not significantly (less than 15% of budget)

Score N/A for projects that do not contribute to gender equality and/or the empowerment of women and girls

Reference: United Nations Development Group: "Gender Equality Marker Guidance Note September 2013"

<https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf>



JOINT PROGRAMME PROPOSAL NARRATIVE

1. Migration Context and Rationale

This joint programme (JP) addresses irregular migration and supports vulnerable groups in an area known as Parrot's Beak,⁴ where borders of Guinea, Sierra Leone, and Liberia meet (see map on last page). This area has historically been excluded from the political, social and economic mainstream of the respective countries, which has accentuated vulnerability for the population and led to insecurity and instability.

In recent years, with an explosion of irregular migration flows (mainly from Guinea⁵), there are strong clues that indicate the existence of criminal networks taking advantage not only of a gap of coordination between states, but also of the vulnerability of communities to human trafficking and smuggling. Guinea is a transport hub, usually in the direction North Africa (Egypt), Europe, and the Middle East, often for the most vulnerable under the influence of unscrupulous smugglers⁶. An estimated 8,000 to 10,000 young people annually embark on irregular migration from Sierra Leone, with over a quarter of those trafficked, including women and children for forced labour and commercial sex exploitation. In 2019, IOM Sierra Leone helped bring back 2,522 stranded migrants (1689 male and 833 female).

Border communities are highly vulnerable to spread of infectious disease, as occurred during Ebola. Points of Entry (POE) have a critical role in the fight against COVID-19. While borders between the countries are now closed, there are plans to reopen borders in the coming weeks, based on discussions now taking place among countries under the auspices of the Mano River Union⁷. This will necessitate a high degree of collaboration and coordination to effectively observe health protocols and other related guidelines.

At present, border health posts lack resources (personnel, infrastructure, communication, mobility, and accommodation) for reporting and managing COVID-19 and other public health threats. Further, there are insufficient human protection mechanisms and economic opportunities, creating a climate for illegal activities; Youths undertake irregular migration and engage in illicit ventures to improve their lives and invariably expose themselves to sexual violence, trafficking, forced prostitution and health consequences.

To address these issues, as well as security threats, the Parrot's Beak area needs: better resources, cross border coordination and information sharing; stronger state institutions and systems that are trusted by communities and migrants; and enhanced social cohesion among and within communities to better sustain peace, support vulnerable groups, and work against human trafficking and other illegal activities.

The JP approach is based on a mapping carried out in communities and dialogues with stakeholders to identify gaps that call for concrete actions to reduce vulnerabilities. IOM in Guinea, Liberia and Sierra Leone consulted with both local and national government authorities and used studies of this area by UNDP, IOM and State institutions (e.g., Guinea National Institute of Statistics). Findings include health vulnerabilities among newly arrived immigrants: accidental injuries, hypothermia, burns, cardiovascular problems, pregnancy /childbirth complications, diabetes and hypertension. Women face challenges in

⁴ Parrot's Beak corresponds to the area where the respective territories of Guinea, Sierra Leone and Liberia meet.

⁵ Guinea is cited as one of the top 3 countries whose nationals undertake irregular migration to Europe. IOM, 2020

⁶ Source: The evolving role of smugglers in West Africa's migration economy. Mixed Migration centre (May 2019)

⁷ Mano River Union was formed in 1973 and has four Member States (Sierra Leone, Guinea, Liberia, and Cote d'Ivoire.)



sexual and reproductive health and violence, while child health, mental health, and substance abuse are also common concerns.

In Sierra Leone, IOM conducted recent gender specific focus groups with returned migrants and also did a field study with the Office of National Security on the causes and incidences of irregular migration.⁸ The study engaged state actors, community-based organizations, NGOs, youth, and women's associations in three districts with the highest number of irregular migrants, including Kailahun district where Parrot's Beak is located. In Liberia, an IOM assessment of irregular migration dynamics, carried out in consultation with local authorities and community members (June 2019), revealed that outcoming mobility was mainly related to local trafficking, particularly to Guinea due to the lack of economic opportunities in the local community.

This JP will complement ongoing projects (listed below) with the added value of ensuring that necessary dialogue, coordination, and information sharing among countries takes place to fill important gaps in security, social and health programs, the latter of particular urgency due to COVID-19. Key stakeholders are community residents, migrant communities, local authorities, border security and health agents, NGOs, community leaders, and religious and traditional leaders. These are outlined in Section 4.0.

- **African regional migration project (IOM):** Supporting countries to adopt migration management practices that promote well-managed, legal forms of migration and respect for the human rights of migrants
- **Migrant as Messengers (IOM);** Supporting young people to make informed decision about migration in Liberia, Sierra Leone and Guinea
- **Youth empowerment and entrepreneurship programmes (IOM);** Reducing the risk of irregular migration In Guinea and Sierra Leone.
- **Border Management Project Guinea (IOM) :** Enhancing social stability through border communities' empowerment in Guinea (border of Guinea-Ivory Coast) and Capacity Building in Migration and Border Management in Guinea (borders with Mali, Guinea Bissau, Senegal)
- **Governance and Peacebuilding Program (UNDP):** Awareness raising, training and support projects for young people and women in the region.
- **Joint Border Security Programs (MRU and 3 countries):** MRU 15th Protocol outlines sub-regional co-operation on defense and security, including joint border security and confidence building units.
- **National Response Strategies for COVID-19:** The National Strategy to Fight COVID-19 in Guinea, pillars II and III, regarding health and funding health and economic interventions, as well as the national response plans of Sierra Leone and Liberia, which address cross-border virus containment.
- **Arms Collection Pilot Program(UNDP) :**linked to the ECOWAS conflict prevention framework and carried out by UNDP Guinea, to raise awareness and strengthen capacities of stakeholders, such as National Commissions, Defense and Security Forces and Civil Society Organizations, on dangers of small arms and light weapons proliferation.
- **SheTrades West Africa(ITC) :**A programme aiming to improve the livelihoods of women in certain agricultural value chains, funded by the Korean international cooperation agency.

This JP is in line with pillars 1, 2 and 3 of the Guinea National Economic and Social Development Plan and contributes to implementation of pillars 1 and 4 of the UN Development Assistance Framework (2018-2022). In Sierra Leone, activities address vulnerable groups and migration challenges prioritized under clusters 1, 5 and 6 of the Medium-Term National Development Plan (2019 – 2023), and Outcome 4 of the UN Sustainable Development Cooperation Framework (2019- 2023) to protect and empower the most vulnerable. The Sierra Leone National Action plan for Trafficking in Persons (2020 – 2025) aligns with this JP, as it focuses on strengthening coordination of anti-human trafficking efforts of government and civil



society partners. In Liberia, this JP aligns with the national Pro-Poor Agenda for Prosperity and Development (issued in 2018). Consistency with these plans will ensure national ownership.

⁸ Irregular Migration, Human Trafficking and People Smuggling in Sierra Leone: A report of the Joint field assessment by International Organization for Migration (IOM) and Office of National Security (ONS); May 2017



This JP supports SDGs 3, 5, 8, 10, 16, and 17. It also supports several objectives under Thematic Area 3 of the Global Compact on Migration: 9, 10, 11, 21 and 23.

2. Results Framework and Theory of Change

The overall objective of this joint programme (JP) is to address irregular migration and support vulnerable groups by strengthening border management, social cohesion, and cross-border security in the Parrot's Beak area. The JP will enhance integrated border management and promote exchanges to better control illegal activities, as well as other risks to which border communities are particularly vulnerable. Increased cooperation will reduce human trafficking and potential for sexual and gender-based violence (SGBV); minimize the spread of COVID-19; improve cross-border social cohesion; and, protect human rights.

JP activities will be implemented primarily in Guinea, except for overlap activities like COVID-19 screening, risk mapping for COVID transmission, risk communication and community engagements, training of border agents to detect SGBV and illegal activities, and social cohesion activities among cross-border communities that will also engage Sierra Leone and Liberia. While specific health services, such as COVID-19 treatment, services for SGBV, and substance abuse treatment will be primarily funded for health facilities in Guinea, residents in border communities of the other two countries will be able to access these services. Below are the Outcomes Areas with key outputs/results; detailed activities are listed in Annex 1.

Outcome 1: Integrated border management capacities of Immigration and Health Authorities are strengthened to adequately address border control, health, and mobility realities.

- Establish cohesive national strategies for integrated border management among the three countries, resulting in an improved security environment and better containment of COVID-19.
- Provide modern communication and surveillance equipment to border posts and create tailor-made ICT solutions for information management, resulting in better information sharing among countries and with national and district authorities, to mitigate security and health risks.
- Train border officials in identification of possible victims of SGBV and trafficking, and in how to respond in a manner that guarantees respect for due process and human rights, to increase protection of and support to vulnerable persons, most of whom are women and children.
- Train PoE and health officers in rapid detection and response to epidemic health threats and support screening, referral, and data collection, to better contain COVID-19 and other threats.
- Identify, equip and capacitate PoE health facilities to support sexual and reproductive health and rights (SRHR) and victims of SGBV, to better serve the needs of the community.

Outcome 2: Trust is increased to better connect communities/migrant populations with state institutions and support systems.

- Reinforce training and equipment capacities of the Guinea National Committee for Fight against Trafficking and Sexual Gender Based Violence, because of the country's position as a transit hub.
- Conduct community health promotion around COVID-19 prevention, as well as SRHR and SGBV services available at PoE health facilities, to increase uptake of these services.
- Support primary health services, to include procurement of critical medicines and medical supplies, trained health providers, and health infrastructure, to improve health service quality.
- Provide financial support to small and medium enterprises and set-up of alternative income activities for cross-border traders, such as manufacturing masks, soap and disinfectant gels.



- Work to address non-tariff barriers to cross-border trade and Improve merchant relations with cross-border agencies, including health authorities, to improve the overall climate for trade.

Outcome 3: Cross-border social cohesion is improved among Parrot's Beak communities.

- Provide resources to expand the successful community-based security programs model pioneered by Mano River Union and encourage the establishment of Village Watch Committees (VWCs) where needed, to allow for early identification and reporting of security and human rights issues.
- Organize cross-border social cohesion activities involving multiple communities, such as peace caravans, promotion of cross-border trade, sport events, health programs, and cultural events.
- Establish cross-border community credit unions (in consultation with financial institutions) to enhance economic inclusion and empowerment, particularly among women and youth.
- Promote psychosocial and mental health awareness, rapid response and referral for mental health and substance abuse among community members, as well as referrals for migrants who suffer SGBV and trafficking to health facilities that offer support services.
- Promote community involvement in awareness and reporting of illegal sales of controlled substances to migrants and other community members.

Theory of Change

IF local institutional capacities, skills and equipment of border security officers, health officers and local authorities are strengthened to better address local challenges such as cross-border social, economic, health, and illegal activity issues, many of which disproportionately impact women and youth;

IF cross-border collaboration, reporting, and social service provision between State entities and local communities is enhanced through increased levels of trust and enhanced border and health post capacity to carry out responsibilities in accordance with international protection standards, to exercise quality border control and prosecution of illegal activities, including trafficking in persons;

IF community social cohesion and trust between border communities and security officials is further developed through initiatives such as economic empowerment of women and youth involved in cross-border trade, reinforcement of community mechanisms for conflict prevention and management, improvement in basic community infrastructure near border posts, and enhanced community awareness on SRHR, SGBV and disease prevention realized through community campaigns and cultural activities;

THEN there will be improved economic, social and health outcomes and reduced irregular migration, cross-border crimes and associated human rights abuses, and spread of COVID-19 and other diseases;

BECAUSE the Parrot's Beak area, with a high prevalence of sexual violence and human trafficking and potential spread of COVID-19, will have tools and capacity needed to effectively control borders, increase uptake of social services, support social cohesion and economic growth, early identify and address issues of concern, limit the spread of communicable disease, and prevent and respond to conflict situations.

Assumptions

Country governments maintain their commitment to improve integrated border management
Health authorities adapt to mobility realities and important issues are addressed



Border officials have continued interest to improve their capacities to address SGBV, trafficking and health threats



3. Project Implementation Strategy

The choice of the geographical zone of intervention (Parrot's Beak) resulted from consultations with different stakeholders and recommendations from previous interventions in the area. The forest region surrounding Parrot's Beak area, (present in Guinea, Liberia's Lofa County and the Kono and Kailahun Districts of Sierra Leone), was the location of persistent conflict for over a decade during the civil conflicts in Sierra Leone and Liberia⁹. Guinea hosted up to a million refugees during the conflict period, due its borders with Sierra Leone and Liberia. The impacts of these past conflicts and massive migration movements left increased vulnerabilities among surrounding communities in the three bordering countries. These communities continue to lack of infrastructure, resources, and capacity for basic service provision. This underlines the need to foster economic prosperity, broader societal support, and mitigate health risks, by building an environment of secure and free movement of persons and good across borders. Improved border management capacity will build resilience over the medium-to-long-term.

This JP will establish cohesive national strategies for integrated border management beginning in the first phase of the JP, laying the foundation for improved security and trust between the communities and state institutions in later phases of the program. Those activities linked to COVID-19 prevention will be prioritized for the first phase, while those linked to livelihoods and trade will have a longer implementation period, allowing for a consultation process that engages youth and women in the design.

Beneficiaries of this improved environment will include women, who make up the majority of cross-border traders, persons at risk of abuse by human traffickers and other bad actors, community members/migrants who are subjected to the negative impacts of illegal activities and criminal networks (illegal drugs and goods, smuggling, etc), community members/migrants who lack access to quality health services, including for GBV and sexual and reproductive health and rights, and all persons at risk of contracting COVID-19 and other communicable diseases.

Under the UN 'delivering as one' approach, this JP brings together the skills of four different UN agencies, each of which is needed to fully deliver on the overall objective of this program. The cross-border strategy, drawing on the experience and capacity of IOM in each of the three countries, will expand potential for effective and efficient achievement of results. Different components will build on each other, and each partner will assume specific roles and responsibilities, while having mutual accountability on the delivery of results. The engagement of MRU as a sub-regional partner, in addition to national and local-level partners, will further facilitate cooperation and joint initiatives among the countries.

A series of JP indicators have been developed and will be used to guide the project manager in designing, monitoring, and evaluating project objectives. A timeline for project implementation has been developed and will be strictly respected. It covers a period of 2.5 years, and is logically sequenced to complete foundational activities in the first phase (e.g., infrastructure, equipment, COVID-19 awareness, screening and surveillance), and other activities, such as trainings, capacity building, and community cohesion activities in later phases, when restrictions on movement and social gatherings will hopefully be lifted due to containment of COVID-19.

The successful implementation of the project will strengthen multiple aspects of Parrot's Beak border and migration management capacities. It will equally contribute to supporting global commitments of the

⁹<https://www.globalsecurity.org/military/world/war/mano-river.htm>



Governments of Guinea, Liberia and Sierra Leone to facilitate the orderly flow of people and goods across borders, promote cross-border trade, increase institutional coordination and cohesion among cross-border communities, and combat irregular migration and crimes such as trafficking and smuggling.

This JP adopts a human rights-based approach that ensures that no one is left behind, including marginalized groups and those living with disabilities. The rights to development, legal protection, work, education, health, social security, housing, food and water, a healthy environment and culture, are inseparable from a free and dignified life. This project will strengthen the functioning, coordination and monitoring of the protection mechanisms for young people, women and returned migrants put in place by the government. The participation of state services in the design and implementation of this project will allow for national ownership and thus a more guaranteed protection of beneficiaries without exclusion.

The gender dimension will be considered in all activities; particularly regarding activities aimed at reducing the harassment and control of cross-border populations in particular vulnerable women, such as those who engage in cross-border trade. The JP will make a significant contribution to gender equality and/or the empowerment of women and girls and will contribute to upholding the rights and addressing the needs of boys and girls under 18, by increasing security and reducing violence based on gender (VBG) and trafficking of persons in the Parrot's Beak region .

This project emphasizes the right to decent work in dignity for youth, women and returned migrants. It will also be aware of strengthening the deontological, ethical and procedural rules; in particular, those relating to the determination of the best interests, the participation of children in decision-making concerning them, and safeguarding. All these measures will be deployed to ensure, at all levels and in all circumstances, the psychosocial, medical, socio-economic and educational well-being of children are prioritized, including for those who are separated and unaccompanied.

4. Partnerships

Following are community stakeholders for this JP. Section 6.0 elaborates on consultation mechanisms. Other partners with an implementation role are listed below under Partnerships.

Community Stakeholders

Migrant Communities and Associations: Advocate Against Irregular Migration, ANAIM, and others. They will participate to a process to enhance governance and political, social, and economic inclusion, to avoid marginalization and further vulnerability. They will be part of harmonization and enforcement or implementation of agreed principles, protocols and conventions signed by the three governments, with an eye and report system on public service delivery, youth marginalization and organized crime.

Border Communities: They will be involved in the sub-regional agenda for economic and social development and the strengthening of peace; cross border participation and collaboration at the local and sub regional levels increases. This will include local authorities, traditional, religious, and civil society groups, among them Youth and women representatives.

Border Posts and Joint border security and confidence building units (all countries): the units are comprised of security personnel and community representatives, such as traditional leaders, elders,



women and youth representatives, forest guards, religions leaders, and district officials. They provide a platform to exchange information among officials and citizens and to resolve issues of concern locally.

Border Health Posts: responsible for serving the health needs of community residents and migrants.

Mano River Women's Peace Network: an NGO that promotes peace and development in the Mano River region, formed under the auspices of the Economic Community of West African States (ECOWAS) in 2000, when a group of women leaders from local NGOs met to promote their participation in the process of restoring peace in Africa, and specifically in the Mano River region.

Partnerships

United Nations Agencies: Promoters and implementers, support activities related to their mandate and contribute to target identification: IOM on migration issues; WHO on public health (including COVID-19); UNDP on community economic and social development; and ITC on inclusive economic development.

National Governments: through their border agency services, are responsible for the processing of people and goods at points of entry and exit, as well as for the detection and regulation of irregular flows of people and goods across borders, and establish public health measures, protecting human rights. Central governments of the three countries will ensure cooperation in revising and establish integrated border strategies through an inclusive process and open dialogue with border communities' leaders.

Mano River Union: oversees joint border security and confidence building program discussed above and leads country cooperation on health information sharing; has established links to local groups, especially in border communities, and unique ability to address transboundary issues; has extensive expertise in promoting policy and has been a key intermediary between local government institutions in Parrot's Beak, promoting communities' values, building social capital and social change for peacebuilding purposes.

Private sector: Banks such as Afriland First Bank and Ecobank bring expertise and experience with micro-credit facilities and the establishment of community credit unions.

Mano River Women's Peace Network (MARWOPNET): will contribute to identification of targets, objectives, strategies, and actions, and engage for implementation, monitoring, evaluation, and sustainability of outcomes.

Migrant Communities: Contribute to identify the vulnerabilities of migrant's persons in border communities, identify common challenges in border communities

Border Communities: Contribute to identification of needs, objectives, strategies, and actions; intervene in monitoring and evaluation and sustainability of the JPs achievements. The JP will ensure that women and youth are represented in community dialogues and contribute to design of sustainability approaches.

Media: support community outreach and engagement activities.

Sectoral Ministries: Promoters and implementers who advise on activities, as well as community and institutional relationships; contribute to target identification to reflect national policies and strategies:

Guinea:

- **Ministry of Foreign Affairs:** responsible for State diplomacy, bilateral and multilateral relations affairs and for providing support for citizens abroad
- **Ministry of Cooperation and African integration:** in charge of mainstreaming regional integration and developing international cooperation relations and strategies
- **Ministry of Security and Civil Protection:** responsible for border management and national security strategies and crisis prevention
- **Ministry of territorial Administration:** responsible for decentralizing state governance at local level
- **ECOWAS Representation in Guinea:** supports the Government of Guinea to implement strategies and policies in line with ECOWAS protocols and agreement; in this case, will support integrated



border management cooperation with human rights approaches, as well as cross-border trade facilitation and migrant social integration strategies.

Liberia:

- **County Development Authorities** (Ministry of Internal Affairs): responsible for decentralizing state governance at county level, conducting police officer trainings with implementing Agencies, reviewing training contents and application, and participating in peacebuilding activities.
- **Peace Building Office, PBO** (Ministry of Internal Affairs): responsible for introducing alternative dispute resolutions at community level; will ensure coordination of social cohesion activities.
- **Liberia Immigration Services and Liberian National Police** (Ministry of Justice): responsible for border police posts

Sierra Leone:

- **-Ministry of Social welfare:** responsible for social development while ensuring the rights of socially vulnerable and disadvantaged persons, including the aged, disabled, migrants, victims of trafficking, women and children are equitably and supported; will coordinate capacity building and awareness raising activities against human trafficking and supporting reintegration of victims.
- **-Ministry of Internal Affairs:** Responsible for providing and maintaining effective internal security through the provision of supervision, control, co-ordination and monitoring the Police, Prisons, Immigration and National Fire Force. Collaboration with the ministry will support establishment of cohesive national strategies for integrated border management among the three countries
- **-Sierra Leone Immigration Department (SLID):** responsible for border management and regulating immigration into Sierra Leone as well issue passports and other travelling documents to Sierra Leoneans. SLID will coordinate capacity building activities for enhanced border management, surveillance and information sharing among countries.
- **-National and District Trafficking in Person Task Force:** Responsible for coordinating all counter trafficking activities among state and non-state actors in the country.
- **-Port Health services (Ministry of Health):** competent health authority at border point of entry responsible preventing, detecting, responding to public health risks at border points of entry. Port health will coordinate population mobility and public health risk mapping activities.

5. Innovation and Sustainability

This JP incorporates different types of innovation that will greatly enhance the attainable results. **Technology innovation** is from modern surveillance and communications equipment to collect and share relevant information among border posts. Attention will be paid to mainstream gender and age-sensitive components during implementation, in this way, a **social innovation** is realized by promoting women and youth in official and community roles, and in establishing and raising awareness of health programs important to vulnerable communities, such as migrants and GBV survivors. Community credit programs targeting women constitute a **finance innovation** in the border communities of the regions. Micro-credit facilities will be set up in partnership with AFRILAND First Bank and Ecobank and in coordination with local governments, who will be involved in all decision-making to increase ownership and sustainably. Successful implementation of these innovations will yield models that can be applied at other border posts and in other border communities in the MRU sub-region.

To leave no one behind, the JP strategy is based on the right to development and the human rights-based approach to programming. It will consider border community perspectives and expectations, collected through a series of community dialogues in the early stages of the project. A participatory approach, through broad consultations of all stakeholders will be adopted; moreover, regular community



participation in decision-making will build resilience throughout project implementation and ensure long term sustainability and impact.

This concept of inclusion will be extended to training and coordination activities with the participation of stakeholders; emphasis will be placed on synergies with ongoing initiatives, involving public institutions to ensure ownership, and creating linkages between local and national programs to promote sustainability. Also, the JP will capitalize on opportunities to expand the reach of the program. For example, capacity building programs provided to law enforcement officials in Guinea, Sierra Leone and Liberia will lead to these trained officials providing a series of trainings to peers, ultimately expanding the beneficiaries and ensuring both reach and sustainability of the program.

JP decision-making, coordination and implementation bodies will include representatives of technical and financial partners, the government and civil society. They will advance inter-community dialogue for social cohesion, security and conflict prevention and resolution, and will strengthen the capacities of the local and cross-border mechanisms to ensure project continuity. Awareness-raising and capacity-building activities will engage various segments of the communities to support long-term impact and consolidate the structure and mechanisms put in place. Through engagement from the start of the project, beneficiaries will take ownership of the challenges and objectives and be more likely to sustain its impacts after the partners' disengagement.

Regarding border and security forces, their operational capacities in all countries will be strengthened to facilitate more rapid and secure border crossings. Special attention will be given to a long-term plan for maintenance and replacement of the equipment (logistical support) to ensure sustainability and preserve the achievements made in this area throughout the project.

JP sustainability will also be anchored in complementarity programs, including Mano River Union's joint border security program that promotes dialogue and solves disputes among communities through joint border patrols, social unity activities, information exchange meetings, and investigating border security threats. The JP will also work with the "*Arms Collection Pilot Program*," linked to the ECOWAS conflict prevention framework and carried out by UNDP Guinea, to raise awareness and strengthen capacities of stakeholders, such as National Commissions, Defense and Security Forces and Civil Society Organizations, on dangers of small arms and light weapons proliferation. *SheTrades West Africa* aims to improve the livelihoods of women in certain agricultural value chains, funded by the Korean international cooperation agency and implemented by the ITC. Also, Guinea is one of the pilot countries for the establishment of the African trade observatory within the Department of Trade and Industry of the African Union. These programs provide opportunities for economic and social empowerment of women in Parrot's Beak area.

6. Project Management and Coordination

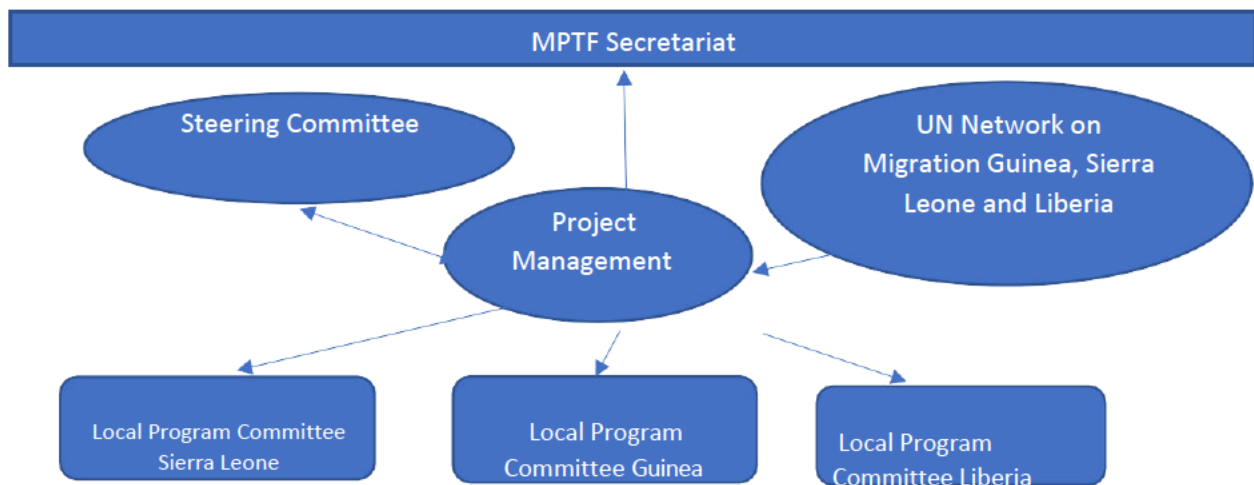
The JP involves IOM as the lead agency with UNDP, WHO and ITC as participating UN organizations (PUNOs). Border management, community stabilization, and reintegration of victims of trafficking, are among IOM's key areas of work. IOM Guinea has developed significant expertise through past interventions to implement border management and community stabilization projects and will capitalize on an already solid presence in the targeted area, including sub offices and personnel who are familiar with the local context and in regular contact with the local communities and their leaders.



WHO will contribute public health expertise (including COVID-19), UNDP on community economic and social development, and ITC on inclusive economic development. All will cooperate for the design and implementation of the programme, initially developing a work plan that delineates clear roles and responsibilities, and thereafter meeting regularly to ensure coordinated and complementary implementation efforts in the three countries. Overall project oversight and coordination will be at the level of the UN Resident Coordinators in the three countries. The lead agency, in close consultation with focal points of the participating UN agencies will consolidate periodic technical and financial reports in line with the MPTF guidelines. In addition, following are other key managerial partners:

Steering Committee (SC) as the high-level governance body, the will determine the strategic directions of the program and ensure its political governance. It will be under the joint supervision of the UN Resident Coordinators in Guinea, Sierra Leone and Liberia and Ministers of the three countries, and include the Mano River Union, MARWOPNET and program leads from the PUNOs. It will meet every 6 months as the primary mechanism for multi-country activity planning and the forum to address any issues. In addition, the SC will liaise with the UN Network on Migration in Guinea that will monitor closely the actions carried out through this JP, in consultation with the networks in Sierra Leone and Liberia.

Local Program Committees (LPC) will be established in each country implementing area, composed by local governments’ representatives, Border Units, MRU, MARWOPNET and Migrants associations’ representatives to facilitate dialogue, prevent conflict triggers within and between communities in the region, and improve relations with border police for better governance, accountability and transparency.



A Project Manager, based at IOM Guinea, will oversee JP coordination and implementation, in cooperation with IOM Liberia, IOM Sierra Leone and PUNOs. He/she will facilitate the development of the cross-border work plan, the organization of cross-border governance meetings of the LPCs (chaired and organized on rotating basis every six months), and coordinate JP reports for onward subsequent submission to MPTF. The Project Manager will regularly communicate progress to the country-level UN Networks for Migration, in view of promoting additional interventions in Parrot’s Beak area and/or coordinating eventual new mechanisms, as well as to re-orient strategies and actions, when needed, to assure goals achievement together with government and civil society stakeholders.



Risks

The following risks (see details in the risk matrix) could impact the project implementation :



- The deterioration of the political contexts and the escalation of social tensions are generally observed in the pre- and post-election periods, especially considering Guinea upcoming presidential elections to be held in late 2020 and the 2020 senatorial elections to be held in Liberia.
- The erosion of social cohesion that is an intrinsic element of insecurity and can result in reduced mobility of cross-border communities
- Non-compliance with commitments made by implementing partners (governments, civil society partners, recipients, etc.)
- Inaccessibility of the project intervention sites due to the deterioration of road infrastructures, particularly in Guinea and Liberia
- Risks related to the COVID- 19 pandemic health impacts and movement restrictions

Lessons learned from previous PUNO projects in the same area and other cross-border interventions will be considered for regular monitoring of risks, and appropriate action will be taken to mitigate impact. At every meeting of SC and LPC, a risk analysis will be conducted to monitor and mitigate the major risks identified. Moreover, tailored risk management strategies will be identified during first SC and LPC meetings. They will include community participation with a focus on awareness-raising initiatives towards health promotion, migrants' inclusiveness and social cohesion, social risks and economic benefits.

Monitoring

A baseline study will be conducted at the beginning of the project to establish data and indicators are adequately presented through the Project, in line with the monitoring and evaluation plan, and so that JP activities can be efficiently monitored and evaluated. Stakeholders will provide input into the design of the baseline study. In addition, end line surveys (as needed) and a final evaluation will be conducted. The PUNOs and the Baseline Study consultancy service will work together to prepare, through a participatory process, a common annual joint work plan, M&E plan, and budget.

Evaluation

At the end of the project, an evaluation will be carried out with different stakeholders (government, civil society and local population). To support satisfactory results, the JP will establish functional management, monitoring and evaluation mechanisms at all levels with attention to: (i) efficiency in resource management; (ii) the effectiveness of the actions undertaken and the quality of the annual and final results; (iii) the project's ability to generate sustainable results effects and impacts, especially including through the implementation of standardized and replicable processes; (iv) ensuring annual planning, updating data periodic reviews, joint field missions to intervention areas, documentation of good management practices; and (v) continuous search for synergy benefits between the different components and partners of the project, and with other projects and cross-border initiatives funded by other partners.

6. Project Budget and Workplan

The majority of the budget is allocated to IOM, as lead agency. Key areas of expenditure are renovating and equipping the border posts, capacity building of migration and health personnel, creating an environment of enhanced cross-border trade, and increased social cohesion of border communities. These expenditures support the program focus on supporting vulnerable groups, reducing tensions, prevent conflicts and strengthening sustainable livelihoods in Parrot's Beak area.



More than 15% percent of the budget will be allocated to gender equality and women’s empowerment. It is evident in the activities relating to fight against Violence Based on Gender, trafficking in persons, improved health services for SHRH, and the support to SMEs.

The workplan included as Annex D-4 shows the activity breakdown by year and quarter, and which participating agency will be responsibility for completion of each activity, based on their area of expertise.



Annex D1: Results Framework

RESULTS	INDICATORS	Data Source and Collection Method	Baseline	Targets	ASSUMPTIONS
Overall Objective Statement: To address irregular migration and support vulnerable groups by strengthening border management, social cohesion, and cross-border security in the Parrot's Beak area.					
Outcome 1: Integrated border management capacities of Immigration and Health Authorities are strengthened to adequately address border control, health, and mobility realities.	Outcome Indicator 1a: 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	Baseline study at the beginning and perception survey at the end of the project	TBD	70% ¹⁰	
	Outcome Indicator 1b: 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	Baseline study at the beginning and perception survey at the end of the project	TBD	70%	<ol style="list-style-type: none"> 1. Sustained governments commitment to improve integrated border management 2. Continued willingness of migration and health authorities to address mobility realities
Output 1.1: Border and health officials demonstrate better capacities to address GBV, trafficking cases, as well as detect and respond to health threats	Output Indicator 1.1a: Percentage of trainees who have mastered relevant knowledge in addressing GBV, trafficking cases, as well as detect and respond to health threats	Training tests (pre-post test), reports of training activities/Field visit report	TBD	80%	Continued interest of border officials to improve their capacities to address SGBV, trafficking and health threats
	Output Indicator 1.1b: Number of cohesive strategies for integrated border	Meetings reports, strategies	0	3	



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¹⁰ a survey will be conducted using a questionnaire. **a sample of migration and health personnel in the target area will be selected for a pre and posttest to measure improvement in knowledge of border management.**



	management validated				
	Output Indicator 1.1c: Number of border and health officials trained in different thematic (illegal trading, SGBV, trafficking, Epidemic health)	Training report/attendees list	0	350 [50 for illegal substance trading; 100 for SGBV; 100 for trafficking; 100 for epidemic health]	
	Output Indicator 1.1d: Number of integrated border management inter-governmental dialogue conducted	Meeting report	0	3	
<p><i>List activities under Output 1.1</i></p> <p>1.1. 1. Establish cohesive national strategies for integrated border management among the three countries, using the established inter-governmental dialogue channels of the Mano River Union.</p> <p>1.1.2. Train immigration and health officers to identify and report illegal substance trading</p> <p>1.1.3. Train border officials in identification of possible victims of GBV, and in how to respond in a manner that guarantees respect for due process and humanrights</p> <p>1.1.4. Train border officials in identification of possible victims of trafficking, and in how to respond in a manner that guarantees respect for due process and human rights</p> <p>1.1.5. Train PoE and health officers in rapid detection and response to epidemic health threats and support screening, referral, and data collection; provide Protective Equipment and hygiene kits.</p>					
Output 1.2 Renovated facilities enhance monitoring of population mobility and border management and support tomobile population	Output Indicator 1.2a: Number of border posts/facilities renovated and equipped	Project reports, monitoring visits, delivery reports	0	3	Continued intention of local authorities to cooperate in population mobility monitoring through acquiring knowledge and skills to use renovated facilities and new equipment
	Output Indicator 1.2b: Number of health-related population	Mapping and visits reports	0	4	



	mobility mapping exercise conducted in targeted areas				
	Output Indicator 1.2c: Percentage of border officials trained who have a good knowledge and/or capacity in using modern communication and surveillance equipment including UAVs	Training report including pre-test post -test and survey and field survey	TBD	70%	
	Output Indicator 1.2d: Number of border officials trained in modern communication and using surveillance equipment including UAVs	Training report/participant list	0	50	

List activities under Output 1.2

1.2.1 Provide modern communication and surveillance equipment to border posts, including UAVs, to better surveil borders and communicate with national and district security and health authorities

1.2.2. Provide trainings for modern communication and surveillance equipment to border officials, including UAVs

1.2.3. Create tailor-made ICT solutions for enhanced border management systems and national surveillance structures, and for sharing of relevant information among countries

1.2.4. Conduct Population Mobility and Public Health risk mapping and train government counterparts, to identify high-risk COVID -19 transmission corridors to inform preparedness and response plans.

1.2.5. Upgrade displacement sites to improve site safety and hygiene, including basic WASH infrastructure, to prevent the spread of COVID-19 and other disease.

1.2.6. Identify, equip, and capacitate existing PoE health facilities to better serve the need of migrants, particularly for sexual and reproductive health and rights (SRHR) and SGBV.

1.2.7. Rehabilitate 3 Border posts



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<p>Outcome 2: Trust is increased to better connect communities/migrant populations with state institutions and support systems</p>	<p>Outcome Indicator 2a: % Community impression of the quality and availability of support services of institutions (data disaggregated by age, sex, target zone and county)</p>	<p>Baseline and end of project perception surveys</p>	<p>TBD</p>	<p>80%</p>	
	<p>Outcome Indicator 2b: % 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)</p>	<p>Baseline and end of project perception surveys</p>	<p>TBD</p>	<p>70%</p>	<p>1. Sustained interest of state institutions to facilitate the set-up and development of community support systems 2. Continued willingness of migrant and community leaders to engage with State authorities in a constructive manner.</p>
<p>Output 2.1 Community services for sustainable livelihood are improved</p>	<p>Output Indicator 2.1a: : Number of community services that support improved options for sustainable livelihoods, including enhanced cross-border trade activity.</p>	<p>Project reports, monitoring visits, delivery reports</p>	<p>0</p>	<p>10</p>	<p>Continued willingness of local and migrant communities to benefit from community services led by state institutions</p>
	<p>Output Indicator 2.1b: Number of cross-border trade mechanisms improved by removal of non-tariff trade barriers</p>	<p>Project reports, monitoring visits, delivery reports</p>	<p>TBD</p>	<p>TBD</p>	
	<p>Output Indicator 2.1c. Number of the Guinea National Committee trained for Fight against Trafficking and Sexual Gender Based Violence in border areas</p>	<p>Project reports, monitoring visits, delivery reports</p>	<p>0</p>	<p>5 communities</p>	
	<p>Output Indicator 2.1d. Percentage of cross border trade monitoring staff who demonstrate good knowledge to better identify illegal activities</p>	<p>Training report including pre-test post -test and survey and field survey</p>	<p>TBD</p>	<p>80%</p>	



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	Output Indicator 2.1e. Number of cross border trade monitoring agencies trained to identify illegal activities	Training report/participant list and photo	0	10	
<p><i>List activities under Output 2.1</i></p> <p>2.1.1. Train and equip the Guinea National Committee to Fight against Trafficking and Gender Based Violence in border areas (because of the country's position as a transit hub).</p> <p>2.1.2. Support primary health services, to include the procurement of critical medicines and medical supplies</p> <p>2.1.3. Identify and support community Health workers for active case finding and appropriate reporting on suspected cases of COVID-19/other EPD so that appropriate follow-up may occur.</p> <p>2.1.4. Work to address non-tariff barriers to cross-border trade and Improve merchant relations with cross-border agencies, including health authorities, to improve the overall climate for trade.</p> <p>2.1.5. Build capacity of cross-border trade monitoring agencies to better identify illegal activities.</p>					
Output 2.2 Communities are informed about health and other human rights risks and referral mechanisms	Output Indicator 2.2a: Number of awareness raising activities organized about health and other human rights risks and referral mechanisms	Monitoring visits, activities' reports	0	20	
	Output Indicator 2.2b: Number of victims of trafficking/SGBV who present for medical and other support services	Reintegration Plans, monitoring visits	0	100	Continued interest of communities to be informed and access to state referral mechanisms on human rights and health risks
<p><i>List activities under Output 2.2</i></p>					



2.2.1 Implement linguistically and culturally appropriate COVID-19 information campaigns, especially among mobile populations and ensure they have information on risks, prevention, and treatment.

2.2.2. Promote psychosocial and mental health awareness, rapid response and referral for mental health and substance abuse among community members, as well as referrals for migrants who suffer SGBV and trafficking to health facilities that offer support services.

2.2.3. Support victims of trafficking to reintegrate into community and family life.

2.2.4. Support survivors of SGBV to reintegrate into community and family life.

<p>Outcome 3 Cross-border social cohesion is improved among Parrot's Beak communities</p>	<p>Outcome Indicator 3a: Community member perception of social cohesion in the identified target area (disaggregated data by age, sex, target area and country)</p>	<p>Baseline and end of project perception surveys</p>	<p>TBD</p>	<p>80%</p>	
	<p>Outcome Indicator 3b: Community members perception of economic inclusion in the identified target (disaggregated data by age, sex, target area and country)</p>	<p>Baseline and end of project perception surveys</p>	<p>TBD</p>	<p>80%</p>	<p>1. Sustained government interest in ensuring social cohesion 2. Continued intention of border communities to promote dialogue and sharing information among them</p>
<p>Output 3.1 Cross-border security is enhanced through regular dialogues and relevant information sharing among appropriate institutions and community members</p>	<p>Output Indicator 3.1a: Number of communities based cross-border meetings organized</p>	<p>Meetings reports, lists of participants</p>	<p>0</p>	<p>6</p>	



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	Output Indicator 3.1b: 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.	Events reports, monitoring visits	0	10	Continued interest of communities and migrants in participating to community security-programs and peace-building activities with state actors
<p><i>List activities under Output 3.1</i></p> <p>3.1.1. <i>Provide resources to expand the successful community-based security programs model pioneered by Mano River Union and encourage the establishment of Village Watch Committees (VWCs) where needed, to allow for early identification and reporting of security and human rights issues.</i></p> <p>3.1.2. <i>Support the Mano River Union radio station which works in peace building, based in the Prefecture of Lola (Republic of Guinea).</i></p> <p>3.1.3. <i>Promote community involvement in awareness and reporting of illegal sales of controlled substances to migrants and other communitymembers.</i></p> <p>3.1.4. <i>Organize Community-based cross-border meetings.</i></p>					
Output 3.2 Cross-border community stabilization and cohesion straightened through joint socio-cultural activities and economic inclusion	Output Indicator 3.2a: Number of cross-border social cohesion activities conducted	Events reports, monitoring visits	TBD	TBD	
	Output Indicator 3.2b: Number of financial support mechanisms created for youth and women to enhance economic inclusion and trade potential.	Activities reports	0	03	Continued willingness of migrants and local communities to be involved in inclusive economic and social programs
	Output Indicator 3.2c: Number of Covid 19 economic and social	Study report	0	1 [one study]	



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	impacts study conducted for the targeted area.				
	Output Indicator 3.2d: Number of small and medium enterprises who benefit/receive financial support to improve their activities and income	Report/transaction document	0	50	
<p><i>List of activities under 3.2</i></p> <p>3.2.1 Organize cross-border social cohesion activities involving multiple communities, such as peace caravans, promotion of cross-border trade, sport events, health programs, and cultural events.</p> <p>3.2.2 Establish cross-border community credit unions (in consultation with financial institutions) to enhance economic inclusion and empowerment, particularly among women and youth.</p> <p>3.2.3. Provide financial support to SME and set-up of alternative income activities for cross-border traders such as manufacturing masks, soap, and disinfectant gel</p> <p>3.2.4. Assess immediate COVID-19 economic and social impacts on migrant and host communities.</p> <p>3.2.5 BASELINE STUDY: Conduct a baseline study of all targeted communities and security forces on their perceptions/assessments of the levels of border security, cross-border cooperation, and social cohesion</p>					



Annex D2: Risk Management Plan

The Risk Management Plan should identify potential risks, assess their impact and likelihood, and design mitigation measures. The Risk Level is a number derived by multiplying the Likelihood and the Impact numbers. The Plan must be monitored on a regular basis, with provisions for review and revisions as necessary. Please complete the table below, referencing the photo below to determine the likelihood, impact and risk level.

Risks	Risk Level (Number: Likelihood times Impact)	Likelihood <i>Certain: 5 Likely: 4 Possible: 3 Unlikely: 2 Rare: 1</i>	Impact <i>Essential: 5 Major: 4 Moderate: 3 Minor: 2 Insignificant: 1</i>	Mitigation measures	Responsible PUNO
i) The closure of the border between Guinea, Sierra Leon and Liberia, as took place during the Covid-19 outbreak, can undermine the free movement of population and border officials, and obviously will negatively impact the implementation of this project.	12	3	4	The SC and LPC will regularly monitor this risk if escalation of crises takes place. It will also advocate for the opening of the border between the countries in engagement with the three governments by focusing on addressing the crisis itself, not total closing of the border.	IOM, WHO
ii) In the forthcoming presidential electoral period in Guinea and senatorial elections in Liberia respectively, during which social and political tensions usually increase much, risks of violence may be higher.	12	4	3	In collaboration with ECOWAS, key messages on inclusive and transparent electoral process, involving all relevant political parties and stakeholders, and intensive civic education on the roles and responsibilities of all actors, as well as mechanisms of conflict resolution, will be developed and	IOM, UNDP, ITC



				communicated with communities through all planned awareness raising activities. This will ensure clarity, minimize misinformation and misconceptions, and promote peace and stability.	
iii) Inadequate commitment and co-operation of government and CSOs/CBOs, as well as beneficiaries, to fulfil their roles and honour their obligations.	8	2	4	Awareness raising, regular engagement/dialogue with partners to solicit their full involvement and commitment to their roles and responsibilities.	IOM and all PUNOs
iv) Possibility of relapses of Covid-19/EPD cases, as experienced before. It remains a threat, should one occur and might intensify border closure measures that might adversely affect the project implementation.	12	3	4	The enhanced Covid-19/EPD prevention, surveillance and early response mechanism that will be put in place in the sub-region will prove effective in management cases and scaling prevention efforts will be conducted	IOM, WHO
v) The persistent poor livelihood and socio-economic status remain as critical sources of conflicts and tensions across and along the borders, and need to be addressed holistically, with the normative peace promotion	16	4	4	Resource mobilization efforts will continue to be intensified towards addressing these conflict drivers, in order to complement with other existing and/or upcoming interventions to support the cross-border areas.	All PUNOs



interventions, including in view of respect for human rights.					
vi) Deterioration of infrastructure and accessible routes to reach intervention areas, especially in Guinea and Liberia, coming from capital cities and/or local administrative cities	16	4	4	Continuous monitoring of access routes to intervention areas by the PUNOs Focal points and local stakeholders can bring to reschedule an activity in the workplan or to change the location of the meeting/training.	All PUNOs

Note: Please use the descriptions given below as a general guidance on risk level, likelihood and impact:

LIKELIHOOD	Occurrence	Frequency
5: Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently
4: Likely	The event will probably occur in most circumstances	Once every two months or more frequently
3: Possibly	The event might occur at some time	Once a year or more frequently
2: Unlikely	The event could occur at some time	Once every three years or more frequently
1: Rare	The event may occur in exceptional circumstances	Over every seven years or more frequently

IMPACT	Result
5: Essential	An event leading to massive or irreparable damage or disruption
4: Major	An event leading to critical damage or disruption
3: Moderate	An event leading to serious damage or disruption
2: Minor	An event leading to some degree of damage or disruption
1: Insignificant	An event leading to limited damage or disruption



	IMPACT				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very Likely ((5)	Medium (5)	High (19)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of Risk	Results
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Mitigation activities/treatment options are recommended to reduce likelihood and/or impact. Implementation of monitoring strategy by risk owner is recommended.



Annex D3: Budget

Note: There are two budget templates that need to be completed. Please also reference the separate excel sheet template to be provided.

**Migration MPTF
Joint Programme Budget (by outcome, output and activity)**

	Outcome/ output/ activity formulation:	IOM(Liberia,Guinea and Sierra Leone Budget by recipient organization	UNDP Budget by recipient organization	ITC Budget by recipient organization	WHO Budget by recipient organization	TOTAL (all Participating UN Organizations)	Amount reserved for direct action on gender equality (if any):
PROGRAMMATIC BUDGET							
OUTCOME 1:							
Output 1.1:		72,000	50,000	-	50,000	172,000	35,000
Activity 1.1.1:	Establish cohesive national strategies	55,000				55,000	
Activity 1.1.2:	Illegal substance training		25,000			25,000	
Activity 1.1.3:	Training on identification of SBGV victims		25,000			25,000	35000
Activity 1.1.4:	Trainings on trafficking and awareness	17,000				17,000	



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Activity 1.1.5:	PoE and health officers training					50,000	50,000	
Output 1.2:		220,000	230,000	-		375,000	825,000	-
Activity 1.2.1:	Communication and surveillance equipment		200,000				200,000	
Activity 1.2.2:	Training on surveillance equipment		30,000			75,000	105,000	
Activity 1.2.3:	Tailor-made ICT solutions for enhanced border management	60,000					60,000	
Activity 1.2.4:	Improve site safety and hygiene,					200,000	200,000	
Activity 1.2.5:	Equip and capacitate existing PoE health					100,000	100,000	
Activity 1.2.6:	rehabilitation of 3 border posts	60,000					60,000	
Activity 1.2.7:	Quarterly mobility and Public health risk mapping	100,000					100,000	
TOTAL FOR OUTCOME 1:		292,000	280,000	-		425,000	997,000	35,000
OUTCOME 2:								
Output 2.1:		152,000	-	125,000	-		277,000	50000
Activity 2.1.1:	Train and equip CNLTPPA	17,000					17,000	
Activity 2.1.2:	Support primary health services	75,000					75,000	50000
Activity 2.1.3:	Support community structures for active case finding	60,000					60,000	



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Activity 2.1.4:	2.1.4. Work to address non-tariff barriers to cross-border trade and improve merchant relations with cross-border agencies, including health authorities, to improve the overall climate for trade.			100,000		100,000	
Activity 2.1.5:	CBT monitoring			25,000		25,000	
Output 2.2:		168,000	50,000	-	25,000	243,000	191,000
Activity 2.2.1:	COVID-19 information campaigns	60000				60,000	
Activity 2.2.2:	Community health promotion activities					-	
Activity 2.2.3:	Psychosocial and mental health awareness	60000				60,000	60000
Activity 2.2.4:	Support VoT Reintegration	48,000				48,000	48000
Activity 2.2.5:	Support SGBV survivors		50,000		25,000	75,000	83000
TOTAL FOR OUTCOME 2:		320,000	50,000	125,000	25,000	520,000	241,000
OUTCOME 3:							
Output 3.1:		30,000	105,000	-	-	135,000	0
Activity 3.1.1:	Community-based security programs		30,000			30,000	
Activity 3.1.2:	Support the Mano River Union radio station		50,000			50,000	
Activity 3.1.3:	Community involvement in awareness and reporting		25,000			25,000	



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Activity 3.1.4:	Cross-border meetings	30,000				30,000	
Output 3.2:		80,000	45,000	247,000	-	372,000	100000
Activity 3.2.1:	3.2.1 Organize cross-border social cohesion activities involving multiple communities, such as peace caravans, promotion of cross-border trade, sport events, health programs, and cultural events.	10,000		87,000		97,000	
Activity 3.2.2:	Cross-border community credit unions		45,000			45,000	
Activity 3.2.3:	3.2.3. Provide financial support to SME and set-up of alternative income activities for cross-border traders such as manufacturing masks, soap, and disinfectant gel			160,000		160,000	100000
Activity 3.2.4:	Assess immediate COVID-19 economic	40,000				40,000	
Activity 3.2.5:	Baseline Study	30,000				30,000	
TOTAL FOR OUTCOME 3:		110,000	150,000	247,000	-	507,000	100000
TOTAL PROGRAMMATIC BUDGET: (Outcomes 1 + 2 + 3...)		722,000	480,000	372,000	450,000	2,024,000	376,000
PERSONNEL, OPERATIONAL, M&E BUDGET							
Office Costs		-					



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Personnel costs if not included in activities above	500,000				500,000	
Operational costs if not included in activities above		10,000		10,000	20,000	
Monitoring and evaluation (must include provision for final independent evaluation) - minimum 3% of total budget	60,000				60,000	
TOTAL PERSONNEL, OPERATIONAL, M&E BUDGET:	560,000	10,000	-	10,000	580,000	-
SUB-TOTAL PROJECT BUDGET: (Programmatic + Personnel, Operational and M&E)	1,282,000	490,000	372,000	460,000	2,604,000	376,000
Indirect support costs (7%):	89,740	34,300	26,040	32,200	182,280	26,320
TOTAL PROJECT BUDGET:	1,371,740	524,300	398,040	492,200	2,786,280	402,320



Joint Programme Budget (by UNDG budget categories)

CATEGORIES	IOM		UNDP		ITC		WHO		Total tranche 1	Total tranche 2	JOINT PROGRAMME TOTAL
	Tranche 1 (70%)	Tranche 2 (30%)	Tranche 1 (70%)	Tranche 2 (30%)	Tranche 1 (70%)	Tranche 2 (30%)	Tranche 1 (70%)	Tranche 2 (30%)			
1. Staff and other personnel	350,000	150,000	73500	31500	63,000	27,000	35000	15000	521,500	223,500	745,000
2. Supplies, Commodities, Materials	38,974	24,100	9800	4200	14,000	6,000	70000	30000	132,774	64,300	197,074
3. Equipment, Vehicles, and Furniture (including Depreciation)			84024	36466	22,720	9,693	60000	37500	166,744	83,659	250,403
4. Contractual services	302,626	122,300	133000	57000	63,000	27,000	17500	7500	516,126	213,800	729,926
5. Travel	140,000	60,000	23076	9434	22,780	15,050	35000	15000	220,856	99,484	320,340
6. Transfers and Grants to Counterparts	-	-			74,900	26,857	104500	33000	179,400	59,857	239,257
7. General Operating and other Direct Costs	65,800	28,200	19600	8400					85,400	36,600	122,000
Sub-Total Project Costs	897,400	384,600	343000	147000	260400	111600	322000	138000	1,822,800	781,200	2,604,000
8. Indirect Support Costs (must be 7%)	62,818	26,922	24010	10290	18228	7812	22540	9660	127,596	54,684	182,280
TOTAL	960,218	411,522	367,010	157,290	278,628	119,412	344,540	147,660	1,950,396	835,884	2,786,280



Annex D4: Workplan

Activities	Responsible Party	Timeframe											
		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1. Establish cohesive national strategies for integrated border management among the three countries, using the established inter-governmental dialogue channels of the Mano River Union.	IOM												
1.1.2. Train immigration and health officers to identify and report illegal substance trading	UNDP												
1.1.3. Train border officials in identification of possible victims of GBV, and in how to respond in a manner that guarantees respect for due process and human rights	UNDP												
1.1.4. Train border officials in identification of possible victims of trafficking, and in how to respond in a manner that	IOM												



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<i>guarantees respect for due process and human rights</i>													
<i>1.1.5. Train PoE and health officers in rapid detection and response to epidemic health threats and support screening, referral, and data collection; provide Protective Equipment and hygiene kits.</i>	WHO												



<p>1.2.1 Provide modern communication and surveillance equipment to border posts, including UAVs, to better surveil borders and communicate with national and district security and health authorities</p>	<p>UNDP</p>												
<p>1.2.2. Provide trainings for modern communication and surveillance equipment to border officials, including UAVs</p>	<p>UNDP</p>												
<p>1.2.3. Create tailor-made ICT solutions for enhanced border management systems and national surveillance structures,</p>	<p>IOM</p>												



<i>and for sharing of relevant information among countries</i>													
<i>1.2.4. Conduct Population Mobility and Public Health risk mapping and train government counterparts, to identify high-risk COVID -19 transmission corridors to inform preparedness and response plans.</i>	IOM												
<i>1.2.5. Upgrade displacement sites to improve site safety and hygiene, including basic WASH infrastructure, to prevent the spread of COVID-19 and other disease.</i>	WHO												
<i>1.2.6. Identify, equip, and capacitate existing PoE health facilities to better serve the need of migrants, particularly for sexual and reproductive health and rights (SRHR) and GBV</i>	WHO												
<i>1.2.7. Rehabilitation of 3 Border posts</i>	IOM												
<i>2.1.1. Train and equip the Guinea National Committee to Fight against Trafficking and Gender</i>	IOM												



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<p><i>Based Violence in border areas (because of the country's position as a transit hub).</i></p>													
<p><i>2.1.2.Support primary health services, to include the procurement of critical medicines and medical supplies</i></p>	<p>IOM</p>												
<p><i>2.1.3. Identify and support community Health workers for active case finding and appropriate reporting on suspected cases of COVID-19/other EPD so that appropriate follow-up may occur.</i></p>	<p>IOM</p>												
<p><i>2.1.4. Work to address non-tariff barriers to cross-border trade and Improve merchant relations with cross-border agencies, including health authorities, to improve the overall climate for trade.</i></p>	<p>ITC</p>												
<p><i>2.1.5. Build capacity of cross-border trade monitoring</i></p>	<p>ITC</p>												



agencies to better identify illegal activities.													
2.2.1 Implement linguistically and culturally appropriate COVID-19 information campaigns, especially among mobile populations and ensure they have information on risks, prevention, and treatment.	IOM												
2.2.2. Promote psychosocial and mental health awareness, rapid response and referral for mental health and substance abuse among community members, as well as referrals for migrants who suffer GBV and trafficking to health facilities that offer support services.	IOM												
2.2.3. Support victims of trafficking to reintegrate into community and family life.	IOM												



2.2.4.Support survivors of GBV to reintegrate into community and family life.	UNDP												
3.1.1.Provide resources to expand the successful community-based security programs model pioneered by Mano River Union and encourage the establishment of Village Watch Committees (VWCs) where needed, to allow for early identification and reporting of security and human rights issues.	UNDP												
3.1.2.Support the Mano River Union radio station which works in peace building, based in the Prefecture of Lola (Republic of Guinea).	UNDP												
3.1.3.Promote community involvement in awareness and reporting of illegal sales of controlled substances to migrants and other community members.	UNDP												



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3.1.4. Organize Community-based cross-border meetings.	IOM												
3.2.1 Organize cross-border social cohesion activities involving multiple communities, such as peace caravans, promotion of cross-border trade, sport events, health programs, and cultural events.	IOM												
3.2.2 Establish cross-border community credit unions (in consultation with financial institutions) to enhance economic inclusion and empowerment, particularly among women and youth.	UNDP												
3.2.3. Provide financial support to SME and set-up of alternative income activities for cross-border traders such as manufacturing masks, soap, and disinfectant gel	ITC												
3.2.4. Assess immediate COVID-19 economic and social impacts on migrant and host communities.	IOM												



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<i>3.2.5 BASELINE STUDY: Conduct a baseline study of all targeted communities and security forces on their perceptions/assessments of the levels of border security, cross-border cooperation, and social cohesion</i>	IOM												
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Instructions:


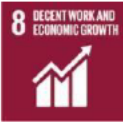

- *Put an x in the quarter where activities are expected to be implemented.*
- *Please reference the activities # from the Results Framework in a parenthesis, as applicable.*






Annex D5: List of Global Compact Objectives per Thematic area and Key SDG Targets

Global Compact Objective	Linkages to Key Sustainable Development Goals and Targets	
Cross-Cutting – Applicable to all Thematic Areas:		
<p>Obj 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration</p> <p><i>Note: Objective 23 on international cooperation is incorporated in each thematic area to signify that all thematic areas can also support regional and global projects.</i></p>	 	<p>10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>
Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning		
<p>Obj 1: Collect and utilize accurate and disaggregated data as a basis for evidence-based policies</p> <p>Obj 3: Provide adequate and timely information at all stages of migration</p> <p>Obj 17: Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration</p>	 	<p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p> <p>17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p>
Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration		
<p>Obj 2: Minimize the adverse drivers and structural factors that compel people to leave their country of origin</p> <p>Obj 7: Address and reduce vulnerabilities in migration</p>	 	<p>1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>3.D: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>



<p>Obj 8: Save lives and establish coordinated international efforts on missing migrants</p> <p>Obj 12: Strengthen certainty and predictability in migration procedures for appropriate screening, assessment and referral</p> <p>Obj 13: Use migration detention only as a measure of last resort and work towards alternatives</p>	  	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p> <p>16.1: Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.</p>
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Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime

<p>Obj 9: Strengthen the transnational response to smuggling of migrants</p> <p>Obj 10: Prevent, combat and eradicate trafficking in persons in the context of international migration</p> <p>Obj 11: Manage borders in an integrated, secure and coordinated manner</p> <p>Obj 14: Enhance consular protection, assistance and cooperation throughout the migration cycle</p> <p>Obj 21: Cooperate in facilitating safe and dignified return and readmission, as well as sustainable reintegration</p>	  	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p> <p>16.6: Develop effective, accountable and transparent institutions at all levels</p>
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Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility

Obj 5: Enhance availability and flexibility of pathways for regular migration

Obj 6: Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work

Obj 18: Invest in skills development and facilitate mutual recognition of skills, qualifications and competences

Obj 19: Create conditions for migrants and diasporas to fully contribute to sustainable development in all countries

Obj 20: Promote faster, safer and cheaper transfer of remittances and foster financial inclusion of migrants



1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

3.C: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value




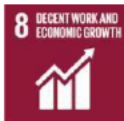



8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training

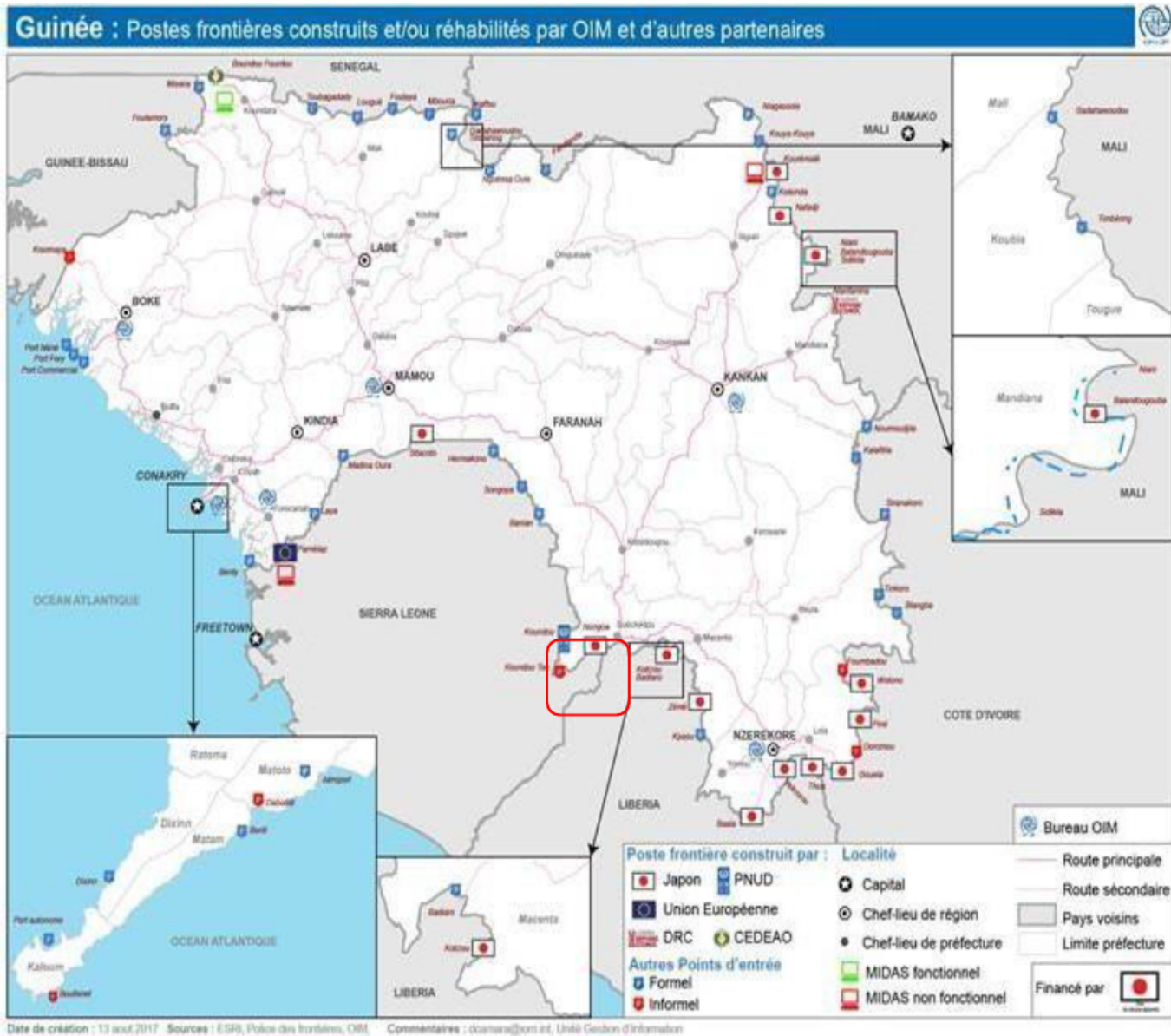
8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment


10.C: By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

17.3: Mobilize additional financial resources for developing countries from multiple sources



Thematic Area 5: Improving the social inclusion and integration of migrants		
<p>Obj 4: Ensure that all migrants have proof of legal identity and adequate documentation</p> <p>Obj 15: Provide access to basic services for migrants</p> <p>Obj 16: Empower migrants and societies to realize full inclusion and social cohesion</p> <p>Obj 22: Establish mechanisms for the portability of social security entitlements and earned benefits</p>	      	<p>1.3 : Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.4 : By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>3.7 : By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8 : Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p> <p>10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p> <p>11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.9: By 2030, provide legal identity for all, including birth registration</p> <p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p>



Participating UN Organizations (PUNO)	
<p>Name of Convening UN Organization: International Organization for Migration (IOM) Guinea, Sierra Leone and Liberia</p> <p>Name of Representative : NDIAYE Fatou Diallo</p> <p>Date 24/08/2020</p> <p>Signature </p>	<p>Name of Participating UN Organization : United Nations Development Programme (UNDP)</p> <p>Name of Representative : Luc Gregoire</p> <p>Date 5 aout 2020</p> <p>Signature </p>
<p>Name of Participating UN Organization World Health Organization (WHO)</p> <p>Name of Representative : Pr Georges Alfred Ki-Zerbo</p> <p>Date 18.08.2020</p> <p>Signature </p>	<p>Name of Participating UN Organization: International Trade Centre (ITC)</p> <p>Name of Representative: Dienaba Keita</p> <p>Date</p> <p>Signature</p>

Participating UN Organizations (PUNO)

*Name of Convening UN Organization:
International Organization for Migration (IOM)
Guinea, Sierra Leone and Liberia*

Name of Representative : NDIAYE Fatou Diallo

Date

Signature

*Name of Participating UN Organization : United
Nations Development Programme (UNDP)*

Name of Representative : Luc Gregoire

Date

Signature

*Name of Participating UN Organization
World Health Organization (WHO)*

*Name of Representative : Pr Georges Alfred
Ki-Zerbo*

Date

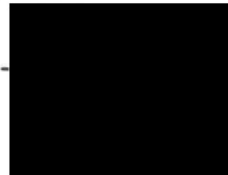
Signature

*Name of Participating UN Organization:
International Trade Centre (ITC)*

Name of Representative: Ruben Phoolchund

Date 07/08/2020



Signature





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UN Resident Coordinator	Representative of the National Authority
Country: Republic of Guinea	Name of institution: HSPC
Name of Representative: <i>RC ai</i>	Name of representative: <i>Samouy A Coure</i>
Date: <i>03 August 2020</i>	Date: <i>18/08/20</i>
Signature: 	Signature and seal:  



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Strengthening Border Management, Social Cohesion, and Cross-Border Security
in the Parrot's Beak Area.

Joint Program Proposal

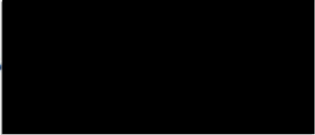

UN Resident Coordinator	Representative of the National Authority
Country Sierra Leone	Name of institution Ministry of Social Welfare.
Name Mr. Sunil Saigal	Name of representative Hon Baidou Dassama-Kamara
Date July 31, 2020	Date 04/08/2020
Signature 	Signature and seal 





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SIGNATURE PAGE

UN Resident Coordinator	Representative of the National Authority
<p>Country</p> <p>Name <i>Kingsley O. Amaning</i></p> <p>Date <i>3rd August 2020</i></p> <p>Signature </p>	<p>Name of institution LIBERIA IMMIGRATION SERVICE</p> <p>Name of representative Robert W. Budy Sr.</p> <p>Date July 31, 2020</p> <p>Signature and seal </p>

