International Organization for Migration (IOM)

The UN Migration Agency

Project Proposal:

IMPROVING BORDER MANAGEMENT AND COMMUNITY RESILIENCE TOWARDS CROSS-BORDER ORGANIZED CRIME IN NIGER, MALI AND BURKINA FASO WITH A FOCUS ON THE CENTRAL MEDITERRANEAN ROUTE

Project type:	Immigration and Borders (IB)
Secondary project type:	Choose secondary project type if applicable
Geographical Coverage:	Niger: Agadez, Maradi, Zinder, and Diffa regions Burkina Faso: Hauts-Bassins, and Cascades regions Mali: Sikasso and Ségou regions
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Border communities living along the international borders, administrative authorities and the security forces of the border localities, the national offices in charge of the security and border management in Burkina Faso, Mali and Niger
Partner(s):	National authorities in charge of border management in Burkina Faso, Mali and Niger COOPI Niger
Management site:	Niamey, CO, NIGER
Duration:	18 months
Budget:	EUR 3,000,000

Summary

Border security and management remains a main priority in the Sahel and, more specifically, in the three countries of the Central Sahel: Mali, Burkina Faso and Niger. At the heart of a major conflict area in the region, Burkina Faso, Mali and Niger in particular are striving to deploy efforts with few resources available to prevent and reduce illicit cross-border activities and criminality, including

smuggling and trafficking of persons, drugs and weapons, further limit the transit of terrorist groups in the country and improve security in border areas. Located on the Central Mediterranean Route (CMR), Mali, Burkina Faso and Niger are important transit countries for West African migrants on their way to Northern Africa and Europe. Given the volatile security situation in the Central Sahel and the proliferation of Violent Extremism groups, including those linked to the Islamic State and Al-Qaeda, border communities, internally displaced persons and migrants are in situations of heightened risks to their security and safety and in growing need of basic services.

In addition to the security and humanitarian aspects of the instability of border areas, the lack of State presences and State services make it difficult for remote border communities to access basic services, especially in terms of health in a context of COVID-19 pandemic. The porous borders and irregular border crossings along the Central Mediterranean Route (CMR) has indeed raised growing concerns about the health dimension in border management and beyond in border areas, suggesting the need to adopt innovative and multi-sectoral responses to mitigate potential health risks, improve the state capacity to address migrants health needs and reinforce the accessibility to primary health services and more advanced medical health first aid support in border areas affected by organized crime and violent extremism.

The International Organization for Migration, with offices in Mali, Burkina Faso and Niger, is currently implementing multiple national and regional projects that aim to further strengthen the capacities of border management actors in the three targeted countries. Additionally, following consultations with the three Governments and in light of the multiple challenges that the Governments are facing in these fragile border areas and along the Central Mediterranean trafficking route, further efforts are needed to contribute to the strengthening of border management capacities through a regionally-focused project in all three countries.

1. Rationale

According to IOM's Regional Mobility Mapping report, the CMR continues to be the main route for migrants who travel to Europe. The number of migrants arriving in Italy through the CMR in June 2021 was estimated at 20,785 migrants, a 134% increase from June 2020 when 8,881 migrants arrived in July. The porosity of international border fosters not only irregular migration, but also the circulation and spread of Violent Extremist Organizations, and more significantly trans-national organized criminal networks, including trafficking in persons, drugs, counterfeit medicine and arms. The links between terrorist organisations and bandits are already evident in parts of the Sahel, according to recent studies on the funding of terrorist organisations.

The tri-border area between Mali, Burkina Faso and Niger (commonly referred to as the Liptako-Gourma area) has been the hotbed of VEO activity in the Sahel. IOM's Central Sahel Response Plan estimates that more than 14 million people need life-saving assistance in 2021.[1] An increased risk of intercommunal conflict, partly resulting from low Government presence in these areas and conflicts over access to natural resources, has further increased the number of people in need in the area. The Central Mediterranean Route (CMR), which traverses this area, is an important corridor that connects

---

[1] Central Sahel Crisis Response Plan 2021 | Global Crisis Response Platform (iom.int)

West and Central Africa with Northern Africa. Most countries in the WCA region are members of the Economic Community of West African States (ECOWAS), allowing for free movement and visa-free travel. Niger is the last country on the CMR that is part of ECOWAS on the route to the Northern MENA countries and Europe, and is therefore an important crossroads for international migrants, but also for all types of illicit trafficking putting travellers and migrant's life at risk.

Trafficking route putting migrants' life at risk through smuggling and human trafficking

In the IOM report "*Migration and risks: smuggling networks and dynamics on the Central Mediterranean Route*" that was published in September 2020, indeed noted an increase in human smuggling following the tightening of migration policies in the region (including the 2015-36 law in Niger that criminalized irregular migration through alternative routes in northern Niger). As a result, the CMR became (and continues to be) an important smuggling corridor through this area, especially where border controls are insufficient. The Government along the Central Mediterranean Route are committed to combat the smuggling of migrants and as well as human trafficking. A study published by IOM Mali in 2021[2] shows that additional measures could be taken to fight migrant smuggling along the CMR, including the strengthening of border control facilitating legal movements but also ensuring the security at the borders to prevent criminality to spread and put host communities' security at risk. According to the findings, the inter-institutional coordination, cross-border cooperation and the capacities of authorities should be reinforced. There is also a need for a more systematic effort in terms of collection, analysis and sharing of information related to regular and irregular migration.

The aforementioned study on smuggling along the CMR, noted that of the 5,159 refugees and migrants surveyed in Libya (the majority of whom travelled along the CMR), 32 per cent reported not using any smuggler (1,638), while approximately 37 per cent (1,896) used one smuggler, and 31 per cent (1,592) used several smugglers along their journey to Libya. Of the 8,329 refugees and migrants surveyed in West Africa, approximately 46 per cent reported not using any smuggler (3,896), while 25 per cent (2,100) used one smuggler, and 26 per cent (2,180) used several smugglers along their journeys. However, these numbers are not representative and do not reveal trends over time. Nevertheless, the above numbers do give an insight in the prevalence of human smuggling across the CMR.

**Lack of trust and confidence between State representatives and remote border communities**

These factors have all contributed to a very low capacity of State and border management actors to build trust and confidence between the communities in these border regions, state structures as well as security forces. Community engagement or community policing being is a share of the layers of the security strategy along with support to fixed and mobile means to enable State actors to manage and control the borders in the three targeted countries, alongside with the support. As underlined by the UN Secretary General on the High-Level Humanitarian Event for the Sahel of 20 October 2020, the responses to these challenges must go beyond mere security dynamics and take an integrated approach along the humanitarian-development-peace (HDP) nexus. It is therefore essential that the border management capacities in the targeted countries are strengthened through working not only

---

[2] Smuggling of Migrants on the Central Mediterranean Routes: Issues, Challenges and Perspectives, 2021 IOM

with the Government, but also with the communities in the border areas, to build better ties between law enforcement and communities to establish foundations for longer term recovery.

The spread of Violent Extremism in the 3-border area (Liptako-Gourma)

Following the fall of the Qadhafi regime in Libya in 2011, insecurity and armed violence started to spread across the Sahel. Northern Mali was the theatre of armed conflict with the uprising of 2012 and fuelled by an influx of weapons from Libya. In the following years, Niger and Burkina Faso also saw a rapidly increasing number of violent attacks from the aforementioned VEOs. Currently, border regions in all three countries are under a State of Emergency and the three militaries are stretched to respond to threats on multiple fronts simultaneously. The map below summarizes the insecurity in the Central Sahel region.
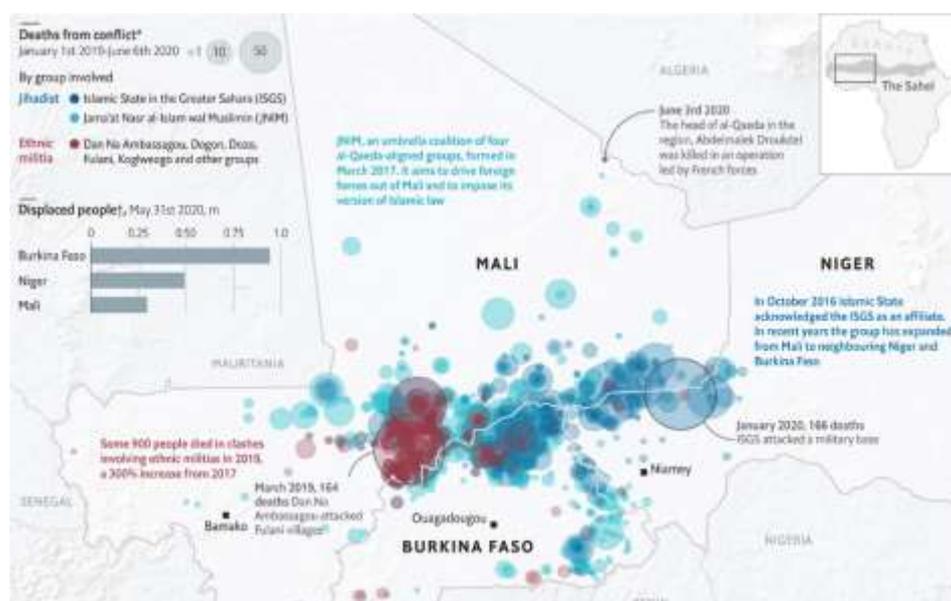
Lack of access to basic services with a focus on health and mental health

A survey conducted by IOM in 2017 showed that, 75% of all adult migrants and 88% of all children of the Central Mediterranean sample experienced some form of exploitation, including human trafficking. Further, 36% of adult and 32% of child respondents reported to have observed someone travelling with them having been threatened with sexual violence during the journey.[3] Anecdotal evidence collected in IOM's transit centres demonstrates that these trends have continued after 2017. In addition, trafficking in human beings is prevalent along the CMR. Trafficking groups are often well-organized and can transfer their victims from Mali, Burkina Faso and (Southern) Niger to Libya in several steps.[4] The porosity of the borders in these regions, including the tri-border area but also in Northern Mali and Northern Niger, creates an environment which is prone to exploitation by human

---

[3] https://publications.iom.int/system/files/pdf/ch15-vulnerability-to-exploitation-and-abuse.pdf
[4] https://globalinitiative.net/wp-content/uploads/2021/06/GI-TOC-Changing-human-smuggling-and-trafficking-dynamics-in-North-Africa-and-the-Sahel-in-2019-and-2020.pdf

traffickers, and puts its victims at significant risks of exploitation, maltreatment and other human rights abuses during their transportation, as well as after their arrival in Libya or Algeria.

Any traumatic experience (rape, looting, torture, physical aggression) occuring during the journey h often has a devastating impact on the health, mental health and psychosocial well-being of migrants, whether they are on the move back home, in transit to their regions or countries of origin, or along the CMR.

In Niger for example, dehydration, respiratory illnesses, and diarrhoea represent the most common illnesses found among migrants in the Southern regions bordering Nigeria. Mental suffering and mental disorders most frequently detected in migrants are acute stress reactions, which may be due both to the violence of the situation and to the individual vulnerability of the person, and which may be manifested by signs of overwhelmed stress such as disordered agitation, emotional outbursts and sometimes psychotic reactions, and Post-Traumatic Stress Disorder. In addition, they can also and often manifest associated symptoms such as depressive disorders, anxiety disorders, somatic disorders, which sometimes take centre stage in traumatic pathologies. These psychological sufferings can be the result of intentional violence, such as GBV or degrading and inhumane treatment to which migrants are often exposed and subjected along the migration route.

The overall lack of knowledge about the vulnerabilities of migrants and the inability of border security forces to prevent, identify and address signs of distress during primary inspection and though secondary inspection can often constitute an additional stress factor for people on the move, especially in isolated areas where communities have limited access to primary health services and more advanced medical facilities.

Given the relative geographical isolation of certain border areas and the limited capacity of the national health system in the regions of Diffa and Agadez (Niger), access to primary health and adequate care (including mental health) represents a real obstacle not only for people on the move but also for the communities living near the border. This is extremely relevant if we consider that certain border areas are often subject to health epidemics, such as malaria, cholera, or the recent Covid-19 pandemic, which severely affect both the migrant population and the host community, and had concrete impacts on mobility restrictions affecting trade and development.

Health border management has become increasingly key, and complex, representing an added challenge to manage for state actors operating at border posts, with a focus on immigration police as frontline control and identification actors.

With most of military resources mobilized in areas of active conflict to contain violent extremist groups and inter community clashes, Sahelian Governments rely indeed mostly on the police and the gendarmerie to secure their borders in more stable areas. However, their resources remain limited and the number of border crossing posts effectively controlled is low. Although IOM is conducting projects to support the border services through the construction of border posts or the setting up of Mobile companies or Mobile Border Posts (i.e in Niger), training and equipment, it is impossible for security services alone to ensure the surveillance of thousands of kilometers of borders. Overall, Community Engagement & Policing (CEP) contributes to creating an environment in which

communities and local stakeholders are not seen as part of the problem by the State, but as part of the solution. In particular, in border areas, it enables a decentralized approach in which legitimate law enforcement entities establish a proactive relationship with border communities, including informal community leaders, to help avert cross-border crime, identify security issues and build ownership of regional challenges.

Given the cross-border nature of many of the factors that contribute to regional insecurity, the proposed intervention strongly emphasizes the importance of paving the way for the establishement cross-border collaboration platforms. The project will be implemented in close collaboration with the three Governments and communities living in the border areas, and actively seek to identify and explore areas for cross-border cooperation. In the short term, the project will strengthen Governments' and partners', including IOM's, understanding of the perception that border communities have of their authorities. Building on these findings, context-specific activities will be implemented to build trust between the communities and authorities, while simultaneously working with the Governments to equip them and develop their capacities to effectively manage their borders and facilitate cross-border cooperation.

2. Project Description

The overall objective of the project is **to contribute to improving border security and build community resilience to illicit trafficking in border areas in Mali, Burkina Faso and Niger along the Central Mediterranean axis through a more sustainable and integrated border management approach**. This objective is to be attained by working through three complementary outcomes: (i) Border communities and security forces can communicate and interact better to enhance community engagement in safety and security in the border areas; (ii) Governments in the three targeted countries are better equipped with modern infrastructural and material resources for effective border management and adopt an integrated approach to border management; and (iii) Cross-border regional platforms, including for joint regional operations, are advocated to foster collaboration and information sharing between key border management actors.

The proposed intervention builds on the results achieved through other projects implemented by IOM in the three countries, where IOM has strong working relationships with key Government counterparts, including those in charge of border management. IOM operates in the region through the notion that if Governments are better equipped for border management and communities have more confidence in the authorities, by building understanding of shared border threats and the local impacts of those threats,[5] by improving the capacity of the State to provide access to basic services such as health, then communities build resilience against criminal influence and border security is enhanced.

This project will focus on the border regions of Niger, Burkina Faso, and Mali which are most affected by organized crime and transnational criminal networks. With regards to Niger, while the Agadez

---

[5] UNOCT/UNCCT, 'Good Practices in the Area of Border Security and Management in the Context of Counterterrorism and Stemming the Flow of "Foreign Terrorist Fighters" (Good practice 5)

region remains a key transiting area for trafficking routes, the Diffa region has been under a state of emergency since 2015 due to the continuous attacks carried out by Violent Extremist Organizations (VEOs), including Boko Haram. The southern border with Nigeria in general is the key entry points for all illicit goods, arms and traffickers who are active in the 3-border-area and Norther Tahoua regions. The border regions between Mali and Burkina Faso, including the Sikasso and Ségou regions in Mali and the Sahel, North, South West, Centre West, Centre South regions in Burkina Faso, will also be targeted by this project. Indeed, attacks in the Sikasso and Ségou regions have suggested the expansion of VEOs towards these southern border regions, where efforts to prevent and anticipate this trend are still lacking. Given the fragility of the border between Cote d'Ivoire and Burkina Faso, illustrated by recent attacks in this area (including the killing of twelve Ivorian soldiers in June 2020) IOM Burkina Faso will additionally target the areas bordering costal countries (Togo, Benin, Cote d'Ivoire, and Ghana).

Outcome 1: Border communities and security forces can communicate and interact better to enhance community engagement in the safety and security of border areas

Output 1.1: Baseline reports are developed in Mali and Burkina Faso that include information on community perceptions of (border) security

To create the conditions in which border communities in the targeted areas develop stronger confidence with their country's security forces, IOM will first carry out perception studies in several targeted regions in Mali (Sikasso and Ségou) and Burkina Faso (Hauts Bassins and Cascades). These studies will complement earlier assessments carried out by IOM in the other targeted regions to ensure that precise activities can be developed in response to the concerns, drivers of conflict and needs identified in the context specific to the targeted regions. To inform the activities of Outcome 2, these assessments will also include the perceptions and needs of the main actors in border security.

Output 1.2: The network of Community Prevention Committees is expanded through establishing new committees and equip new and existing committees to carry out their activities

The project will therefore strongly focus on expanding/setting up local community prevention networks and structures of community engagement (in Burkina Faso "Coordinations Communales de Securite") along the border covered by the project and enhance ownership and longer-term appropriation of the network by local authorities. New networks will be set up in areas where these do not yet exist, and the network will be extended and revitalized where committees are already in place. Traditional leaders, religious leaders as well as youth and women organizations will be involved all along the process to ensure the initiative benefits from a constant support from communities and ensure greater long-lasting sustainability to the communication networks. The committees will receive the necessary materials and training to effectively engage with the authorities, including telephones and solar chargers to facilitate communication in areas where (access to) electricity is often limited and population subject to incursion and operation of armed groups or criminal networks.

Output 1.3: Community-based activities are organized that contribute to foster mutual trust between (remote) communities and the local and border authorities

Building on the enlarged network of community prevention committees and to further strengthen the network, the project will roll out large-scale sensitization campaigns through which border communities and the authorities can exchange in a safe environment, which will contribute to building

trust between the two groups. Through these activities, they will be able to build mutual trust, based on the local contexts and the outcomes of the assessments and previous activities carried out in these regions.

Furthermore, and working towards ensuring the durability of the proposed intervention and laying a strong foundation for future interventions in these regions with similar objectives, support will be provided to (some of the) targeted communities with the development of a Communal Action Plan (CAP). These communal action plans serve to clearly identify the main priorities of each region and allows the communities to use these plans in their interactions with the Government on the regional and national levels.

> *Output 1.4 : Access to basic health services is restored in border areas in Agadez and Diffa and advertise through security forces around the border crossing points to reinforce the trust between communities and State representatives (COOPI Niger)*

In order to facilitate access to primary health care support for migrants and host communities living in key border areas by State representatives, COOPI Niger will focus on the following activities:

- Deployment of two (02) mobile clinics to facilitate access to primary health care for migrants and the host population in the border areas of Diffa and Agadez: two (02) mobile clinics, each composed of 01 doctor, 01 midwife, 01 nurse, 01 community mobiliser, 01 psychologist and a PSA/case manager, will be set up, one in the Diffa region (in the department of Maine Soroa) and one in the Agadez region, based in Arlit and active on the Assamaka axis. The clinics will provide free, quality emergency primary health care to migrants and the host community. In carrying out their daily activities, the clinics staff will collaborate closely with state agents, with whom a referral and counter-referral system will be set up to ensure early and holistic care for cases detected and referred to their services ;
- Identification and referral of health cases among migrants and host community : patients with conditions that cannot be treated in a mobile clinic will be referred to the *Centres de Soins Intégré* (CSI) or District Hospitals (DH) of the respective regions, depending on the severity of the case ;
- Support of health structures in the Agadez and Diffa regions: supply of pharmaceutical products and medical equipment will be provided to 2 CSI and 2 DH, enabling the targeted health structures to better manage the serious cases referred by the clinics.

Outcome 2: Governments in the three targeted countries are better equipped with modern infrastructural and material resources for effective border management and adopt an integrated approach to border management

The activities proposed under Outcome 1 (notably on confidence building between communities and authorities) need to be reinforced by effective responses to the needs and concerns identified by the communities. Therefore, IOM will work in all three targeted countries to strengthen the capacities of the Governments to manage their borders through strengthening operational capacities, including in adopting an integrated border management approach and in-kind support (material and infrastructural) to the security forces.

IOM's MIDAS system[6] already adopted by all three Governments allows for more effective, rapid and targeted responses at the border. The automatic connection between the border crossing point (BCP) and the HQ, allowing for the synchronization of data collected is critical in these vast regions and contributes to the efficiency of border security and management. Through the proposed intervention, IOM will enlarge the current network of border posts that are connected to MIDAS (including (satellite) internet connection, electricity), comprising the fixed network of land border post but also mobile means in some areas where alternative routes are frequently used, such as the Bilma-Dirkou-Madama corridor in Agadez region (Niger). The expansion of the MIDAS system and its interconnectivity with INTERPOL's global alert list I-24/7 will strengthen regional capacities for better tracking, identification and prevention of cross-border criminal activities. At the same time, IOM will strengthen the technical capacities of national authorities to use MIDAS data at their full potential through provision of expertise and dedicated MIDAS training facilities

> *Output 2.1: Existing Border Crossing Points (BCPs) in the three countries are rehabilitated and new BCPs are constructed and equipped with the necessary materials, including MIDAS*

Through the proposed intervention, new border crossing points will be built, or existing infrastructure rehabilitated, including provision of gender sensitive and health-related facilities at the Points of Entry. The MIDAS system will be deployed as required. In Mali, two BCPs (among Zégoua, Hérémakono or Sona) will be rehabilitated, including with the provision of key security infrastructure and equipment (radio systems, metal detectors, vehicles, etc.). Additionally, the Bénéna BCP, recently built by the European Union Capacity Building Mission Sahel (EUCAP-Sahel), will be equipped with MIDAS. In Niger, the exact site of intervention will be decided in close collaboration with the Government, also taking into account ongoing and complementary efforts undertaken by IOM and other (inter)national actors active in the field of border management. In Niger, the continuous preparation of the setting up of regional cells under the authority of the head of Directorate Territorial Surveillance (DST), composed of technicians from the Directorate of Logistics and Infrastructure (DLI) and the Directorate of Transmission and Information (DTI) of the National Police will, in a next phase, help to ensure that every border post is managed appropriately, and the MIDAS units are maintained properly, contributing to the sustainability of the material and limit technical problems. In Burkina Faso, the posts of Faramana and Yendere will be rehabilitated and equipped with MIDAS.

> *Output 2.2: Officers deployed at the targeted BCPs are trained and technically equipped to use MIDAS for effective border management*

Secondly, and aiming to ensure the autonomous operability of the MIDAS equipment in the supported BCPs beyond the project duration, IOM will provide technical support to the agents that will be deployed at the border posts. To maximize the impact and durability of this intervention, this will be done through trainings of trainers (cascade trainings) to ensure that the disseminated information will have the largest possible reach. Additionally, to improve ownership and sustainability of the system

---

[6] Developed by the International Organization for Migration (IOM), MIDAS (Migration Information and Data Analysis System) is a border management information system (BMIS) with a user-friendly and fully customizable interface for States in search of a complete solution for information management at the land, air or sea borders of countries. Currently operational in 20 states in Africa, Asia and America, MIDAS has been designed to be compliant with international standards (ICAO and ISO).

at the intermediate decentralized level, the technical capacities of relevant agents will be strengthened on the use of the system (IT, data collection, management, and analysis) and trouble shooting.

Besides focusing on the specificities of MIDAS, the agents will also receive training on border security and management topics more broadly. Topics to be covered in these training include, but are not limited to, document fraud; data and trends analysis, profiling, investigation techniques with a focus transnational organized crime, cross-border terrorism threats, responsible use of biometrics at border, rights based and gender sensitive approaches in border management, and health considerations at the Point of Entry (including recommended sanitary practices in compliance with the International Health Regulations).

> *Output 2.3: Governments in the three countries are committed to taking an integrated approach to border management*

To ensure a cohesive approach to border security and management, it is essential that the Governments adopt an integrated border management approach that focuses on bringing together the various actors that are present at a border crossing point (Police, Immigration Services, Customs, Health, among others) to streamline border formalities, and working towards improved formal coordination mechanisms between the different agencies, possibly through developing Standard Operating Procedures (SOPs). Given the strategic locations of the selected sites along the CMR, the volume of passage is significant and a more effective BCP that adopts an integrated approach to border management will therefore be able to better cater to the traveller's needs, while also proving more effective security at the BCP.

Promoting an integrated approach to border management at the national level requires that inter agency cooperation and joint operational capacities are reinforced. To achieve this, specific attention will be given to the setting up of an interagency pool of trainers and assisting them to be fully conversant with the approach in order to continue to foster their colleagues' understanding on integrated border management and work towards establishing joint simplified operational procedures at the level of the border post.

> *Output 2.4: Improve the skills of security forces in Niger to identify Victims of Trafficking (VoTs) or vulnerable migrants at the borders and be sensitive to first aid mental health principles while carrying secondary inspection and investigations (COOPI Niger)*

COOPI Niger will jointly organise cascade trainings with IOM Niger of 60 Nigerian FDS at border posts on human rights, Gender Based Violence and psychological first aid, in order to create an enabling environment to identify vulnerable groups at the border and refer them to the appropriate social service after primary of secondary inspection at the border post.

The trainings will be organised as following: (1) Training of Trainers (TOT) of 20 FDS will be organised at the national level, including the protection of people with special needs, human rights, risks related to illegal migration (trafficking, sexual exploitation, separation of minors, etc.), GBV (key concepts, attitudes and perceptions related to GBV for behavioural change), psychological first aid. This training will aim at improving the approach of the FDS towards migrants at the border post during primary and secondary inspection, as well as to prevent their behaviour from being an aggravating factor of

vulnerability (for example by avoiding that the state of psychological suffering following episodes of GBV of migrants is aggravated by any mistreatment or negligence from the FDS encountered at the border post). The trainers trained during the session at the national level will in turn train at least 40 FDS and regional authorities of Agadez and Diffa, with the support of COOPI staff.

Outcome 3: Cross-border regional platforms, including for joint regional operations, are in place to foster collaboration and information sharing between key border management actors

To capitalize on the results achieved through the first two outcomes and to bring viable and durable solutions to the region, the project will be advocating for the creation of platforms through which the national actors can work effectively together with their counterparts on the other side of the border. Since the communities living on both sides of the border often share an affiliation to the same ethnic group, it is natural that any approach towards community engagement should consider either side of the border. Additionally, since data collection and management follow a similar structure with MIDAS in all three countries, effective data sharing mechanisms will be discussed. This outcome will also constitute an opportunity for Mali-Niger-Burkina Faso authorities to learn from other structures and layers of expertise present in the country of the region to pave the way for greater collaboration on a second phase.

> *Output 3.1: Border management authorities of the three countries, together with Italian experts, assess best practices on integrated border management in a third country and organize joint trainings*

To leverage the expertise and support that the Government of Italy is already providing to the three targeted countries, an important component of this project will revolve around the organization of a study visit for the representatives from the three countries to observe a best practice in integrated border management. This visit will be jointly selected with relevant Italian counterparts in order to agree on the best option which could be to visit Italy which provides excellent standards in integrated border management, or to a third country, according to the added technical value of the visit and the evolvement of the COVID-19 pandemic.

The visit will support further consultations between the representatives of the three countries, the Italian experts present in the Central Sahel and IOM with the aim of developing recommendations for a tailored regional approach for the three countries to further promote a common understanding of regional border management and joint capacities.

In addition, joint and participative trainings with Italian technical services and security forces can be organized after developing a roadmap for future collaboration. Based on the successes of this activity, more developments can be added on a next phase to build on the achievements.

3. Partnerships and Coordination

The project will be managed from IOM country office in Niamey, Niger and activities implemented in Niger, Mali and Burkina Faso. To ensure durable efficiency of the project, IOM will work closely with its government counterparts, in particular the Ministry of Security and Civil Protection, Ministry of

Social Cohesion, Ministry of Interior, Ministry of Foreign Affairs, Ministry of Defense and Ministry of Finance.

Institutional partners have been identified at different levels:

- International level: IOM maintains a close coordination with a range of international stakeholders operating in the region, among which INTERPOL, UNODC, UNOCT, EUCAP-Sahel as well as the Italian Military Mission.
- National level: the implementation of the project will be closely coordinated with the Ministry of Security, Territorial Administration, and other relevant ministries. IOM will work in partnership with the authorities responsible for security, borders, national defense, civil protection, health (including veterinary and phytosanitary services) and the social action.
- Regional and local level: for all field activities, including evaluation and creation of community prevention committees, project staff will coordinate closely with local authorities (governors, police commissioners, prefects, mayors, village development councils, village leaders, etc.), traditional leaders and local civil society organizations.

To enhance collaboration and synergy with key civil society actors in Niger, IOM will work directly with **COOPI Niger** for the implementation of project's activities in the Agadez and Diffa regions.

COOPI has been active in Niger since 2012 and today its programmes cover 6 regions through several decentralised offices, notably in Diffa, Tillabéry, Tahoua, Agadez and Maradi. With an expertise in health, mental health and psychosocial support (MHPSS), nutrition and protection, the approach chosen by COOPI for all its interventions is inclusive and oriented towards collaboration and capacity building of existing state services at national, regional, and local levels. Community participation is also at the heart of COOPI's strategy, to assure local commitment and ensure the sustainability of interventions.

For health interventions, COOPI supports the national health system working directly with CSIs and DHs to integrate the health services offered either for migrants, displaced persons, and the host community in order not to create conflicts due to the increased pressure on these very fragile services. Concerning primary health, COOPI's interventions are mainly in the framework of the rapid response mechanism (RRM) and in the reinforcement of health care provision, through support of CSIs and the deployment of several mobile clinics to ensure access to services for affected population. This strategy has been successfully implemented in the regions of Agadez, Tillabéry, Diffa, Tahoua and Maradi.

For MHPSS interventions, COOPI focuses on the integration of mental health care and psychosocial support at all levels of the public health system and on the branching out of community services. This strategy is implemented through various actions aimed at promoting and protecting psychosocial well-being and preventing and treating mental health disorders among populations affected by conflict and other types of humanitarian emergencies, in the context of Niger. COOPI has also a lot of experience working with migrant populations, in the management of cases of transit in Niamey and Agadez, and in the provision of protection and mental health and psychosocial services with these particularly vulnerable populations.

In the protection sector, COOPI works mainly in the areas of child protection and gender-based violence. COOPI's approach is based on several fundamental principles guiding all activities. These are non-discrimination, do no harm and ensure support to state structures to strengthen community protection structures. The strategy implemented is inclusive, community-based, rights-based and focused on individuals, whether they are children or survivors.

At all levels IOM and its partners will ensure participation of women among State services and communities that are engaged in the project, and continuously insist with its Governmental partners that women are represented in the agents designated for the trainings of this project. Moreover, IOM will strongly the emphasize human rights across the project, through trainings, advocacy and careful monitoring of potential abuses by the agencies that are involved in the proposed intervention. Equally, IOM maintains an excellent relationship with Italian Embassies in Niger, Burkina Faso and Mali and regularly shares information and updates through its liaison office in Rome.

4. Monitoring

Monitoring is a critical tool for management and is therefore considerably integrated in this project. The project's implementation will be constantly monitored. To that regard, IOM Niger's Chief of Mission and the Senior Programme and Policy Liaison Officer will provide the overall supervision of the project implementation while the Project Manager will be responsible for monitoring the implementation of the activities. In parallel, the Project Manager will be in charge of strictly controlling security risks and any other external threats and developments that may affect project implementation. The donor will be regularly updated on the progress of the project through the reports that are set out in the project agreement.

Given the regional nature of the proposed project, the Project Manager in Niger will be in constant communication with the two implementing project managers in Burkina Faso and Mali and in Niger (COOPI). This tripartite coordination, which is already being successfully implemented through other projects, allows the implementing team to leverage the local expertise and relations with key stakeholders to ensure timely implementation of the activities, as well as a close monitoring of any risks to the successful implementation of the project.

5. Evaluation

No evaluation is foreseen for this project unless explicitly requested by the donor.

6. Results Matrix

	Indicators	Data Source and Collection Method	Baseline	Target	Assumptions
Objective: Contribute to improving border security and community resilience towars trafficking in border areas in Mali, Burkina Faso and Niger along the Central Mediterranean axis through a more sustainable and integrated border management approach.	Extent to which authorities and border communities' capacities are improved to contribute to an improved security situation in border areas in Mali, Burkina Faso and Niger and control the borders.	IOM monitoring reports, reports of police, gendarmerie and military.	Authorities and border communities lack basic capacities to improve the security situation in border areas and control the borders.	Authorities and border communities have the basic capacities to contribute to an improved security situation in border areas and control the borders.	
Outcome 1: Border communities and security forces can communicate and interact better to enhance community engagement in safety and security in the border areas	# of CPCs with improved communication capacities	Activity reports, interim reports, testimonies.	0	150	Authorities in Niger, Mali and Burkina Faso collaborate with IOM and security situation and climatic conditions allow movements to the targeted areas
Output 1.1: Baseline reports are developed in Mali and Burkina Faso that include information on community perceptions of (border) security	# of baseline reports developed	Baseline reports	0	2 (1 in Burkina Faso, 1 in Mali)	Authorities in Mali and Burkina Faso collaborate with IOM and movements. The security situation allows movement to targeted areas.

Activities that lead to Output 1.1: 1.1.1 Carry out perception studies and disseminate the findings (Mali, Burkina)					Authorities in Mali and Burkina Faso collaborate with IOM and security situation and climatic conditions allow movement to targeted areas.
Output 1.2: The network of Community Prevention Committees is expanded through establishing new committees and equip new and existing committees to carry out their activities	# of additional CPCs created # of CPCs provided with technical and/or material support	Field mission and activity reports, interim reports, testimonies from CPC members, donation acceptance forms.	0 0	55 (5 in Burkina Faso, 50 in Mali) 150 (50 per country)	Authorities and local communities collaborate with IOM and security situation and climatic condition allow movements to the targeted areas.
Activities that lead to Output 1.2: 1.2.1 Establish new CPCs in regions where they do not yet exist, and revitalize, train and reinforce new and existing CPCs (Mali, Niger, Burkina Faso), and foster national and regional exchanges between the CPCs; 1.2.2 Procure and donate equipment to the CPCs (Mali, Niger, Burkina Faso), sustain the communication fleet.					Authorities and local communities collaborate with IOM and security situation and climatic conditions situation and climatic conditions allow movements to the targeted areas.
Output 1.3: Community-based activities are organized that contribute to foster mutual trust between (remote) communities and the authorities, including border management actors	# of community-based activities organized	Field mission and activity reports, interim reports, testimonies.	0	12 of community-based activities organized in the 3 countries	Authorities, civil society, security and defence forces and local communities collaborate with IOM and security situation and

					climatic conditions allow movements to the targeted areas.
Activities that lead to Output 1.3: 1.3.1 Organize community-based events and awareness-raising activities in the targeted regions (Mali, Niger, Burkina Faso).					Authorities, civil society, security and defence forces and local communities collaborate with IOM and security situation and climatic conditions allow movements to the targeted areas.
Output 1.4: *Access to basic health services is restored in border areas in Agadez and Diffa and advertise through security forces around the border crossing points to reinforce the link between communities and State representatives (COOPI Niger)*	***Indicators (COOPI)*** # of cases referred to state health services # of persons consulted by the mobile clinics # of health facilities supported by the project	***Data Source and Collection Method*** Intervention activity reports, CSI and HD reports, interim reports,	***Baseline*** 0 0 *0*	***Target*** 450 8000 4 (2 CSI and 2 HD)	Authorities, civil society, security and defence forces and local communities collaborate with COOPI and security situation and climatic conditions allow movements to the targeted areas.
Activities that lead to Output 1.4: 1.4.1 Deployment of two (02) mobile clinics to facilitate access to primary health care for migrants and the host population in the border areas of Diffa and Agadez (Niger) 1.4.2 Identification and referral of health cases among migrants and host community (Niger) 1.4.3 Support of health structures in the Agadez and Diffa regions (Niger)					

Outcome 2: Governments in the three targeted countries are better equipped with modern infrastructural and material resources for effective border management and adopt an integrated approach to border management	# of law enforcement agencies' infrastructure/structures provided with operational equipment % of law enforcement agents trained with increased technical knowledge	Activity report, interim report, pictures.	0 0	of law enforcement agencies' infrastructure/structures provided with operational equipment 90% of law enforcement agents trained with increased technical knowledge	Authorities in Niger, Mali and Burkina Faso collaborate and are willing to participate in training. Sanitary situation is favourable for international travel.
Output 2.1: Existing Border Crossing Points in the three countries are rehabilitated and new BCPs are constructed and equipped with the necessary materials, including MIDAS	# of additional BCPs constructed or existing rehabilitated # of BCP newly equipped with MIDAS	Activity reports, interim reports, donation acceptance forms.	0 0 0	5 (2 in Burkina Faso, 2 in Mali, 1 in Niger) 4 (2 in Burkina Faso, 1 in Mali, 1 in Niger)	Authorities in Niger, Mali and Burkina Faso collaborate with IOM and security situation and climatic conditions allow movements to the targeted areas
Activities that lead to Output 2.1: 2.1.1 Carry out field studies and preliminary technical visits to identify sites where a BCP will be rehabilitated/constructed (Niger); 2.1.2 Rehabilitate/Construct and equip BCPs (Mali, Niger, Burkina Faso); 2.1.3 Install MIDAS in the rehabilitated/constructed BCP (Mali, Niger, Burkina Faso);					Authorities in Niger, Mali and Burkina Faso collaborate with IOM and security situation and climatic conditions allow movements to the targeted areas
Output 2.2: Officers deployed at the targeted BCPs are trained and technically equipped to use MIDAS for effective border managements	% of additional police agents trained with knowledge on the use of MIDAS (know how to	Activity reports, interim reports, satisfaction surveys, pre- and post-	0	90%	Authorities in Niger, Mali and Burkina Faso collaborate and are willing to

	register travellers on MIDAS) # of MIDAS training stations installed in the existing MIDAS training rooms	training test, pictures.	4	10 (in Mali), 10 (Burkina Faso)	participate in training. Sanitary situation is favourable for international travel.
Activities that lead to Output 2.2: 2.2.1 Organize training for border management officers on MIDAS and border management through a sustainable, training-of-trainers approach; 2.2.2 Improve the capacities of the National Police academy in Bamako, including the further equipment of a MIDAS training room.					Authorities in Niger, Mali and Burkina Faso collaborate and are willing to participate in training. Sanitary situation is favourable for international travel.
Output 2.3: Governments in the three countries are committed to taking an integrated approach to border management	% of participants trained with increased capacities # of agencies reached with trainings on integrated border management	Training reports, interim reports, satisfaction surveys, pre- and post-training test, developed training package. Training reports	0 0 0	90% 9 (3 per country)	Authorities in Mali and Burkina Faso collaborate with IOM and participate in trainings. Security situation and climatic conditions allow movements of participants, trainers and organisers to the targeted areas.
Activities that lead to Output 2.3:					Authorities in Mali and Burkina Faso

2.3.1 Interagency training of trainers and regional exchanges to promote an integrated approach to border management (Mali, Niger, Burkina Faso);					collaborate with IOM and participate in trainings.
Output 2.4: Improve the skills of security forces in Niger to identify Victims of Trafficking (VoTs) or vulnerable migrants at the borders and provide first aid mental health services while carrying secondary inspection and investigations (COOPI Niger)	**Indicators (COOPI)** # of FDS trained at the national level # of FDS trained at the regional level	Activity report, interim report, attendance lists	**Baseline** 0 0	**Target** 20 40	Authorities, civil society, security and defence forces and local communities collaborate with COOPI and security situation and climatic conditions allow movements to the targeted areas.
Activities that lead to Output 2.4: 2.4.1 Organise a Training Of Trainers (TOT) for FDS at the national level 2.4.2 Organise trainings for FDS at the regional levels					
Outcome 3: Cross-border regional platforms, including for joint regional operations, are in place to foster collaboration and information sharing between key border management actors	Inter-agency and cross-border cooperation channels are facilitated for the exchange of information	Activity report, interim report, testimonies from local authorities.	No	Yes	Authorities in Niger, Mali and Burkina Faso collaborate and are willing reinforce cross-border collaboration mechanisms. Sanitary situation is favourable for international travel.
Output 3.1: Cross-border regional platforms, including for joint regional operations, are in place to foster collaboration and information	# of study visits organised	Activity report, interim report, testimonies, pre and post-tests,	0 0	1 9 (3 for each country)	Authorities in Niger, Mali and Burkina Faso collaborate and are

sharing between key border management actors	# of recommendations formulated following the study visit # of joint trainings organised	satisfaction surveys, pictures.	0	3 (in each country)	willing to participate in study visit and joint trainings. Sanitary situation is favourable for international travel.
Activities that lead to Output 3.1: 3.1.1 Organize a joint study visit to Italy or a third country for border management authorities from Niger, Burkina Faso and Mali (Niger, Burkina Faso, Mali); 3.1.2 Develop and implement recommendations for joint capacity building initiatives (training, coaching) with Italian representatives and border management authorities in each targeted country (Niger, Burkina Faso, Mali).					Authorities in Niger, Mali and Burkina Faso collaborate and are willing to participate in study visit and joint trainings. Sanitary situation is favourable for international travel.

7. Work Plan

Activity	Responsible Party	Timeline (indicative and subject to changes after consultations with the Governments)							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
1.1.1 Carry out perception studies and disseminate the findings (Mali, Burkina)	IOM	X	X	X					
1.2.1 Establish new CPCs in regions where they do not yet exist, and revitalize, train and reinforce new and existing CPCs (Mali, Niger, Burkina Faso), and foster national and regional exchanges between the CPCs	IOM		X	X	X	X	X		
1.2.2 Procure and donate equipment to the CPCs (Mali, Niger, Burkina Faso), sustain the communication fleet	IOM		X	X	X				
1.3.1 Organize community-based events and awareness-raising activities in the targeted regions (Mali, Niger, Burkina Faso);	IOM		X		X		X		X
1.4.1 Deployment of two (02) mobile clinics to facilitate access to primary health care for migrants and the host population in the border areas of Diffa and Agadez (Niger)	COOPI	X	X	X	X				
1.4.2 Identification and referral of health cases among migrants and host community (Niger)	COOPI	X	X	X	X				
1.4.4 Support of health structures in the Agadez and Diffa regions (Niger)	COOPI	X	X	X	X				
2.1.1 Carry out field studies and preliminary technical visits to identify sites where a BCP will be rehabilitated/constructed (Niger);	IOM	X	X						
2.1.2 Rehabilitate/Construct and equip BCPs (Mali, Niger, Burkina Faso) and construction of training room in Mali at DST HQ;	IOM		X	X	X	X	X	X	X

Activity	Responsible Party	Timeline (indicative and subject to changes after consultations with the Governments)							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
2.1.3 Install MIDAS in the rehabilitated/constructed BCP (Mali, Niger, Burkina Faso);	IOM			▓	▓	▓	▓		
2.2.1 Organize training for border management officers on MIDAS and border management through a sustainable, training-of-trainers approach	IOM		▓	▓		▓	▓		▓
2.3.1 Interagency training of trainers and regional exchanges to promote an integrated approach to border management (Mali, Niger, Burkina Faso) and develop simplified joint operational procedures	IOM		▓	▓	▓	▓	▓	▓	▓
2.4.1 Organise a Training Of Trainers (TOT) for FDS at the national level (Niger);	COOPI		▓	▓					
2.4.2 Organise trainings for FDS at the regional levels (Niger);	COOPI		▓	▓					
3.1.1 Organize a joint study visit to Italy or a third country for border management authorities from Niger, Burkina Faso and Mali (Niger, Burkina Faso, Mali)	IOM			▓	▓				
3.1.2 Develop and implement recommendations for joint capacity building initiatives (training, coaching) with Italian representatives and border management authorities in each targeted country (Niger, Burkina Faso, Mali)	IOM					▓	▓	▓	▓

8. Budget

Mission	Item	Unit	Nr of Units	Unit Cost in €	%	Total in €
A. STAFF Costs						
	International Staff					
Niger	Chief of Mission and Senior Programme and Policy Liaison Officer (2 positions)	Month	18	22,262	2.00%	8,014.26
Niger	Project Manager	Month	18	9,199	28.00%	46,360.63
Niger	MIDAS Officer	Month	18	9,218	25.00%	41,481.00
Niger	International Engineer	Month	18	9,218	25.00%	41,481.00
Niger	Core units internationals: PSU, Communications	Month	18	30,168	2.50%	13,575.60
Niger	Common Support Cost: Finance, Proc, HR, Admin and Security	Month	18	78,772	2.50%	35,447.40
Burkina Faso	Chief of Mission	Month	18	15,084	5.00%	13,575.60
Burkina Faso	Project Manager	Month	18	10,056	15.00%	27,151.20
Burkina Faso	Project Officer	Month	18	8,380	40.00%	60,336.00
Burkina Faso	Common Support Cost: RMO, Finance, Proc, HR, Admin and Security	Month	18	43,200	5.00%	38,880.19
Mali	Chief of Mission	Month	18	15,500	5.00%	13,950.00
Mali	Resource Management Officer	Month	18	11,300	5.00%	10,170.00
Mali	Project Manager	Month	18	9,637	40.00%	69,386.40
Mali	International Engineer	Month	18	9,637	15.00%	26,019.90
Mali	MIDAS Officer	Month	18	9,637	15.00%	26,019.90
	National Staff					
Niger	Senior Project Assistant Dosso/Tillabéri - based in Niamey	Month	18	2,346	35.00%	14,782.32
Niger	Senior Project Assistant Maradi/Zinder - based in Niamey	Month	18	2,346	35.00%	14,782.32
Niger	National engineer - Based in the field	Month	18	2,095	35.00%	13,198.50
Niger	MIDAS assistant - Based in the field	Month	18	2,095	35.00%	13,198.50
Niger	Project Assistant North G4 - Based in Tahoua	Month	18	1,089	35.00%	6,863.22
Niger	Core units internationals: PSU, Communications	Month	18	10,475	2.50%	4,713.75
Niger	Common Support Cost: Finance, Proc, HR, Admin and Security	Month	18	58,660	2.50%	26,397.00
Burkina Faso	Senior Project Assistant	Month	18	2,095	100.00%	37,710.00
Burkina Faso	Project Assistant	Month	18	1,257	100.00%	22,626.00
Burkina Faso	Common Support Cost: Finance, Proc, HR, Admin and Driver	Month	18	15,000	10.00%	27,000.36
Mali	Project Assistant	Month	18	1,500	80.00%	21,600.00
Mali	IBM IT assistant	Month	18	1,500	40.00%	10,800.00
Mali	Senior Finance Assistant	Month	18	1,700	50.00%	15,300.00
Mali	Finance Assistant	Month	18	1,200	50.00%	10,800.00
Mali	Logistics Assistant	Month	18	1,000	50.00%	9,000.00
Mali	Driver	Month	18	870	50.00%	7,830.00
Total Staff Costs:						**728,451.05**
B. OFFICE Costs						
Niger	Office Premise Costs (rental, maintenance, utilities)	Month	18	20,950	5.00%	18,855.00

Country/Act.	Description	Unit	Qty	Unit Cost	%	Total
Niger	Office Supplies	Month	18	2,933	5.00%	2,639.70
Niger	IT Equipment	Item	2	1,508	100.00%	3,016.80
Niger	Office Furniture and Equipment	Item	3	838	100.00%	2,514.00
Niger	Communication costs (e-mail, thuraya, sat phone, rent)	Month	18	37,710	5%	30,545.10
Niger	Vehicle Running & Maintenance	Month	18	8,380	5%	6,787.80
Niger	Security costs (UNDSS/IOM requirements)	Month	18	22,207	5%	17,987.67
Niger	Bank charges and Other costs	Month	18	838	10.00%	1,508.40
Burkina Faso	Office Premise Costs (rental, maintenance, utilities)	Month	18	12,570	10.00%	22,626.00
Burkina Faso	Travel (International flights &DSA)	Each	4	1,257	100.00%	5,028.00
Burkina Faso	Communications (phone and email)	Month	18	5,866	10.00%	10,558.80
Burkina Faso	Vehicle running and maintenance (fuel, etc)	Month	18	4,190	10.00%	7,542.00
Burkina Faso	IT Equipment & Purchases	Each	4	1,676	100.00%	6,704.00
Burkina Faso	Office Furniture & Equipment Supplies	Each	4	1,508	100.00%	6,033.60
Burkina Faso	Office Supplies & Materials	Month	18	6,704	10.00%	12,067.20
Burkina Faso	Security Cost	Month	18	13,408	10.00%	24,134.40
Burkina Faso	Other Office Costs (Bank Charges, Misc)	Item	18	570	10.00%	1,026.65
Mali	Office rental and maintainance Mali	Month	18	1,000	100.00%	18,000.00
Mali	Utilities (electricity and water) Mali	Month	18	650	100.00%	11,700.00
Mali	Communications Mali	Month	18	650	100.00%	11,700.00
Mali	Office supplies and furniture Mali	Month	18	600	100.00%	10,800.00
Mali	Office security Mali	Month	18	1,000	100.00%	18,000.00
Mali	IT equipment Mali	Lump Sum	1	13,808	100.00%	13,808.00
Senegal	RO Dakar Technical Support	Month	18	650	100.00%	11,700.00
Italy	IOM Rome Liaison Support	Lump Sum	1	7,963	100.00%	7,962.62
Total Office Costs:						**283,245.74**
Total Staff & Office Costs:						**1,011,696.78**
Outcome 1		-	-	-	-	-
Act. 1.1.1 (Burkina Faso)	Carry out perception studies and disseminate the findings (Hauts Bassins, and Cascades)	Lump Sum	1	28,000		28,000.00
Act. 1.1.1 (Mali)	Carry out perception studies and disseminate the findings (Sikasso region)	Lump Sum	1	40,000		40,000.00
Act. 1.2.1 (Niger)	Create or add communication networks between committees and authorities and hold local coordination forums and community assemblies at regional, local or border levels (Agadez, Maradi, Zinder and Diffa)	Each	4	7,674		30,697.98
Act. 1.2.1 (Burkina Faso)	Creation and training of community prevention committees (Coordinations Communales de Securite)	Each	5	11,600		58,000.00
Act. 1.2.1 (Mali)	Missions to set up community prevention committees (CPC)	Each	1	20,000		20,000.00
Act. 1.2.2 (Niger)	Equip the stakeholders (committees, national authorities and security forces) to facilitate communication/cooperation and collaboration (cellphones, solar chargers) (Agadez, Maradi, Zinder and Diffa)	Each	4	5,272		21,088.02
Act. 1.2.2 (Burkina Faso)	Donation of equipment at central level	Lump Sum	1	28,000		28,000.00
Act. 1.2.2 (Mali)	Donation of equipment for CPCs	Lump Sum	1	20,309		20,309.44
Act. 1.3.1 (Niger)	Organize community-based events and awareness-raising activities in the targeted regions	Each	3	37,000		111,000.00
Act. 1.3.1 (Burkina Faso)	Organize community-based events and awareness-raising activities in the targeted regions	Each	2	29,000		58,000.00

Act. 1.3.1 (Mali)	Organize community-based events and awareness-raising activities in the targeted regions	Lump Sum	1	95,000		95,000.00
Act. 1.4.1 (Niger)	Support 2 mobile clinics around 2 key BCPS along the CMR for 9 months - IP COOPI	Lump Sum	2	27,002		54,003.53
Act. 1.4.2 (Niger)	Support to the referral of serious cases to health facilities (30 cases per month) - IP COOPI	Month	8	2,283		18,266.04
Act. 1.4.3 (Niger)	Support to key Heath Centers around the BCPs in adadez and Diffa (medication, furniture, facilities, generators) - IP COOPI	Lump Sum	1	13,004		13,003.96
Act. 1.4.3 (Niger)	Running costs and fees for employees of the mobile clinics, IP COOPI and CSI (including personnel)	Month	9	17,467		157,200.27
Outcome 2						
Act. 2.1.1 (Niger)	Field assessmenents and preliminary technical studies	Lump Sum	1	9,100		9,099.80
Act. 2.1.2 (Niger)	Rehabilitate/Construct and equip BCPs	Lump Sum	1	163,773		163,773.40
Act. 2.1.2 (Burkina Faso)	Rehabilitate and equip BCPs	Each	2	50,000		100,000.00
Act. 2.1.2 (Mali)	Rehabilitate/Construct and equip BCPs	Each	2	86,000		172,000.00
Act. 2.1.3 (Niger)	Install MIDAS in the rehabilitated/constructed BCP	Each	1	62,841		62,840.56
Act. 2.1.3 (Burkina Faso)	Install MIDAS in the rehabilitated BCP	Each	2	63,500		127,000.00
Act. 2.1.3 (Mali)	Install MIDAS in the rehabilitated/constructed BCP	Each	1	62,839		62,839.00
Act. 2.2.1 (Niger)	Organize training for border management officers on MIDAS and border management through a sustainable, training-of-trainers approach	Each	2	10,056		20,112.00
Act. 2.2.1 (Burkina Faso)	Organize training for border management officers on MIDAS and border management through a sustainable, training-of-trainers approach	Lump Sum	1	30,000		30,000.00
Act. 2.2.1 (Mali)	Organize training for border management officers on MIDAS and border management through a sustainable, training-of-trainers approach	Lump Sum	1	30,000		30,000.00
Act. 2.3.1 (Burkina Faso)	Training workshops	Lump Sum	1	35,000		35,000.00
Act. 2.3.1 (Mali)	Training workshops	Lump Sum	1	41,968		41,967.73
Act. 2.3.3 (Niger)	Mental Heath First aid trainings for Security forces : 1 ToT in Niamey (with participants from Burkina Faso and Mali) - IP COOPI	Lump Sum	1	3,851		3,851.09
Act. 2.3.3 (Niger)	Mental Heath First aid trainings for Security forces : 2 cascade trainings (Agadez and Diffa) - IP COOPI	Lump Sum	2	3,805		7,610.85
Outcome 3						
Act. 3.1.1 (Niger)	Organize a joint study visit to/with Italy or a third country for border management authorities from Niger, Burkina Faso and Mali	Lump Sum	1	47,054		47,053.90
Act. 3.1.2 (Niger)	Joint trainings and knowledge transfert with Italian actors in Niger (i.e Military forces)	Lump Sum	1	9,000		9,000.00
Other Operational Costs						
Niger	Field visits (flight tickets, vehicle rental, DSA, escorts); visibility and communication, monitoring and evaluation	Lump Sum	1	17,000		17,000.00
Burkina Faso	Field visits (flight tickets, vehicle rental, DSA, escorts); visibility and communication, monitoring and evaluation	Lump Sum	1	35,000		35,000.00
Mali	Field visits (flight tickets, vehicle rental, DSA, escorts); visibility and communication, monitoring and evaluation	Lump Sum	1	35,000		35,000.00
COOPI	Field visits (UNHAS flights, DSA)	Lump Sum	1	2,287		2,286.59

Total Operational Costs:	**1,764,004.15**
Sub-Total A+B+C	**2,775,700.93**
IOM Overhead (7%)	**194,299.07**
TOTAL	**2,970,000.00**
1% UN levy	**30,000.00**
GRAND TOTAL	**3,000,000.00**