

Annex III - Project Document

1. OVERVIEW

Title	Support to Côte d'Ivoire's border control and management of migration flows
Partner	Ministry of Foreign Affairs and International Cooperation, Italy
Beneficiary	Ministry of Interior, Côte d'Ivoire Ivorian Authorities
Objectives	<u>General Objective</u> The project's objective is to strengthen Côte d'Ivoire's border control capacity through the procurement of essential equipment and the provision of technical support for its operation and maintenance. <u>Specific Objectives</u> The specific objective is to deliver border control management equipment to Côte d'Ivoire National authorities, as well as commissioning the equipment, and capacity-building activities. <u>Expected Results</u> - Côte d'Ivoire's national authorities will have enhanced border control capabilities through the successful delivery, commissioning, and strengthened capacity building.
Location	Côte d'Ivoire
Duration	17 months
Budget	1,500,000 EURO

2. CONTEXT

Situated on the West African coast, in the northern hemisphere between the Tropic of Cancer and the Equator, the Republic of Côte d'Ivoire spans an area of 322,462 km². Its borders extend to the

southwest with Liberia, to the west-northwest with Guinea, to the north-northwest with Mali, to the northeast with Burkina Faso, to the east with Ghana, and it opens to the south onto the Gulf of Guinea (Atlantic Ocean). In total, Côte d'Ivoire shares 3109 km of borders with five countries. In addition to these maritime borders, it boasts a coastline stretching 515 km, covering an area of 4,460 km² at sea. While these borders facilitate substantial economic and social exchanges, they also present significant security and management challenges. The nation's relative prosperity and stability have made it an attractive destination for many migrants from across West Africa, leading to a situation where migrants now constitute approximately 22% of Côte d'Ivoire's total population¹. Côte d'Ivoire also serves as a transit point for migrants heading towards other regions, which adds another layer of complexity to its migration control efforts.

Integrated border management is a priority for the Ivorian government. Since April 2024, the government has adopted a national policy for the integrated management of Côte d'Ivoire's borders (PNGIF-CI), which aims to improve the governance of Côte d'Ivoire's borders, strengthen security and social cohesion in border areas, and promote socio-economic development for the well-being of the people living in these areas. It outlines the challenges to be overcome over the next 10 years (2024-2028) for better-integrated management of its borders to improve governance².

In line with these challenges, and to support the Ivorian authorities in their ongoing management of migration flows, UNOPS, with funding from the Italian Ministry of Foreign Affairs, will implement the current project aimed at providing the Ivorian Authorities with the necessary equipment and supplies for effective border management.



¹ 5e Recensement général de la population et de l'habitat (RGPH 2021) www.gouv.ci

² www.gouv.ci

3. OBJECTIVES

General Objective

The project's objective is to strengthen Côte d'Ivoire's border control capacity through the procurement of essential equipment and the provision of technical support for its operation and maintenance.

Specific objectives

The specific objective is to deliver border control management equipment to Côte d'Ivoire National authorities, as well as commissioning the equipment, and capacity building activities.

4. SCHEDULE OF ACTIVITIES

The project will be implemented over 17 months. This includes 3 months for team mobilization and needs assessment, 3 months for the procurement process, 8 months for the production, delivery of equipment, 2 months for the commissioning and capacity building, and 2 months for the operational closure of the project.

The schedule of activities is detailed in the table below.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
#																	
0	Signature of the agreement and disbursement of funds																
1	Mobilisation of the team and definition of needs																
2	Procurement process																
3	Production and delivery of equipment to Abidjan																
4	Customs clearance process																
5	Commissioning, training and capacity building																
6	Project closure																

The timely acquisition and delivery of equipment is contingent on the definition of the beneficiary's needs, which is the cornerstone of project implementation. During the needs assessment phase, the Ministry of Foreign Affairs and International Cooperation of Italy (MFA, donor) will coordinate with the Ivorian Ministry of Interior (beneficiary) to accurately determine their specific needs for the project. The MFA will then provide UNOPS with these detailed requirements, within the timeframe outlined for the needs assessment to facilitate the procurement of equipment.

UNOPS shall not proceed with the procurement process before receiving the validated bill of quantities from the MFA. Any delays from MFA in submitting the bill of quantities and technical specifications of the goods beyond the defined time frames will necessitate an inevitable project extension of the same delay period. After the needs definition phase, the project duration and resources will be reviewed based on the amount, type, and delivery location of the goods to be procured. The budget and legal agreement will be amended based on the assessment of the resources and time required to implement the project. UNOPS will coordinate with the United Nations Resident Coordinator to ensure their non-objection before the initiation of project activities. UNOPS will not

initiate any project activities if the Resident Coordinator raises objections. If the list of equipment contains items that are deemed to pose a risk in terms of HRDDP, or that do not align with UNOPS's mandate or the objectives and purposes of the United Nations, UNOPS reserves the right to reject their procurement. UNOPS will inform the Funding Source and beneficiary as soon as possible about the above and the parties will discuss the way forward.

In addition, the initiation of each phase of the project as per the schedule of activities below will be subject to prior authorization by the MFA.

Solicitation and contracting of suppliers shall not be initiated before the transfer of funds from the MFA to UNOPS.

5. SCOPE OF SERVICES

1. Procurement of diverse equipment and supplies

The equipment and supplies needed will be identified and the specification will be developed during the "Definition of Needs" phase as detailed in the schedule of activities.

The role of UNOPS in this project is to:

- Provide assistance during the comprehensive needs assessment;
- Lead the procurement process, including solicitation, evaluation and awards;
- Sign contracts with suppliers;
- Manage contracts with suppliers;
- Manage logistics and deliveries;
- Monitor capacity-building activities for the operators.

UNOPS shall not proceed with the procurement process before the initial disbursement of funds has been received in UNOPS' accounts

The objective of the UNOPS procurement process is to ensure that the best value is obtained when purchasing goods and services while supporting the operations and missions of UNOPS. Four (04) guiding principles underpin the UNOPS procurement process, ensuring value for money and impartial and fair treatment of suppliers.

These are:

- Best value for money
- Fairness, integrity and transparency
- Effective competition
- Best interest of UNOPS and its partners

The submitted offers will be evaluated prior to awarding by an evaluation committee comprising UNOPS and the donor.

2. Commissioning and capacity-building activities.

UNOPS will ensure the commissioning of the equipment and hand it over to the beneficiaries. UNOPS will also provide all necessary training and therefore strengthen the capacity of operators to ensure the long-term sustainability of the equipment procured. Details of these services will be provided upon the validation of the equipment to be procured.

6. PROJECT GOVERNANCE

This project will be implemented in partnership with the Italian Ministry of Foreign Affairs and International Cooperation. The governance structure will include:

- **Directing role - Project Board**

Representing the main stakeholders and defining the project. It will be the main decision-making body for the project. The Project Board will mainly be composed of UNOPS as the implementing agency and the Board Executive and the Italian Ministry of Foreign Affairs and International Cooperation.

- **Management role - Project Manager**

Following up on the implementation of the project with the support of a project team and other support functions such as the project management office, ensuring quality assurance and monitoring. The Project Manager is responsible for implementing the project within the agreed scope, budget and time, as well as providing agreed quality specifications.

- **Delivery role - The UNOPS procurement team and suppliers**

The UNOPS procurement teams deliver the work packages assigned to them by the project manager. They collaborate closely with suppliers to ensure timely delivery and adherence to quality standards.

ROLES AND RESPONSIBILITIES MATRIX

Activity	UNOPS	MFA	Gov of Côte d'Ivoire
Overall Project Funding		X	
Communication and liaison with the beneficiary (MoI)	X	X	X
Recruitment of project team and technical experts	X		
Needs assessment study		X	X
Definition of bill of quantities and technical specifications		X	X
Approval of technical specifications		X	X
Solicitation, evaluation, award, and signature of contracts with suppliers	X		
Contracts management	X		
Logistics, delivery, and asset handover	X		

Facilitate the Payment of customs duties, VAT, and taxes	X		
Commissioning and capacity-building activities	X		
Receipt and acceptance of goods			X
Project closure and final report	X		

8 RISK MATRIX

	Risk	Probability	Impact	Response Type	Mitigation Measure
1	Risk of modifications in the scope.	Low to Medium	Low	Reduce	1) Close monitoring to forecast/promptly identify changes. 2) An initial phase to further define the needs and specifications has been included in the implementation schedule.
2	Reputational risk	Low to Medium	Medium	Reduce	1) Carry out a risk assessment to ensure that the Ivorian Authorities do not have the tendency of violating international migration and human rights statutes, and put in place mitigation measures. 2) Clearly define the project activities and UNOPS' role in the project to ensure that UNOPS does not get involved in any activities that may pose additional reputational risks.
3	Risk of delay in receipt of equipment and supplies needs from the Ministry of Interior, resulting in a delay in the launch of procurement process	Medium to High	Medium	Reduce	1) Close coordination and follow up with the beneficiary to ensure timely submission of the BoQs/Technical specifications. 2) An initial phase to further define the needs and specifications has been included in the implementation schedule.
4	Exchange rate risk	Medium to High	Low	Reduce	1) A 6% contingency will be included in procurement contracts to cover exchange rate fluctuations where necessary. 2) Closely monitor exchange rate fluctuation to promptly absorb losses/ gains. 3) All financial accounts and statements shall be expressed in USD. Any net exchange gains and net exchange losses will be treated as either income or expenditure and accordingly will be added to or deducted from the Funds available for

					the Project. This is equally addressed by a clause in the legal agreement.
5	Client's buy-in - Risk of low buy-in from the beneficiary. The project conceptualisation has been done between the donor and the beneficiary and UNOPS does not know yet the level of buy-in from the beneficiary.	Low to Medium	Medium	Reduce	1) The project governance will include a project board composed of the donor, beneficiary and UNOPS to ensure close coordination and ownership. 2) An initial phase to further define the needs and specifications has been included in the implementation schedule.
6	Potential lack of stock	Low to Medium	Medium	Reduce	1) Early consultation with potential suppliers 2) Include a time buffer in the implementation schedule to cover any potential delays during implementation.

ANNEX IV – BUDGET

		Qty	Unit cost	Period	TOTAL (USD)	TOTAL (EUR)
Project Personnel	Project Manager (25% per month)	1	\$12,252.17	16	\$49,008.67	€46,215.19
	Procurement Officer (25% per month)	1	\$8,752.00	12	\$26,256.00	€24,759.42
	Project Support Officer (20% per month)	1	\$8,752.17	12	\$21,005.20	€19,807.91
	Technical expert (20 working days)	1	\$500.00	20	\$10,000.00	€9,430.00
	Logistician/Driver (30% per month)	1	\$2,237.92	12	\$8,056.50	€7,597.28
	Sub-Total 1				\$114,326.37	€107,809.80
Operations and missions	Operational expenses (Lumpsum)	1	\$11,000.00	1	\$11,000.00	€10,373.00
	Travel (Lumpsum)	1	\$5,902.00	1	\$5,902.00	€5,565.59
	Visibility (Lumpsum)	1	\$5,000.00	1	\$5,000.00	€4,715.00
	Sub-Total 2				\$21,902.00	€20,653.59
Procurement	Procurement of equipment (Lumpsum)	1	\$1,275,038.01	1	\$1,275,038.01	€1,202,361.28
	Sub-Total 3				\$1,275,038.01	€1,202,361.28
Other direct costs	UNOPS Direct Costs (Lumpsum)	1	\$71,620.27	1	\$71,620.27	€67,537.94
	Sub-Total 4				\$71,620.27	€67,537.94
	Sub-Total 1+2+3+4				\$1,482,886.64	€1,398,362.62
	Management fees (7.27%)				\$107,780.85	€101,637.38
	Total				1,590,667	€1,500,000.00

UNORE Exchange Rate as of 15 November 2024: 1 Eur = 1.060445 USD

On behalf of the Funding Source  Documento firmato da: VIGNALI LUIGI MARIA 09.12.2024 11:26:24 UTC Luigi Maria Vignali Director General of the Directorate General for Italian citizens abroad and migration policies of the Italian Ministry of Foreign Affairs and International Cooperation	On behalf of UNOPS:   Silvia GALLO Director UNOPS-AFR Sénégal MCO
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