International Organization for Migration (IOM)
The UN Migration Agency

Project Proposal:

INCREASING BORDER MANAGEMENT CAPACITIES AT TÜRKİYE'S EASTERN, SOUTHERN AND SOUTHEASTERN BORDERS

Project type:	Immigration and Borders (IB)
Secondary project type:	Choose secondary project type if applicable
Geographical Coverage:	Türkiye's Eastern, Southern and Southeastern Borders
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Ministry of Interior (MoI), specifically the Directorate General of Provincial Administration (DGPA) Border Management Department
Partner(s):	Presidency of Migration Management (PMM), the Turkish Land Forces, the Gendarmerie General Command, the Turkish National Police (TNP) and other agencies involved in border management in Türkiye
Management site:	Ankara, CO, TURKEY
Duration:	32
Budget:	11,157,891 DKK

Summary

The overall objective of the project is to support Türkiye's efforts in strengthening its integrated border management (IBM) approach and preventing irregular border crossings and other cross-border crimes at eastern, southern, and southeastern borders. The expected outcome is that the institutional capacity of the Directorate General of Provincial Administration (DGPA) and related border

management agencies are enhanced to support the IBM response in the eastern, southern and southeastern border provinces.

1. Rationale

Since 2015, Türkiye's eastern, southern and southeastern borders have seen an increase in irregular migrants, particularly Afghan, Iranian and Pakistani nationals trying to cross into the country. More than half of the irregular crossings take place in the eastern, southern and southeastern border regions of Türkiye. The increase in the irregular migration flows from Afghanistan, Pakistan and the Islamic Republic of Iran is tied to both prevailing chronic poverty and security threats and aggravating living conditions in these countries. The number of apprehended irregular migrants has been increasing continuously since 2015 and following a spike in the number of Afghan arrivals in the beginning of 2018, a total of 100,841[1] irregular Afghan migrants were apprehended in eastern Türkiye during 2018, compared to 47,000 in 2017. The number of irregular Afghan arrivals in Türkiye doubled and increased to 201,437[2] in 2019. Despite a drop in number of irregular crossings due to COVID-19, Afghan migrants constituted about half of all irregular migrants apprehended in 2020 and 2021.[3] IOM's Migrant Presence Monitoring (MPM)[4] findings suggest that Van and Agri have been the main entry points for Afghan nationals who began entering in larger numbers in 2018. Although the entries have considerably slowed down since July 2018 due to enhanced security measures at the Iranian border, Van and Ağrı remain the first stop for the arrivals. These migrants cross the eastern border from the Islamic Republic of Iran to Türkiye on foot, by carrier animals, or by vehicle. They either hide in vehicles or use forged documents at the crossing points.[5] Furthermore, the southeastern and southern border provinces of Türkiye remain among the main entry points for irregular migrants of different nationalities as suggested by the IOM MPM findings. In 2021, the majority of the persons attempting to enter Türkiye were intercepted at the southern borders, mainly through the border of the Syrian Arab Republic.[6] The changing conditions due to the increase of apprehended irregular migrants in eastern, southern and southeastern borders affected the operational situation at the borders and increased the necessity of strengthening border controls as also stated in the EU 2021 Türkiye Report.[7]

In addition, the use of fraudulent documents at the border crossing points (BCP) is one of the most prevalent methods for irregular migration in Türkiye. The significant surge in usage of fraudulent documents in addition to the massive passenger flows has put a considerable strain on Turkish border authorities' capacity to manage the security of borders. According to the data gathered by the Presidency of Migration Management (PMM), 44,527,385 people entered, and 44,579,083 people exited from Türkiye in 2019.[8] According to the data gathered by the Turkish National Police's (TNP)

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[1] PMM (2021), retrieved 14 June 2021 from: https://www.goc.gov.tr/duzensiz-goc-istatistikler
[2] PMM (2021), retrieved 14 June 2021 from: https://www.goc.gov.tr/duzensiz-goc-istatistikler
[3] PMM (2021), retrieved 14 June 2021 from: https://www.goc.gov.tr/duzensiz-goc-istatistikler
[4] IOM (2018) retrieved 14 June 2021 from: https://migration.iom.int/reports/turkey-baseline-assessment-turkey-24-provinces-september-november-2018?close=true
[5] EU (2016) retrieved 14 June 2021 from: https://ec.europa.eu/home-affairs/sites/homeaffairs/files/case_study_3_pakistan_-_turkey_-_greece.pdf
[6] IOM (2018) retrieved from:
https://displacement.iom.int/sites/default/files/public/reports/Turkey_MPMonitoring_Annual_Report_2021.pdf
[7] EU (2021) Turkey Report 2021 retrieved from https://ec.europa.eu/neighbourhood-enlargement/turkey-report-2021_en
[8] PMM (2021) retrieved 14 June 2021 from https://en.goc.gov.tr/entry---exit

Counter Migrant Smuggling and Border Gates Department, during 2018, a total of 7,608 forged documents were detected in Türkiye and in 2019, 8,791 forged documents were detected, which constitutes an almost 16 per cent increase from 2018. Even though the number of document forgeries detected at the eastern, southern and southeastern border crossing points is not available, it is estimated to be high given the number of irregular arrivals in border provinces. Furthermore, the ongoing COVID-19 pandemic has proven that it is crucial to strengthen the Turkish border management agencies' preparedness for infection prevention and control at the border crossing points for effectively controlling contagious diseases in the future.

According to the Indicative Strategy Paper, "Türkiye's efforts on integrated border management (IBM) need to continue, to establish open and secure borders by developing and strengthening Türkiye's legal, institutional and technical capacity and bringing this into line with EU IBM policy, taking into account the current and expected migration flows."[9] As a neighbour of the EU and a country on the migration path to EU countries, maintaining comprehensive border security in eastern, southern and southeastern borders will be crucial. Border management is an area which requires specialized and professional staff in charge of managing borders under an IBM system. IBM is instrumental for the efficiency of border procedures in terms of facilitating flows of goods and persons while ensuring security. Intra-agency, inter-agency and international coordination and cooperation are key elements for IBM. In Türkiye, there are currently nearly 20 authorities and/or institutions responsible for numerous border management functions which makes cooperation and coordination a challenge.

In particular, capacity building support is needed for the Directorate General of Provincial Administration (DGPA) as well as relevant border management agencies to strengthen Türkiye's border management system in the eastern, southern and southeastern provinces. The DGPA is a directorate under the Ministry of Interior (MoI) and is responsible for coordinating activities and actions related to border management at the central level and addressing irregular migration through coordination of law enforcement and relevant public institutions and agencies. The DGPA coordinates with border management agencies such as the PMM, Turkish Land Forces, Gendarmerie General Command, and TNP to enhance border management in the country.

These agencies need surveillance, screening and personal protection equipment (PPE) to enhance border management and security and safety at Türkiye's borders in accordance with the EU's policies and the framework of IBM. In addition, to achieve improved migration management, including prevention of irregular migration and cross-border crimes such as human trafficking and smuggling, the project will provide capacity development on cross-border crimes, identification and prevention of trafficking in human beings, gender-sensitive and human rights based border management to migration and border management authorities working at the eastern, southern and southeastern borders to ensure that the border is properly managed in the interest of safety and security of travelers, refugees, migrants, local population and ultimately Turkish and European citizens. The project will also target officials and staff from neighbouring countries along with staff from various agencies who work along the eastern, southern and southeastern borders and eastern, southern and southeastern BCPs to ensure that inter-agency cooperation and international cooperation is fostered under this project for an effective border management in eastern, southern and southeastern Türkiye.

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[9] EU (2018) retrieved 14 June 2021 from https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180817-revised-indicative-strategy-paper-2014-2020-for-turkey.pdf

At Türkiye's eastern, southern and southeastern borders, the density of human mobility is high and security is challenged by an equally diverse array of threats including migrant smuggling and human trafficking, which are facilitated by transnational crime organizations. Efficient border management structures supported by strong border control and surveillance capacity will maximize the efficiency at the borders while upholding border security and ensuring the protection of migrants. In this sense, the project is in line with the priorities of Türkiye's Strategy Document and Action Plan (NAP) on Irregular Migration of 2021-2025 drafted under the "Supporting Turkey's Efforts to Manage Migration Project," which was implemented in cooperation between PMM and IOM. The strategic priorities of NAP on Irregular Migration include:

• Promoting the development of national and international measures against irregular migration and enhancement of border security,
• Ensuring the balance between human rights and security on policies and practices developed against irregular migration,
• Strengthening cooperation and exchange of information between national, regional, and international mechanisms to prevent irregular migration at its source.

2. Project Description

The overall objective of the proposed project is to **support Türkiye's efforts on strengthening its integrated border management (IBM) structures and procedures**. The expected outcome is that **the institutional capacity of the DGPA and related border management agencies are enhanced to support the IBM response in the eastern, southern and southeastern borders.** The outcome will be achieved by the following outputs:

Output 1: Border management agencies increase their surveillance and screening capacity through procurement of equipment

The diverse nature of Türkiye's eastern, southern and southeastern border defense is challenged by an equally diverse array of threats including migrant smuggling and human trafficking which are facilitated by transnational criminal organizations. Past difficulties in securing the borders against these armed organized crime organizations has resulted in the need for the enhancement of operational capacity related to both patrolling/surveillance of green borders as well as travel documents forgery detection capacity at regular points of entry. In line with these, under this output IOM will conduct two needs assessments to determine the number and technical specifications of the equipment needed by the agencies that operate at the eastern, southern and southeastern borders. Following the completion of the needs assessments and in coordination with the DGPA, Turkish Land Forces, Gendarmerie General Command, TNP and other relevant agencies, this equipment will be procured and delivered to the eastern, southern and southeastern borders on a needs basis to strengthen Türkiye's border management to strengthen the processing of individuals and patrolling capacity at the BCPs as well as the processing of irregular migrants apprehended at the green borders.

Output 2: Border management staff strengthen their knowledge and skills on migration and border management including infection prevention and control of communicable diseases

Complementing the provision of technical IBM and health screening equipment, IOM will deliver trainings to increase the knowledge and skills of border management staff, particularly the DGPA, PMM, Turkish Land Forces, Gendarmerie General Command, and TNP. The activities to be implemented under this intervention are as follows:

- Deliver trainings to **400** border management staff, particularly to the staff of the DGPA, PMM, Turkish Land Forces, Gendarmerie General Command, and TNP to increase their awareness on migration issues and all aspects of border management related issues. In accordance with the training needs of border management authorities, the trainings to be delivered are grouped under three main categories/modules. The first module will include operational capacity development trainings and will cover topics such as detection of fraudulent documents, risk analysis in border management, interview techniques, detection of transnational crime at the borders etc. The second group of trainings will focus on legal aspects of border management covering subjects such as fundamental human rights aspects of border management; gender mainstreaming, gender-sensitive approaches and gender biases in profiling; and topics related to Victims of Trafficking (VoTs) such as interview techniques with specific emphasis on identifying VoTs; and identification, profiling, and referrals of VoTs and other migrants in vulnerable situations. The third group of trainings will be on integrated border management related subjects covering topics such as inter-agency cooperation, data capture, data management, data sharing.
- Deliver language learning courses (English) to **50** staff from DGPA

Output 3: Border management agencies in Türkiye increase their inter-agency and international coordination and cooperation on migration and border management

Given the number of different agencies involved in migration and border management in Türkiye and the need to efficiently address irregular migration in the region, IOM will organize thematic workshops to increase inter-agency coordination and cooperation with the participation of the DGPA, the PMM, Turkish Land Forces, Gendarmerie General Command, TNP, and other relevant agencies. In addition, IOM will provide support to the relevant Turkish border management agencies in establishing connections for enhanced international coordination and cooperation with neighbouring country officials as well as experts from EU Member States. The coordination and cooperation activities under this output will be in line with the European IBM which aims to manage the crossing of the external borders efficiently and address migratory challenges and potential future threats at those borders, thereby contributing to addressing serious crime with a cross-border dimension (such as migrant smuggling, trafficking in human beings and terrorism).[10] The activities to be implemented under this intervention are as follows:

- Deliver workshops with the participation of relevant agencies operating in Türkiye's eastern, southern and southeastern borders for them to meet and exchange information and knowledge with experts and officials from neighbouring countries in Türkiye's eastern, southern and southeastern borders, and other relevant international and EU agencies on varieties of topics including counter-migrant smuggling and human trafficking; border management solutions; tackling irregular migration and cross border crime to a total of **60** participants;
- Aiming to enhance cross-border cooperation with neighboring countries, IOM will organize and facilitate bilateral study visits to the Islamic Republic of Iran, Denmark and Georgia for **40** participants from DGPA and other relevant border management agencies to exchange knowledge and experiences, to detect common challenges, observe good practices in border management as well as to gain information on the broad application of IBM concept in chosen countries with a focus on legal and regulatory frameworks, institutional frameworks, procedures, human resources management and training, communications and information

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[10] European Commission, retrieved on 14 June 2021 from https://ec.europa.eu/home-affairs/content/european-integrated-border-management_en

exchange, infrastructure and equipment at all three dimensions of IBM – intra-agency, inter-agency and international cooperation. Particular attention will be paid to preventing and tackling cross-border crime such as irregular migration, trafficking in human beings, migrant smuggling and others. Participants of the study visits will also establish formal and informal links between the migration and border management agencies of Türkiye and visited countries, including the possibility to enhance direct operational cooperation between the respective operational units of the agencies in charge of border and migration management.

Theory of Change and Key Assumptions

Objective-level theory of change

If the institutional capacity of the DGPA and related border management agencies are enhanced to support the IBM response in the eastern, southern and southeastern border provinces, **THEN** Türkiye will be able to strengthen its IBM approach and prevent irregular border crossings and other cross-border crimes on the eastern, southern and southeastern borders, **BECAUSE** the national legal and political framework supports the prevention of irregular movement and cross-border crime **AND** the staff capacity is maintained through effective handover of knowledge.

Outcome-level theory of change

If border management agencies increase their surveillance and screening capacity through procurement of equipment **AND** border management staff strengthen their knowledge and skills on migration and border management including infection prevention and control of communicable diseases, **AND** border management agencies in Türkiye increase their inter-agency and international coordination and cooperation on migration and border management, **THEN** the institutional capacity of the DGPA and related border management agencies will be enhanced to support the IBM response in the eastern, southern and southeastern border provinces **BECAUSE** the equipment is deployed, utilized and maintained appropriately, **AND** the trained border management staff apply their new skills in their daily work, **AND** Türkiye and neighbouring countries remain committed to collaborate on border management issues.

3. Partnerships and Coordination

The main partner of this project will be the DGPA. Within this project IOM will work directly with the Department of Border Management, Foreign Relations and Projects under the DGPA which is responsible, inter alia, for carrying out studies of Immigration and Border Management legislative and administrative structures, preparing the assessment and needs analysis of Immigration and Border Management, implementing Immigration and Border Management projects and convening the External Borders Task Force composed of institutions responsible for border surveillance and control. The DGPA under the Ministry of Interior will be responsible for implementing all project activities in line with the project work plan; following up and monitoring the activities; and mobilizing and coordinating with other institutions involved in the project. In addition, the activities of the project will be implemented in close coordination with the agencies present at the eastern, southern and southeastern borders such as the PMM, Turkish Land Forces, Gendarmerie General Command, and TNP.

IOM is a long-term trusted partner of DGPA. DGPA was the main beneficiary for phases one and two of the "Regional Cooperation on Border Management among Turkey, Bulgaria and Greece" project

which was funded by the European Union's (EU) Instrument to Pre-accession (IPA) between 2014-2021. Based on the lessons learned from the implementation of that project which primarily focused on enhancing the functional, effective and integrated systems in border management in Türkiye's western borders, and building on the similar previous activities, IOM will continue coordinating with DGPA and other relevant agencies to further develop the capacities of the border management agencies in Türkiye's eastern, southern and southeastern borders.

In addition, since March 2021, IOM is implementing the 12-month "Multi-Sector Assistance to respond to Evolving Needs Among Migrants and Host Community in South-East Turkey in the Context of the COVID-19 Pandemic" project funded by the Government of Japan. The IBM component of the project aims to reach a total number of 305 officials (250 men, 55 women) from DGPA and related border management agencies, which DGPA coordinates, such as the PMM, Turkish Land Forces, Gendarmerie General Command, TNP, Ministry of Trade's Directorate General for Customs (DGC) and Directorate General for Customs Enforcement (DGCE) in the eastern border provinces, and Istanbul Airport through trainings, language courses and a study visit. The activities planned under the current project will be complementary to the activities listed above and these two projects will be implemented in synchronization to maximize the efficiency and success of the intervention.

Furthermore, IOM has developed good relations with local law enforcement agencies, especially those working in the borders such as the Gendarmerie General Command and TNP's Counter Migrant Smuggling and Border Gates Department. IOM previously implemented the "Supporting the Turkish Gendarmerie in Building the Capacity of the Department of Counter Trafficking and Smuggling" project and currently implementing an EU-funded project, "Enhancing Capacities of Turkish National Police and Other Law Enforcement Agencies in Detection of Forgery in Travel Documents and Risk Analysis". Capitalizing on these well-established relationships, and building on former and ongoing projects, IOM is well placed to expand its operations in the eastern, southern and southeastern borders to support the enhancement of integrated border management at blue borders (BCPs) and green borders.

4. Monitoring

Project-specific monitoring, evaluation, accountability, and learning (MEAL) systems will be operationalized based on the log frame, MEAL plan and M&E frameworks. The MEAL unit will oversee process monitoring, reporting on project indicators using both quantitative and qualitative approaches. The M&E unit will closely monitor gender equality – gender equality specific questions will be included in monitoring exercises, questionnaires, interviews, etc. In all narrative reporting, IOM will include a section outlining the gender equality results achieved by the project.

The MEAL Plan will be developed at the start of the project to plan and guide ongoing project monitoring and final evaluation. The plan will also ensure coherence among the various monitoring and evaluation activities and ensure that M&E data promote learning and feed into decision making. Monitoring will involve development of tools to monitor results, activities, and risks. Results monitoring will be undertaken against the indicators set in the results matrix using a result monitoring framework that will ensure clear understanding of progress being made towards the delivery of results as well as the quality of the results. IPTT will be incorporated into MEAL systems for real-time data collection and improving the beneficiary counting process. Routine process monitoring visits will be conducted by the MEAL Unit periodically to monitor activity implementation against a detailed work plan, handle beneficiary feedback and complaints, compliance monitoring and verification.

Process monitoring results will be shared with project management to check the progress, take corrective actions for project, support learning, knowledge sharing with partners and opportunities

for programme enhancement. During implementation, routine surveys will be conducted to assess beneficiary satisfaction with the quality of services being offered while also measuring progress towards the achievement of project outcomes. A monitoring utilization matrix will be used to ensure that the project management can implement corrective actions in a timely manner.

In an effort to further analyze the impact of IOM's programming, and the inclusion of more qualitative data capturing methods to look beyond numbers reached, IOM's MEAL team will carry out qualitative data collection. It is anticipated that this will allow the 'why' and 'how' of the activities implemented and provide a deeper level of analysis on the overall impact. The MEAL team will conduct key informant interviews with beneficiaries to gauge how the activities impact, during, and following IOM's intervention. The information and its further analysis will feed into the drafting of the final report that will have a stronger focus on outcome and impact, rather than just on outputs and numbers reached.

The submission of narrative and financial reports is suggested as follows:

- Interim Narrative and Financial Reports will be submitted two months after the completion of the first and second implementation year, covering the first 12 months of implementation as the reporting period.
- Final Narrative and Financial Report will be submitted four months after the completion of project implementation, covering the full implementation period.

IOM will make every effort to avoid unspent project funds. If it is absolutely not possible to spend all project funds as planned in the proposal, IOM will consult with the donor well in advance before the project's end-date and seek advice. If any amendment is not possible to spend the funds, IOM will return them to the donor. A 1% UN levy will be included in the operational cost of the budget.

The Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project.

5. Evaluation

There will be an external final evaluation at the completion of the project to assess how well the project achieved its intended results and objectives. The purpose of this final evaluation will be to assess the overall impact of the project on the capacities of the DGPA and other relevant border management agencies working in the eastern, southern and southeastern borders. The evaluation will use the OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, coherence, impact, sustainability, and cross-cutting issues. The final evaluation report will include a review of secondary data of the project and all other relevant documents, as well as primary data from the surveys and interviews.

After the termination of the project support, the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

6. Results Matrix

	Indicators	Data Source and Collection Method	Baseline	Target	Assumptions
Objective: To support Türkiye's efforts in strengthening its integrated border management (IBM) approach and preventing irregular border crossings and other cross-border crimes at eastern, southern and southeastern borders	Increase in number of irregular migrants apprehended in Türkiye's eastern, southern and southeastern borders	Data source: DGPA and other border management agencies Collection method: Review of DGPA statistics on irregular migration	TBD	TBD	
Outcome 1: The institutional capacity of the DGPA and related border management agencies are enhanced to support the IBM response in the eastern, southern and southeastern border provinces	Percentage of trained border management agency staff reporting applying migration and border management knowledge (disaggregated by gender)	Data source: DGPA and other border management agencies Data collection method: Survey/KII with DGPA staff	0	75%	Irregular migration flows remain stable and do not significantly impact the workload and needs of agencies in eastern, southern and southeastern borders. Staff rotation remains limited and staff capacity is maintained through effective handover of knowledge.
	Percentage of engaged stakeholders reporting improvement in skills and knowledge of border management staff (disaggregated by stakeholder)	Data source: DGPA and other border management agencies Data collection method: Qualitative survey/interview with representatives from	0	75%	

		DGPA and other border management agencies			
	Percentage of engaged stakeholders reporting increased cooperation and coordination in migration and border management	Data source: Border Management Agencies Data collection method: Qualitative survey/interview with representatives from DGPA and other border management agencies	0	75%	
Output 1.1: Border management agencies increase their surveillance and screening capacity through procurement of equipment.	Quantity of purchased equipment for effective border management	Data source: Distribution List, Project Report Data Collection Method: Review of Project Report and Distribution List	0	TBD	Procured equipment is effectively and efficiently distributed among agencies operating in the eastern, southern and southeastern borders. Equipment is maintained by the relevant beneficiary agencies.
	Percentage of monitored stakeholders (DGPA, border management agencies) reporting satisfaction with procurement of equipment and capacity building support	Data source: Staff and representatives from DGPA and border management agencies Data collection method: Surveys and Key Informant Interviews	0	75%	
	Number of needs assessments conducted	Data Source: IOM project team Data Collection Method: Need assessments	0	1	

Activities that lead to Output 1.1: Activity 1.1.1 Conduct a needs assessment for providing operational equipment Activity 1.1.2 Provide operational equipment based on needs assessments	The vendors are able to deliver the required equipment in a timely manner. Access is provided by relevant authorities to undertake needs assessments.

Output 1.2: Border management staff strengthen their knowledge and skills on migration and border management including infection prevention and control of communicable diseases.	Number of beneficiaries attended trainings on migration and border management disaggregated by type of training and gender	Data source: IOM project team Data Collection Method: Participant lists	0	400 (20% women)	Enhanced capacities and operational procedures lead to improved institutional processes and culture.
	Percentage of participants with increase in knowledge and related to migration and border management disaggregated by type of training and gender	Data source: DGPA and other institutional stakeholders Data Collection Method: Pre- and post-tests	0	75%	
Activities that lead to Output 1.2: Activity 1.2.1 Deliver operational capacity development trainings Activity 1.2.2 Deliver trainings focusing on legal aspects of border management Activity 1.2.3 Deliver Integrated Border Management trainings Activity 1.2.4 Deliver language courses in English					DGPA staff and other relevant stakeholders actively participate in the trainings. Suitable experts are found to support development of capacity building activities.
Output 1.3: Border management agencies in Türkiye increase their inter-agency and international coordination and cooperation on migration and border management.	Number of staff from border management agencies attended coordination and cooperation activities (workshops, conferences, study visit) disaggregated by type of activity and gender (20% women)	Data source: IOM project team Data Collection Method: Participant lists	0	100 (20% women)	DGPA, other Turkish agencies operating in the borders and the international partners in the region remain committed to collaborate and foster coordination and cooperation to prevent irregular migration.

Activities that lead to Output 1.3:	DGPA, other Turkish agencies operating in the borders and international partners in the region are able to attend the project activities as planned to foster coordination and cooperation.
Activity 1.3.1 Organize joint workshops with neighboring countries' border authorities (Islamic Republic of Iran and Georgia) Activity 1.3.2 Organize study visits to Islamic Republic of Iran, Denmark and Georgia	
	COVID-19 restrictions allow face to face activities to commence and international movement to take place.

7. Work Plan

	HALF-YEAR 1						HALF-YEAR 2						HALF-YEAR 3						HALF-YEAR 4						HALF-YEAR 5									IMPLEMENTING BODY
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
Inception Period	█	█	█																														
Establishment of Project Staff and Office	█	█																															IOM
Project Launching Ceremony					█																												IOM
Output 1.1: **Border management agencies increase their surveillance and screening capacity through procurement of equipment.**																																	
A.1.1.1 Conduct a needs assessment for providing operational equipment											█					█																	IOM
A.1.1.2 Provide operational equipment based on needs assessments																						█	█	█									IOM
Output 1.2: **Border management staff strengthen their knowledge and skills on migration and border management including infection prevention and control of communicable diseases**																																	
A.1.2.1 Deliver operational capacity development trainings			█				█							█			█				█							█					IOM
A.1.2.2 Deliver trainings focusing on legal aspects of border management																				█		█											IOM
A.1.2.3 Deliver Integrated Border Management trainings											█										█							█					IOM

Activity	Timeline	Responsible
A.1.2.4. Deliver language courses in English		IOM
Output 1.3: Border management agencies in Türkiye increase their inter-agency and international coordination and cooperation on migration and border management		
A.1.3.1 Organize joint workshops with neighbouring countries' border authorities (Islamic Republic of Iran and Georgia)		IOM
A.1.3.2 Organize study visits to Islamic Republic of Iran, Denmark and Georgia		IOM
Closing Event		IOM

8. Budget

Calendar Years	2022 (12 months)	2023 (12 months)	2024 (8 Months)	Total
Sub-totals in DKK	2,095,187	3,294,768	5,767,936	11,157,891
Sub-totals in %	18.78%	29.53%	51.69%	100%

Please see the attached budget for details.

Annex 1. Risk Assessment Plan

Risk Factor	Consequence	Likelihood and Timeline	Risk Treatment Plan	
The pandemic situation may disrupt the delivery of the equipment.	4	C	Tolerating the risk without further treatment	IOM will clearly communicate with the vendors in terms of deadlines and ensure that necessary safeguards are in place in the tender and contract process to avoid any delays in the delivery of equipment.
Restrictions on travel and public gatherings are imposed to stop the spread of COVID-19.	4	D	Changing the consequence of the risk	In case of restrictions posed by COVID-19 such as lockdown or the delay in the procurement process, the workplan of the project will be adapted in cooperation with partners and stakeholders. Any potential changes will be aligned with the project's objectives and outcomes.
Changes in irregular migration patterns (i.e. rise in numbers crossing into Türkiye) impacts engagement of local level stakeholders.	2	C	Changing the consequence of the risk	IOM will regularly communicate with the beneficiary institution and other relevant stakeholders to immediately identify the potential impact of any changes in the project implementation to address the situation as quickly as possible.

Risk Factor	Consequence	Likelihood and Timeline	Risk Treatment Plan	
Limited interest in involvement and cooperation by other national agencies impacts effectiveness of activities.	3	C	Changing the likelihood of the risk	IOM, with the support of the beneficiary will communicate with any other related national agencies to ensure their participation in the activities.