

Annex 1, Description of the Action

NDICI-GEO-NEAR/2023/449-592, OPSYS PC-31985

Support to Tunisia's maritime border management

October 2023

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1 Overview

Title	Support to Tunisia's maritime border management
Partner	European Commission - Directorate-General for Neighbourhood and Enlargement Negotiations (EC DG NEAR)
Beneficiary	<ul style="list-style-type: none">• Ministry of Interior, Tunisia• Maritime National Guard, Tunisia
Objectives	<p>The <u>overall objective</u> of this project is to contribute to enhanced maritime border security in Tunisia and to reduce irregular and dangerous migration attempts, thereby minimising loss of life in the Mediterranean Sea.</p> <p>The <u>specific objective</u> is to strengthen the capacities of the Tunisian Ministry of Interior, specifically of the Maritime National Guard, to monitor national maritime borders, prevent and stop irregular migration attempts, in compliance with human rights standards and international humanitarian law.</p>
Location	Tunisia
Duration	27 months
Budget	EUR 18,000,000

2 Sector Context

Tunisia and the European Union (EU) are separated by a narrow stretch of the Mediterranean Sea. Over the years, this sea route has been exploited by human traffickers for the perilous transportation of irregular migrants. In fact, the Mediterranean Sea remains the deadliest migrant route, with approximately at least 2,384 people known to be missing from Central Mediterranean crossings this year.¹ The real figure is believed to be far higher given the likelihood that some wrecks were never recorded. Overall, the International Organization of Migration (IOM) has tallied more than 28,000 missing migrants in the Mediterranean since 2014.²

As a matter of fact, **the trip from Tunisia or Libya through the Central Mediterranean and North to Europe is the deadliest migratory route in the world**, according to the IOM. In recent months, Tunisia has overtaken Libya as the primary departure point in North Africa for people seeking protection in Europe. Tunisia serves not only as a departure and transit point for Tunisians but also for numerous sub-Saharan migrants.

In the first half of 2023, more than 600 people have been reported dead or missing off the Tunisian coast. Most recently, on 13 July, some 13 people died after their boat sank off the coast of Sfax, while at least 10 people remain missing after their boat capsized off the country's coastline on 9 July.

According to Frontex, **131,630 people have arrived in Europe via the Central Mediterranean route from Tunisia since the start of 2023**, marking a significant increase of arrivals on these deadly routes in previous years.³ Indeed, the Tunisian Coast Guard has intercepted more than 14,000 people trying to reach Europe in the first 3 months of 2023 - more than five times the number of those who attempted the trip the same time last year.

The **Tunisian authorities, in collaboration with their international partners, including the EU, have made significant efforts to combat and reduce the activities of reckless traffickers** and to save the lives of vulnerable individuals embarking on these dangerous journeys. This increase in international partnerships, especially with the EU, arises from the fact that irregular immigration has become a security issue and a priority for European governments, especially in the context of the increasing waves of irregular migration. Moreover, in July of 2023, the EU, represented by the European Commission, finalised an agreement with Tunisia, specifically the **"Memorandum of Understanding (MoU) on a strategic and global partnership between the European Union and Tunisia"**, to enhance the bilateral relations through the strengthening of the economic trade partnership, and **to enhance cooperation in combating and reducing irregular migration flows and saving human lives**. Under this new agreement, the EU endeavours to provide sufficient additional financial support, in particular for the provision of equipment, training and technical support necessary to further improve the management of Tunisia's borders.

Some progress has been observed over the years to discourage people from attempting to cross the Mediterranean irregularly. This success can be attributed to patrol activities that have deterred traffickers and facilitated the rescue of victims. However, despite these achievements, the Tunisian authorities continue to face challenges due to the lack of essential equipment and capacities.

As seen in the context described above, there is a need to support these efforts with interventions aimed at strengthening the maritime border management and security and bolster the capacity of the Maritime National Guard (MNG) in a manner that is compliant with international human rights law. In light of this, the proposed project aims to supply the Tunisian Authorities with the necessary equipment and training needed to effectively reduce the number of casualties caused by embarking on the dangerous pathway across the Mediterranean. The initiative will also intensify and build upon the successful partnership established between the Tunisian Ministry of Interior (MoI) and the United Nations Office for Project Services (UNOPS) in supporting the security authorities. This is supported through the funding of the European Commission Directorate-General for Neighbourhood and Enlargement Negotiations (EC DG NEAR), showcasing its commitment to the cross-mediterranean partnership.

This project represents a critical initiative to enhance border security, reduce irregular migration, and protect human lives in Tunisia. By providing the Tunisian Ministry of Interior and Maritime National Guard with essential equipment and capacity-building support, the project aligns with the priorities of Tunisia, the European Union, and the United

¹ Frontex, "Arrivals in the Central Mediterranean slow in September", 13.10.2023.

² IOM, "Missing Migrants Recorded in Mediterranean (since 2014)", data accessed 23.10.2023.

³ Frontex, "Arrivals in the Central Mediterranean slow in September" 13.10.2023.

Nations. It aims to create a safer and more stable Mediterranean region, ultimately contributing to regional prosperity and security.

Moreover, UNOPS is well-positioned to capitalise on its extensive experience gained from the ongoing support to border control management project, funded by the Italian Ministry of Foreign Affairs and International Cooperation. This project, with its focus on enhancing the operational capacities of the fast patrol fleet of the MNG, aligns closely with the objectives of the Tunisia-EU MoU. By drawing upon the lessons learned, best practices, and established networks from the ongoing initiative, UNOPS can ensure a seamless transition and coordination between the two projects. This strategic alignment not only minimises the risk of duplication of needs but also promotes synergies in procurement processes, supplier relationships, and knowledge transfer. UNOPS' expertise from the previous project will be leveraged to optimise the efficiency and effectiveness of equipment procurement, maintenance, and training activities, ultimately enhancing Tunisia's maritime border security and migration management capabilities.

3 Relevance to national, EU and UN strategies & priorities

3.1 Rationale and relevance of the project

The relevance of this project extends beyond Tunisia's borders, making it a crucial undertaking with far-reaching implications, particularly for the European Union and its member states. Tunisia, positioned along the Mediterranean coast, serves as a critical gateway for migration flows between Africa and Europe. However, and as outlined above, it faces significant challenges related to irregular migration and border security. Irregular migration routes have led to perilous journeys across the Mediterranean, resulting in tragic loss of life at sea. Moreover, inadequate border security infrastructure and limited resources hinder effective surveillance and control.

This project is not just a response to a local challenge; it's a strategic move towards addressing the wider issue of irregular migration, the consequences of which have been straining the resources and capacities of EU member states. By bolstering Tunisia's capacity for enhanced border security and the responsible management of migration, the project contributes to regional stability, reduces the vulnerability of migrants to exploitation and harm, and aligns with international humanitarian principles and human rights standards, which are of paramount importance to the EU.

Furthermore, it promotes cooperation between Tunisia and its neighbours in the north, supporting a collective approach to address common challenges. In an era where migration and border security are global concerns with profound humanitarian and geopolitical implications, this project stands as a testament to the importance of proactive, regionally aligned interventions that uphold the dignity and security of all individuals involved.

More information on how this initiative is relevant and aligns with relevant strategies and priorities is listed below in section 3.2.

3.2 Alignment with Strategies & priorities

The following sections highlight how this project aligns with the Tunisian, EU, and UN strategies and priorities.

3.2.1 Alignment with Tunisian National Strategies & Priorities

This project is aligned with Tunisia's national strategies and priorities, reflecting a harmonious merging of domestic policies with international assistance. Tunisia recognizes the importance of enhancing its border management and security capacities, particularly along the Mediterranean coastline, to safeguard its sovereignty, protect its citizens, and address the multifaceted challenges posed by irregular migration.

In fact, this project aligns with and is complementary to the ongoing security sector reform (SSR) efforts of the Tunisian government, which started following the aftermath of the 2011 revolution. The SSR endeavour encompasses a comprehensive strategy to revamp and enhance the effectiveness of Tunisia's security apparatus. This initiative is particularly significant for a nation that is transitioning to democratic governance, aiming to meet the security needs of their populations while adhering to democratic values and human rights principles.

Tunisia's unique attributes, such as its relatively small geographical size, educated middle class, liberalised economy,

and history of advocating socio-economic freedoms, position it favourably for successful SSR implementation. The Tunisian security sector includes the armed forces, the internal security forces (National Security, police, (Maritime) National Guard, civil defence and correctional services), the intelligence agencies, and the Ministries of Interior and Justice.

This SSR initiative aims to enhance the capabilities, professionalism, and accountability of Tunisia's internal security forces, encompassing entities like the police, (Maritime) National Guard, civil defence, and correctional services. The ongoing efforts are part of a broader context where substantial SSR projects, like the 2015 agreement between the Ministry of Interior, the Office of the Prime Minister, and the European Commission, were established to enhance border control, reform intelligence practices, and align police actions with international human rights norms.

Against the backdrop of these developments, the role of this project becomes evident as a strategic milestone within the larger framework of Tunisia's security sector reform, and strategic vision for bolstering its maritime border control capabilities. The project's commitment to providing Search and Rescue vessels, border security equipment, and comprehensive training directly supports this effort. Furthermore, it coincides with Tunisia's broader objectives of promoting regional stability, fostering international cooperation, and protecting the rights and safety of migrants. At the heart of Tunisia's priorities lies a commitment to human rights and the rule of law, and this project distinctly echoes that commitment by emphasising the protection of lives at sea and the provision of training that aligns with international humanitarian principles and human rights standards. By addressing such critical issues, the project resonates with Tunisia's national strategies, reinforcing the country's resilience and capacity to manage migration challenges effectively while upholding its core values of inclusivity, human dignity, and security. In this way, the project serves as a tangible embodiment of Tunisia's commitment to robust security reforms, contributing to a safer and more secure nation.

3.2.2 Alignment with EU Strategies & Priorities

This project strongly aligns with the EU strategies and priorities, particularly in addressing the challenge of irregular migration from Tunisia to the EU. Irregular migration has not only posed significant humanitarian risks but has also strained the resources and capacities of EU member states. In this context, the project serves as a critical component of the EU's comprehensive approach to manage migration flows more effectively.

Twenty-five years after the inception of the Barcelona Declaration, the European Union (EU) recognizes that a robust Euro-Mediterranean partnership remains a pivotal strategic imperative. The New Agenda for the Mediterranean adopted in 2021 represents a resolute effort to revitalise this partnership and unlock the untapped potential within the region. Despite significant progress over the years, the Southern Neighbourhood continues to grapple with pressing political, socio-economic, and security challenges. Ongoing conflicts and insecurity weigh heavily on the economies and societies of the region.

In response, the EU and its Member States are collaboratively engaging with Southern Mediterranean partner countries, including Tunisia, to confront these challenges, adapting their cooperation to the current landscape, and striving to ensure that the people of the region can fully enjoy their rights and fulfil their aspirations.

To support this endeavour, and as mentioned above, the EU and Tunisia signed a MoU on a strategic and global partnership on the 16th of July 2023. This MoU outlines a comprehensive and forward-looking partnership encompassing various areas, including political cooperation, economic development, security, and migration management. This project directly reflects the collaborative efforts between Tunisia and the EU to address irregular migration challenges and promote regional stability, aligning perfectly with the strategic and global partnership articulated in the MoU.

Firstly, the project encourages regional and international cooperation, another key element of the EU's approach to migration management. By fostering partnerships between Tunisia and international entities such as UNOPS and the EU, it promotes a coordinated response to migration challenges and facilitates information sharing, intelligence exchange, and joint operations.

Additionally, the project directly contributes to enhancing border security along Tunisia's Mediterranean coastline. By providing support to the Maritime National Guard and the Tunisian MoI in procuring patrol boats and other border security equipment, it strengthens Tunisia's ability to monitor and control its maritime borders. This aligns with the EU's objective of preventing irregular migration at the source by bolstering the capacity of countries like Tunisia to manage and secure their borders.

Moreover, the project's emphasis on human rights and international humanitarian law training underscores the EU's commitment to upholding fundamental rights in migration management. By ensuring that the personnel responsible for border security are well-trained in these areas, the project contributes to the humane treatment of migrants, irrespective of their status, and aligns with the EU's values and principles.

This project serves as a valuable instrument in the EU's efforts to curb irregular migration from Tunisia to the EU. It does so by enhancing border security, upholding human rights, and fostering cooperation. By aligning with the EU's strategies and priorities in this regard, the project contributes to a safer and more secure Mediterranean region and a more sustainable approach to managing migration.

3.2.3 Alignment with UN Strategies & Priorities

The United Nations (UN), including UNOPS, engages with governments around the world to support the implementation of their national strategies through a collaborative and multilateral approach.

This project stands as a testament to UNOPS's commitment to supporting Tunisia's priorities on the foundation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Tunisia 2021-2025. This Cooperation Framework outlines the United Nations' joint support to the priorities of the Tunisian Government, including in the domains of internal security and rule of law. The United Nations is committed to strengthening political dialogue and strategic partnership with the Tunisian government and other key players on public policies, with a view to enable Tunisia to take an upward trajectory towards achieving the Sustainable Development Goals (SDGs) by 2030, including SDG 16.

UNOPS has consistently supported countries, including Tunisia, to work towards the UNSDCF objectives and the fulfilment of the SDGs, and this project effectively contributes to several of these globally recognized objectives. Specifically, the project resonates with SDG 16, which seeks to promote peace, justice, and strong institutions. By reinforcing Tunisia's border security capacities, the project directly advances the establishment of strong and accountable institutions within the country, bolstering its capacity to ensure security, rule of law, and effective governance.

Overall, this project showcases UNOPS's dedication to harmonising international assistance with Tunisia's developmental needs, fortifying institutional capabilities, fostering resilience, and aligning with the broader UN strategies for peace, prosperity, and sustainable development in the country and the wider Mediterranean region. It is an embodiment of multilateral cooperation in addressing complex challenges, underscoring the UN's role as a vital partner in Tunisia's pursuit of its SDGs.

4 Scope of the Action and Implementation approach

Objectives

The **overall objective** of this project is to contribute to enhanced maritime border security in Tunisia and to reduce irregular and dangerous migration attempts, thereby minimising loss of life in the Mediterranean sea.

The **specific objective** is to strengthen the capacities of the Tunisian Ministry of Interior, specifically of the Maritime National Guard, to monitor national maritime borders, prevent and stop irregular migration attempts, in compliance with human rights standards and international humanitarian law.

Expected Results

The **expected results** are:

- 1) The Maritime National Guard benefits from an expanded Search and Rescue vessels and modern equipment;
- 2) The Maritime National Guard develops enhanced capacities to perform border monitoring tasks and to counter irregular migration attempts, as well as increased capacities to ensure respect of human rights and international humanitarian law.

Outputs and Main Activities

4.3.1 Implementation Approach

The project's scope of action and implementation approach is structured around two components: 1) purchase and supply of Search and Rescue Vessels and other equipment AND 2) capacity development on boats and equipment Operation & Maintenance (O&M), as well as on human rights and international humanitarian law. These are:

Component 1) Purchase and supply of Search and Rescue Vessels and other equipment

This component relates to Result 1 and includes the following activities:

- A1.1 Definition of SAR vessels and equipment needs/requirements;
- A1.2 Purchase and supply of Search and Rescue Vessels;
- A1.3 Purchase and supply of other border management equipment.

Component 2) Training on boats and equipment, Operation & Maintenance (O&M), human rights and international humanitarian law

This component relates to Result 2 and includes the following activities:

- A2.1 Preparation of training curriculum;
- A2.2 End-user training for Search and Rescue Vessels and other border management equipment;
- A2.3 Training on human rights and international humanitarian law.

Together, they form a holistic package that aims at equipping the Tunisian Ministry of Interior and Maritime National Guard with the tools, skills, and capacities necessary to safeguard Tunisia's Mediterranean coastline effectively. Each activity is described in further detail below.

COMPONENT 1) Purchase and supply of Search and Rescue Vessels and other border management equipment

Activity 1.1: Definition of SAR vessels and equipment needs and requirements

This first activity will serve as the basis in determining the specific equipment needs of the Ministry of Interior/ Maritime National Guard (MNG) for successful maritime border management and security. The activity will be conducted in close collaboration with the Mol/ MNG, which will play an integral role in defining the technical specifications and requirements of the equipment needed. This tight and continuous collaboration with the national counterpart ensures that the identified equipment needs align precisely with the Mol's operational goals and strategies.

As explicitly requested by the EC DG NEAR, this activity will build upon the findings and information of the EU-funded Search and Rescue (SAR) project implemented by CIVIPOL/ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The SAR project is supporting the Mol/ MNG border control undertakings by providing needs assessments, studies and equipment. Needs identified and technical specifications drafted in the SAR project will represent the starting point of this activity.

This activity will be carried out over a period of 2 months, provided that the following two conditions are fully met:

1. the Ministry of Interior/ MNG provides validated and final technical specifications at latest two weeks after the signature of the EC - UNOPS project grant agreement;
2. UNOPS receives the first funding instalment at the latest two weeks after the signature of the EC - UNOPS project grant agreement, in order to be able to start the project activities.

This activity includes the following steps:

- **Needs assessment and identification in consultation with the Mol and Maritime National guard:** this analysis will focus on identifying needs in the existing patrol boats fleet and maritime border management equipment. This step is crucial in understanding the precise needs and areas where improvements are required to enhance border security and address migration challenges effectively. This step will start from the findings of the needs assessment carried out within the above-mentioned SAR project. The Mol/ MNG will be requested to share the existing needs assessment with UNOPS. UNOPS will review this needs assessment to gather their specific requirements and operational expectations. This step will allow to draft

a preliminary list of equipment and related quantities.

It is important to clarify that given the increase in prices at the global level, the instability of national and international markets and the pressures on stocks of local and international suppliers, and the complexity of requested items, the preliminary list of equipment and related quantities will be considered a "wish-list" subject to validation based on the market research.

As mentioned above, the inclusion of the request from the EU to streamline this activity with the ongoing SAR program, which has already identified the needs of the Mol and MNG, is well received. However, the proposed time frame for this activity can only be met if the Mol/MNG shares in written the identified needs with UNOPS within two weeks after the signature of the EC - UNOPS project grant agreement. Timely access to this information is essential for effective review of previous assessments, as well as coordination and alignment with the ongoing programs. Failure to provide the necessary information within this timeframe may affect the project's ability to incorporate the EU's request and to progress according to the agreed timeframe. UNOPS recognizes the importance of collaboration and synchronization with the EU's initiatives and is committed to optimizing the project's impact through this cooperation, provided that the information is made available within the specified timeframe.

- **Definition and validation of requirements/ technical specifications:** Building on the identified needs in the previous step and based on the technical specifications currently being validated by the Mol/MNG in the SAR project, UNOPS will review the requirements/ technical specifications for the equipment list, in close collaboration with the Mol and the MNG personnel. These requirements/ technical specifications will be reviewed by UNOPS and validated by the Mol and MNG to ensure alignment with project objectives, scope, and budget constraints.

As mentioned in the previous step, the inclusion of the EU's request to incorporate the SAR project's validated requirements / technical specifications into this activity step is contingent on the Mol/MNG sharing the elaborated specifications in writing with UNOPS after the signature of the EC-UNOPS project grant agreement. It is important to note that as of the elaboration of this proposal, the technical specifications are forecasted to be finalized by the end of November 2023, meaning they are not yet ready. Failure to provide the necessary information within this timeframe may affect the project's ability to progress according to the agreed timeframe.

Market research: UNOPS procurement and technical expert(s) will conduct a preliminary assessment of the:

- Market capacity gathering data on the available options, capabilities and conditions of the qualified suppliers to supply the required equipment. This evaluation will consider factors such as reliability, durability, compatibility, and suitability for the Mediterranean maritime environment;
- Price estimation and risk assessment to have realistic estimation of actual prices and assess how many items can be procured within the available budget, and define a suitable procurement strategy, including specific risk mitigation measures, to secure the most advantageous value for the project.

UNOPS will be able to provide a more realistic estimation of costs for each equipment only after this market research step is completed. Based on actual prices and available financial resources allocated to SAR vessels and equipment supply, the Mol/ MNG and UNOPS will define the priority equipment to be purchased by the project. This might entail adjusting the quantities and/or the technical specifications of the items in the procurement list to ensure that the total procurement value is within the set budget. All decisions to that effect will be documented in writing.

- **Project Procurement List/Plan:** based on all the information gained in the previous steps, a procurement list will be elaborated by UNOPS, validated by the Mol /e MNG, and approved by the EU. This list will serve as the basis of the SAR vessels and other items UNOPS will procure in activities 1.2 and 1.3 respectively.

Importantly, given that the actual prices will be confirmed only once suppliers' offers have been submitted during the procurement process taking place in Activities 1.2 and 1.3, exact quantities of SAR vessels boats and other equipment will be confirmed at the end of the bidding process. For this purpose, UNOPS will consult the Mol/ MNG. All decisions to that effect will be documented in writing.

UNOPS welcomes the EU's request and recognizes the value of harmonizing and coordinating this project's procurement efforts with the SAR project and other actions funded by the EC, such as the International Centre for Migration Policy Development (ICMPD) implemented Border Management Programme (BMP)⁴, to enhance efficiency and impact.

Outputs:

Upon completion of Activity 1.1, the project will produce the following outputs:

- Output 1.1.1: A preliminary "wish-list" of equipment needs, which will serve as the basis of the SAR vessels and other items UNOPS will procure;
- Output 1.1.2: Requirements/ Technical specifications for SAR vessels and other equipment;
- Output 1.1.3: Procurement list/plan.

Activity 1.2: Purchase and supply of SAR vessels

Activity 1.2 focuses on the procurement of the SAR vessels. The procurement of ships, specifically Search and Rescue vessels, plays a crucial role in supporting the project objectives of enhancing border security and reducing irregular and dangerous migration attempts along Tunisia's Mediterranean coastline.

The acquisition of vessels significantly bolsters the maritime border security infrastructure of the Tunisian MoI and MNG.

This activity will start from the requirements/ technical specifications of the SAR vessels and the procurement list defined in Activity 1.1.

The boats will be purchased in line with **UNOPS sustainable procurement framework**, whose goal is to ensure that best total value is achieved considering the total **cost of ownership approach**. This latter includes not only the costs of purchase and shipping, but also the costs of after-sale Operations & Maintenance services, the environmental impact.

Four guiding principles underlie the UNOPS procurement process, ensuring the achievement of best value for money and the impartial and equitable treatment of suppliers. These principles are employed globally and represent the strategic elements that guide UNOPS activities in procurement and contracting practices. These are:

- best value for money;
- fairness, integrity and transparency;
- effective competition; and
- best interest of the EU and its partners.

In line with these principles and considering the market realities, the most suitable procurement strategy will be designed and implemented through an open tendering process using UNOPS procurement instruments for the efficient and timely delivery of the project.

Specifically, the procurement process of the patrol boats envisages the following steps, which will be performed over 23.5 months:

- **Preparation of solicitation documents (SDs):** UNOPS will prepare the solicitation documents for the procurement of the SAR vessels, incorporating the requirements, criteria and risk mitigation measures allowing for delivering best value for money to the MoI. These SDs will be established based on the precise requirements/ technical specifications and procurement list agreed with and transmitted by the MoI and MNG.
- **Solicitation, Evaluation, Review and Contracting of suppliers:** In strict adherence with UNOPS procurement guidelines and relevant policies, UNOPS will undertake the necessary actions to contract the selected suppliers. Bids evaluation will be conducted by a committee comprising UNOPS experts and technical specialists. Furthermore, the MoI/ MNG focal points will participate as members and/or observers in this evaluation process. This approach will allow UNOPS to make a technical assessment that will take into account the needs of the national partner. The committee's evaluation process results in a

⁴ ICMPD, "BMP Maghreb: Border Management Programme for the Maghreb Region", link, accessed 24.10.23.

recommendation report. The final selection of a bidder will be subject to an internal UNOPS review and approval process based on the amount of the contract in question. This step aims to ensure that the processes have been conducted in accordance with the fundamental principles of UNOPS procurement and guarantee the best value for money for the benefit of partners. At the end of this process, UNOPS will sign and manage the contracts with selected suppliers.

- **Contract management and logistics:** UNOPS will be responsible to continuously monitor, and report to the EU, the contract execution progress all along the boats construction and shipping timeframe, in line with the agreed delivery chronogram. In the event of any changes in the delivery schedule, UNOPS will ensure that the EU is promptly and duly informed. UNOPS will also coordinate with the selected suppliers the preparation, clearance and authorizations required for the proper delivery of the procured SAR vessels to Tunisia.
- **Testing and Commissioning:** To guarantee compliance with the specified technical standards and the absence of defects, UNOPS will oversee a rigorous testing and commissioning process before and after the delivery of boats. This examination will ensure that the delivered equipment functions precisely as per the technical specifications.
- **Delivery and handover:** Upon the successful clearance and authorization from both departure and arrival authorities, UNOPS will take the lead in ensuring the prompt delivery of the boats to the designated port, where it will be formally handed over to the MNG.

It is important to clarify that:

- UNOPS will be making sure that the launching of the procurement process for the SAR vessels will be done as quickly as possible once Activity 1.1 is finalised, in order to ensure that they are delivered and handed over within the project timeline given the length of the construction process (at least 12 - 15 months estimated).
- In order for this activity to start in due time, it is necessary that the Ministry of Interior/ MNG provides validated and final technical specifications at latest two weeks after the signature of the EC - UNOPS project grant agreement, so that Activity 1.1 can be finalised according to the proposed chronogram, without slowing down the start of activity 1.2.
- The procurement process will require prior validation from both the donor (EU) and national partner (Tunisian Mol) before initialization.
- UNOPS shall not proceed with the procurement process before the first pre-financing from the EU has been received in UNOPS' accounts.
- The successful execution of the project's procurement activities is closely linked to the availability of funds from the donor. All payments are subject to the provisions lined out in art 17 of the Annex II General Conditions of the EC-UNOPS project grant agreement. UNOPS has a stringent funding dependency policy, wherein the finalisation of procurement actions, particularly the possibility to place the Purchase Orders to suppliers, will be directly contingent upon the receipt of the necessary funds covering the total costs of equipment to be purchased. This policy is established to guarantee that the project operates within the financial means allocated, preventing any financial shortfalls or operational disruptions. Therefore, any delays in the receipt of funds will directly and negatively impact the project timeline.
- Once suppliers' offers are received, if requested prices exceed the available procurement budget (e.g. because of prices/ exchange rate fluctuations, increased security costs, etc.), UNOPS will agree with the Mol/ MNG how to adjust the number of SAR vessels to be purchased accordingly. Decisions to this effect will be documented in writing.
- After all the contracts and purchase orders are finalised, UNOPS will identify if there are any savings in the procurement budget and present a report to the Mol/ MNG and the EU. Based on this report, UNOPS will determine if any additional items can be procured with the identified savings or reinjected into other project activities.
- In line with the total cost of ownership approach of the UNOPS procurement process and in order to guarantee the long-term sustainability of the project results, contracts with suppliers will cover not only

construction and shipping, but also the costs of end-user training (see A2.1 and A2.2 described below) and after-sale Operations & Maintenance services.

Outputs:

Upon completion of Activity 1.2, the project will produce following outputs:

- Output 1.2.1: Contracts for SAR vessels signed;
- Output 1.2.2: Procured SAR vessels.

Activity 1.3: Purchase and supply of other border management equipment

The procurement of additional border management equipment is a component of the project that complements the procurement of the SAR vessels, and strongly supports the overall objectives of enhancing border security and reducing irregular and dangerous migration attempts along Tunisia's Mediterranean coastline.

This activity will be carried out if, after contracting suppliers for A1.2, the procurement needs arise and funds availability allows the purchase of additional equipment. Therefore, it starts once the suppliers for A1.2 have been contracted. It will be carried out according to UNOPS procurement principles and instruments (as mentioned in Activity 1.2) over 14 months through the following steps:

- Preparation of Solicitation Documents (SDs);
- Solicitation, Evaluation, Review and Contracting of suppliers;
- Contract management and logistics;
- Testing and commissioning;
- Delivery at place and handover.

For the description of each step, please refer to A1.2 above. It is important to clarify that:

- UNOPS benefits from tax exemption in Tunisia
- For customs clearance, UNOPS will rely upon its Long Term Agreement (LTA) or agreement with a local logistic company.

To ensure the rapid and continuous progress of the intervention, UNOPS proposes to follow a phased and iterative strategy for the acquisition of equipment, in order to take into account, the specific production and delivery times for the different types of equipment. Thus, the process of purchasing equipment with longer production and delivery times will be prioritised. This phased approach will also enable the MoI to ensure optimum use of the financial resources allocated to the intervention, as well as optimal management of equipment storage.

UNOPS and the MoI/ MNG will draw up a joint procurement calendar/plan to provide clarity on estimated production and delivery times for each type of equipment.

On the basis of this joint calendar/planning, UNOPS and the MoI/ MNG will define what solicitations will be launched first, as well as deadlines for launching procurement processes. The procurement strategy will also take into account the need to optimise procurement processes and avoid duplication of efforts/activities to meet the Ministry's procurement needs (e.g. batch procurement processes with flexibility clauses on order placement times, delivery times, etc.).

As for activity 1.2, it is worth highlighting that:

- Each phase of the procurement will require prior authorization from both the donor (EU) and national partner (Tunisian MoI).
- UNOPS shall not proceed with the procurement process before the initial disbursement of funds has been received in UNOPS' accounts.
- The finalisation of procurement actions, particularly the possibility to place the Purchase Orders to suppliers, will be directly contingent upon the receipt of the necessary funds covering the total costs of equipment to be purchased.
- Once suppliers' offers are received, if requested prices exceed the available procurement budget (e.g. because of prices/ exchange rate fluctuations, increased security costs, etc.), UNOPS will agree with the

Mol/ MNG how to adjust the number of items to be purchased accordingly, ensuring that as much as possible can be delivered within the available funds. Decisions to this effect will be documented in writing.

- After all the contracts and purchase orders are finalised, UNOPS will identify if there are any savings in the procurement budget and present a report to the Mol/ MNG and the EU. Based on this report, UNOPS will determine if any additional items can be procured with the identified savings or reinjected into other project activities.
- In line with the total cost of ownership approach of the UNOPS procurement process and in order to guarantee the long-term sustainability of the project results, contracts with suppliers will cover not only construction and shipping, but also the end-user training (see A2.1 and A2.2 described below) and the costs of after-sale Operations & Maintenance services.
- In compliance with the UN Human Rights Due Diligence Policy (UNHRDDP), UNOPS will only be able to procure non-lethal equipment to the benefit of the Ministry of Interior/ MNG.

Outputs:

Upon completion of Activity 1.3, the project will produce following outputs:

- Output 1.3.1: Contract for border security equipment signed;
- Output 1.3.2: Procured border security equipment.

COMPONENT 2) Training on boats and equipment, Operation & Maintenance (O&M), human rights and international humanitarian law

Activity 2.1: Preparation of training curriculum

This first activity of Component 2 will serve as the basis in determining the specific capacity development and training needs of the Ministry of Interior/ MNG for successful border management and security, and for tailoring a comprehensive training program to equip personnel with the necessary knowledge and skills for effective Operation & Maintenance (O&M) of supplied SAR vessels and border management equipment, and to act in compliance with human rights and international humanitarian law standards when using them in their migration management interventions.

This activity will take into account inputs from the “Strengthening the Tunisian Coast Guard Training Pillar” programme for the MNG, implemented by ICMPD and the German Federal Police.⁵ The Training Academy programme is supporting the Mol/ MNG border control undertakings through the preparation of a training curriculum for the MNG.

In order to reduce the duplication of efforts and enhance synergies, identified training needs and requirements shared by the Mol and MNG and included in the Training Academy programme will represent the starting point of this activity. This collaboration ensures that the identified capacity building and training needs align precisely with the Mol’s operational goals and strategies. It is important to note that these inputs need to be shared in written form by the Mol / MNG with UNOPS at the latest two weeks after the start of this activity (as depicted in the Chronogram). Failure to provide the necessary information within this timeframe may affect the project’s ability to progress according to the agreed timeframe.

For this and the following capacity development activities, UNOPS will:

- Require contracted SAR vessels and equipment suppliers to prepare and deliver necessary end-user training sessions, according to capacity development needs expressed by the Mol/ MNG;
- Engage human rights experts, which will be identified among UNOPS experts’ network and/ or in cooperation with other suitable UN agencies, to prepare and deliver training sessions on human rights and international humanitarian law standards.

This activity will be carried out in the following steps over a period of 4 months:

- **Capacity development needs review:** this analysis will review the capacity development needs elaborated within the framework of the Training Academy programme, and shared by the Mol/ MNG, focusing on

⁵ ICMPD, “Strengthening the Tunisian Coast Guard Training Pillar”, link, accessed 24.10.2023.

areas related to the use of the procured boats and equipment, operation & maintenance, and legal compliance with human rights and international humanitarian law in their usage. This step will serve as a basis for the creation of a tailored training curriculum.

- **Drafting of training curriculum:** a customised training program to address the identified capacity development needs will be developed, by consulting the Mol/ MNG. It will be ensured that all the training activities (end-user training) are tailored to the technical specifications of the equipment.
- **Validation of the training curriculum:** once the training curriculum is fully defined, it will be validated by the Mol/ the MNG.

Outputs:

Upon completion of Activity 2.1, the project will produce the following output:

- Output 2.1.1: A customised training curriculum, with programs and modules designed to address identified capacity needs comprehensively.

Activity 2.2: End-user training for SAR vessels and other equipment

This activity is pivotal for the project success and long-term sustainability, as it aims to equip the end-users, that is the personnel from the Tunisian Mol/ MNG, with the essential knowledge and skills required for the effective operation, maintenance, and utilisation of the newly procured SAR vessels and equipment. The end-user training program will span a comprehensive curriculum tailored to the specific technical specifications and operational requirements of the equipment, ensuring that it is optimally employed in safeguarding the maritime borders and minimising irregular and dangerous migration attempts. This activity will be carried out over 11 months according to the boats and equipment delivery timeframes.

The training might englobe the following, non-exhaustive, thematic, which will be validated with the Mol/ MNG and UNOPS' suppliers:

- **Proficient Equipment Operation:** The primary goal of the end-user training is to enable Mol and MNG personnel to operate the SAR vessels and border security equipment proficiently. This includes navigation, communication systems, surveillance equipment, and any other technical features essential to their tasks.
- **Effective Utilisation:** The training program will instruct end-users on the strategic deployment of equipment to maximise its effectiveness in surveillance, interception, and border control operations.
- **Maintenance and Troubleshooting:** Training participants will gain expertise in the ordinary maintenance and routine upkeep of the equipment to ensure its longevity and reliability. Additionally, and to the extent possible, they will acquire troubleshooting skills to address common technical issues promptly.
- **Safety Protocols:** Safety is paramount in maritime operations. Training will emphasise safety procedures, emergency response protocols, and best practices to ensure the well-being of personnel and the vessels' safe operation.
- **Interagency Coordination:** Effective coordination among various agencies involved in border security is crucial. The training will foster interagency collaboration, enabling seamless communication and joint operations.

The exact content of the thematic training program will be tailored to the specific needs of the participants, as identified in Activity 2.1. To the extent possible, the methodology will emphasise practical, hands-on training, allowing participants to enhance their operational proficiency and decision-making abilities. Comprehensive technical manuals and customised resources specific to the procured equipment will serve as valuable references throughout the program. This combination of specialised instruction, practical exercises, and evaluation sessions will ensure that participants are fully prepared to operate and maintain the equipment effectively, fostering a heightened level of operational readiness.

Outputs:

Upon completion of the end-user training in Activity 2.2, the following outputs will be provided:

- Output 2.2.1 Training Certificates: Certificates of completion will be awarded to participants, recognizing their successful acquisition of essential skills and knowledge;

- Output 2.2.2 Training Materials: All training materials, including technical manuals, resources, and simulation scenarios, will be compiled for reference and future use.

Activity 2.3: Training on human rights and international humanitarian law

This activity is pivotal to prevent risks of breaches of human rights and international law standards in migration management interventions run by the Mol/ MNG. This activity will be carried out over 6 months.

The training might englobe the following, non-exhaustive, thematic, which will be validated with the Mol/ MNG and Human Rights experts/ trainers engaged by UNOPS:

- **Human Rights:** international human rights principles, treaties, and conventions. It covers the basics of human rights law and helps personnel understand the importance of upholding human rights in their operations.
- **International Humanitarian Law (IHL):** laws and principles governing armed conflict and the protection of civilians. Training in IHL ensures that Mol and MNG personnel are aware of their responsibilities during crisis situations.
- **Maritime Law and Regulations:** Given the focus on maritime security, specialised training in maritime law and regulations can help personnel understand the legal framework governing maritime activities, including search and rescue operations, vessel inspections, and more.
- **Asylum and Refugee Law:** knowledge of asylum and refugee law is crucial for personnel involved in border security. It helps them understand the legal rights and protections afforded to asylum seekers and refugees, ensuring humane treatment and adherence to international standards.
- **Use of Force and Law Enforcement:** Courses on the use of force and law enforcement ethics provide guidance on how to apply force proportionally and ethically. This ensures that personnel are well-prepared to handle various situations while respecting human rights.
- **Ethical Decision-Making:** training on ethical decision-making equips personnel with the skills to make ethical choices in challenging situations. This training emphasises the importance of adhering to human rights and legal standards.
- **International Conventions and Treaties of relevance for migration flows management and maritime border security operations:** international conventions and treaties relevant to maritime operations and border security provide in-depth knowledge of legal obligations and best practices.

The exact content of the thematic training program will be tailored to the specific needs of the participants, as identified in Activity 2.1.

Outputs:

Upon completion of the end-user training in Activity 2.3, the following outputs will be provided:

- Output 2.3.1 Training Certificates: Certificates of completion will be awarded to participants, recognizing their successful acquisition of essential skills and knowledge;
- Output 2.3.2 Training Materials: All training materials, including technical manuals, and resources, will be compiled for reference and future use.

4.3.2 Theory of Change

If the Mol and the MNG have access to an enhanced SAR vessel fleet and modern border security equipment; If the MNG and Mol have strengthened capacity in the use of the newly procured items and increased knowledge of human rights and international humanitarian law related to countering irregular migration; THEN the capacities of the Tunisian Mol, specifically of the MNG, will be strengthened in order to monitor national maritime borders, prevent and stop irregular migration attempts, in compliance with human rights standards and international humanitarian law. This will result, in turn, in enhanced border security in Tunisia, particularly along the Mediterranean coastline, and a reduction in irregular and dangerous migration attempts, thereby minimising loss of life at sea.

4.3.3 Possible ways forward

The current project serves as an additional step towards supplying crucial equipment and building the necessary capacities for enhanced border security along Tunisia's Mediterranean coastline. Given the high ambition of this undertaking, additional, active engagement from a broad range of international partners will be necessary in the years to come, to expand its impact and sustainability. The success and demonstrated effectiveness of the project, coupled with the pressing global challenges associated with migration and maritime security, create a compelling case for broader donor involvement.

Therefore, the EU and UNOPS will join forces to showcase tangible outcomes and attract the interest and support of a wider array of international partners and stakeholders. Collaborative efforts and partnerships with diverse donors not only amplify the available resources but also bring unique expertise, experiences, and perspectives to the table. This collective engagement holds the potential to create a more comprehensive and enduring framework for addressing border security challenges, ultimately leading to safer and more secure maritime environments in the Mediterranean region.

4.4 Chronogramme

A detailed chronogramme of the project component and activities is attached to the present proposal.

4.5 Stakeholders

4.5.1 Governance Structure

Below follows an overview of the proposed governance structure and division of roles and responsibilities among UNOPS, the Tunisian Mol, and the EU.

The project governance structure will be as follows:

- **Directing Role – Project Board:** presenting the main stakeholders and providing direction. This will be the foremost decision-making body for the project and will be chaired by the Ministry of Interior and co-chaired by the EU and UNOPS as the Project Executive. The Project Board will consist principally of the client (donor partner - European Union), the senior supplier (implementing partner - UNOPS) and the senior user (beneficiary - Tunisian Mol). Other participants could be invited if necessary with the approval from the chairs. This body will:
 - Provide strategic guidance for the project implementation;
 - Monitor the overall management of the project through the review and approval of work plans, progress reports;
 - Ensure that there are no obstacles to the implementation of the project and, if there are obstacles, take steps to address them;

Project Board meetings will be organised at least every 6 months, and anytime requested by one of the chairs.

- **Managing role – UNOPS Project Manager** running the day-to-day implementation of the project with the support of a Project Team and other support functions such as the Project Management Office providing quality assurance and oversight. The PM is responsible for implementing the project within the agreed scope, budget and time, and for delivering the desired quality specifications. Any changes to the agreed project specifications will be requested through UNOPS to the donor and the donor will provide their approval in writing. Any changes in the project scope will necessitate an amendment of the project agreement.
- **A Technical Committee** will be created to support the Project Manager in assuring the technical quality of the project and in promoting the Tunisian Mol ownership of the project. The Technical Committee will consist of designated focal points nominated by the EU, the Tunisian Mol, UNOPS Project Manager, and UNOPS Technical Experts. The Technical Committee (UNOPS, Tunisian Mol and EU) will meet periodically and on an as-needed basis to ensure efficient progress is being made and to ensure coordination of different activities. Joint field missions will be organised to monitor progress.

- **Delivering role – Technical Expert(s)** from UNOPS and co-implementing contractors delivering activities assigned to them by the PM.

4.5.2 Matrix of Project Partners’ Roles and Responsibilities (RACI matrix)

Activity	UNOPS	EU	Mol
Funding the project	I	A / R	I
Directing the project / Decision making	A / R	C	C
Managing the project and overseeing implementation	A / R	I	C
Implementing project activities	A / R	I	C
Recruitment of project team and technical experts	A / R	I	I
A1.1: Needs assessment and identification	A / R	I	C
A1.1: Definition of technical specifications	A	I	R
A1.1: Approval / validation of technical specifications	A	I	R
A1.1 Market research	A / R	I	I
A1.2: Solicitation preparation for the procurement of boats	A / R	I	I
A1.2: Solicitation, evaluation, award and signature of contracts with suppliers	A / R	I	I
A1.2: Contracts management	A / R	I	I
A1.2: Clearance, Authorization and Registration before departure	A / R	I	I
A1.2: Delivery and asset handover	A / R	I	I
A1.2: Providing access to sites for boats and equipment delivery/providing authorization at destination	I	I	A / R
A1.2: Testing and commissioning	A / R	I	I
A1.2: Receipt and acceptance of patrol boats	A	I	R
A1.3: Solicitation preparation for the procurement of border management equipment	A / R	I	I
A1.3: Solicitation, evaluation, award and signature of contracts with suppliers	A / R	I	I
A1.3: Contracts management	A / R	I	I
A1.3: Customs clearance & tax exemption	C	I	A / R
A1.3: Logistics, delivery and asset handover	A / R	I	C
A1.3: Providing access to sites for equipment delivery/ providing authorizations	I	I	A / R
A1.3: Testing and commissioning	A / R	I	C
A1.3: Receipt and acceptance of goods	A	I	R
A2.1: Capacity development needs assessment	A / R	I	C
A2.1: Drafting of training curriculum	A / R	I	I
A2.1: Validation of training curriculum	A	I	R
A2.2: End-user training for patrol boats and other security equipment	A / R	I	C
A2.3: Training on human rights and international humanitarian law	A / R	I	C
Project closure and final report	A / R	I	I

- **European Union:** As the funding partner, the EU will be responsible for providing funds according to the cash flow needs of the project. The EU will also appoint focal points to the Project Board and Technical Committees.
- **UNOPS:** UNOPS, as the leading and implementing partner, will be responsible for the entire project management including the achievement of expected results, purchasing of equipment and building the capacities of national partners to ensure the sustainability of project activities and results. Within the limits of scope, budget and time, UNOPS will take responsibility for the implementation of the project from the planning phase through the delivery phase, and will apply its own financial rules and regulations and due diligence. UNOPS is responsible for the transparent and efficient management of the funds allocated under this project. All reports, including financial reports, will be prepared in accordance with current UNOPS procedures and as agreed with the funding partner.
- **Tunisian Ministry of Interior (Mol):** As the project beneficiary, the Mol will:
 - Facilitate access to the project sites for boats and equipment delivery, as well as obtain permits and provide necessary authorisations for project implementation, as required by local legislation;
 - Nominate a technical focal point who will take part in the Technical Committee to monitor project implementation as well as nominate a focal point to the Project Management Board;
 - Identify trainees to be involved in the training activities.

4.6 Direct & Indirect Beneficiaries

The project's multifaceted approach extends its benefits to a spectrum of stakeholders, both directly and indirectly. The direct beneficiaries include:

- **Tunisian Ministry of Interior (Mol):** The Mol is a direct beneficiary as it will receive newly procured patrol boats, other border security equipment, and training necessary to operate and maintain them. This training enhances their capacity to effectively manage and secure Tunisia's maritime borders, contributing to improved national security and border control.
- **Maritime National Guard:** Personnel from the MNG are also direct beneficiaries of the procured items and the training. They will acquire the skills and knowledge needed to operate and maintain the patrol boats and border security equipment, enabling them to conduct maritime surveillance, interception, and search and rescue operations more efficiently.

The indirect beneficiaries extend to Tunisian citizens through improved security, safety at sea, regional stability, and the protection of human rights.

4.7 Assumptions, Risks and Mitigation Measures

The project relies upon the following key assumptions:

- The political and security situation in the project's intervention areas do not prevent the proper implementation of activities;
- The Ministry of Interior/ Maritime National Guard respect their commitments to the Project, in particular with regard to availability and responsiveness to confirm the list of equipment and the requirements/ technical specifications of items to be procured, providing access to the sites, issuing the necessary administrative documentation, among other things.

UNOPS is well-aware that implementing a border management and security project can present various **risks**. UNOPS has a consolidated experience with such projects, as UNOPS is currently implementing a project funded by

⁶The one who is ultimately responsible for the correct and complete execution of the deliverable or task, the one who ensures that the prerequisites of the task are fulfilled, and who delegates the work to those responsible.

⁷The ones who do the work to accomplish the task.

the Italian Ministry of Foreign Affairs, which focuses on improved control of maritime borders through the enhancement of operational capacities of the fast patrol fleet of the Maritime National Guard. In this project, UNOPS assisted in the procurement of equipment, supplies and maintenance contracts of six vessels of the maritime patrol fleet of the National Guard, UNOPS has carried out a thorough risk assessment and identified suitable measures in order to mitigate them, especially when it comes to respect of human rights. These are outlined in the table below.

Risk	Probability	Impact	Response Type	Mitigation Measure
<p>Reputational risk for UNOPS taking into consideration the National Guard’s function of border control, including the sensitive area of irregular migration and the handling of potential refugees.</p>	Medium to High	Medium	Reduce	<p>1) Carry out a risk assessment , including a Human Rights Due Diligence assessment, to ensure that the Tunisian Authorities do not have the tendency of violating international migration and human rights statutes, and put in place mitigation measures.</p> <p>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. Accordingly, UNOPS will engage in the procurement of non-lethal equipment and abide by the UNHRDDP.</p>
<p>Risk of delay in receipt of equipment needs from the Ministry of Interior, resulting in a delay in the launch of procurement process</p>	Medium to High	Medium	Reduce	<p>1) Close coordination and follow up with the beneficiary to ensure timely submission of the initial “wish list” with broad technical requirements.</p> <p>2) An initial phase to further define the needs and specifications has been included in the implementation approach.</p>
<p>Inadequate supplier performance - Suppliers may fail to meet contractual obligations, leading to delays or subpar equipment delivery.</p>	Medium	Medium	Reduce	<p>1) Market research to identify key suppliers with capabilities to supply the requirements;</p> <p>2) Performance security and liquidated damages for delays as risk mitigation measures;</p> <p>3) Close contract monitoring for proactive corrective actions, as needed.</p>
<p>Exchange rate risk - The project budget is signed in Euro. Considering the volatility of exchange rates, the project risks running into FX loss/gain situations as contributions will be received in Euros and supplier contracts could be in other currencies (USD or TND).</p>	Medium to High	Low	Reduce	<p>1) Closely monitor exchange rate fluctuation to promptly absorb losses/ gains.</p> <p>2) 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.</p>
<p>Market price fluctuations - there may be unpredictable changes in the cost of equipment and materials required for the project due</p>	Medium to High	Low	Reduce	<p>UNOPS will conduct ongoing market research and analysis to anticipate price fluctuations and make informed procurement decisions.</p> <p>Commitment by suppliers to respect contract</p>

to various factors such as economic conditions, supply and demand dynamics, and currency exchange rate fluctuations. These fluctuations can lead to cost increases, affecting the project's budget and potentially causing delays or reduced procurement capacity.				<p>prices during the validity and duration of the contract.</p> <p>Close consultation with the MoI and the EU for any required modifications to the budget and scope of activities (if necessary).</p> <p>The equipment list will be considered a “wish-list”, whose scope and quantities will be determined only after receiving the offers from the suppliers.</p>
Custom clearance delays - Delays in the customs clearance process could impact the project's timeline.	Medium to High	Low	Reduce	<p>Early engagement with customs authorities will help facilitate timely equipment delivery.</p> <p>The MoI will support the customs clearance process and the authorization/permits process for the boats.</p>
Long equipment production times due to high technical complexity, global market disruptions and diversity of equipment	Medium	Medium	Reduce	<p>Place purchase orders for complex items as early as possible, in order to anticipate production times and limit possible production delays.</p> <p>Selection of well-established and serious suppliers with leveraging capacities in the supply chain</p> <p>Maintain appropriate business relationships to ensure close follow-up with suppliers to avoid unnecessary delays.</p> <p>Delays mitigation measures such as liquidated damages.</p>
Security threats in Tunisia	Low/Medium	Medium	Reduce	<p>As part of the project implementation strategy, UNOPS will engage with UNDSS to assess access to project sites in case of any threats and how to best protect staff. The project will be in constant contact with the Tunisian Authorities in order for them to be aware of our presence and ensure that any security threat is escalated and tackled appropriately, with all stakeholders involved. The project will monitor established work plans daily, weekly or monthly - depending on the decision of the Project Manager in conjunction with their team and the partners and in light of the situation at that time - in order to ensure flexibility and capacity to adapt in a changing environment.</p>
Political situation and instability within the Tunisian government - Political instability and changes within the Tunisian Government and the MoI could disrupt project				<p>The Managerial staff/ high ranks of the MoI and MNG have proven to be stable throughout recent changes in the Government.</p> <p>The active engagement of the MoI and MNG in the project decision-making and</p>

activities and hinder progress.	Low to Medium	Medium to High	Reduce	<p>implementation through the Project Board and the Technical Committee will ensure institutional support and buy-in and a continuous communication are kept during the entire project lifetime.</p> <p>In this way, UNOPS will stay informed about the political situation, and be able to establish flexible plans that account for potential disruptions, all while maintaining close and continuous diplomatic communication with relevant stakeholders within the Mol and MNG.</p> <p>All relevant project decisions will be documented in writing in order to prove their institutional buy-in to new counterparts (should there be any changes in the Mol/MNG and appointed project focal points).</p>
Client's buy-in: Risk of low buy-in from the beneficiary.	Low to Medium	Medium	Reduce	<p>1) Convene pre-engagement tripartite coordination meetings to ensure that there is full buy-in and ownership by the beneficiary.</p> <p>2) The project governance will include a project board composed of the donor, beneficiary and UNOPS to ensure close coordination and ownership.</p>
Risk of delays in accessing the project sites for boats and equipment delivery.	Low to Medium	Medium	Reduce	<p>1) Forward planning in requesting access to project sites.</p> <p>2) Close coordination with the Mol and the MNG to ensure prompt access to the project sites.</p> <p>3) Include a time buffer in the implementation schedule to cover any lags emerging from the bureaucracy during implementation.</p>
Human Rights violations as consequence of wrong usage of equipment supplied by the project	Medium	Medium to High	Reduce	<p>1) Human Rights Due Diligence Policy (HRDDP) assessment conducted, and shared with the EU.</p> <p>2) Convene a project initiation event and regular briefing sessions thereafter with the partners to sensitise them on the respect of human rights, particularly in line with the recommendations of the UN Special Rapporteur for the Human Rights of Migrants.</p> <p>3) Put in place an advisory board comprising other relevant UN agencies (UNDSS, UNHCR, IOM, OHCHR) to periodically review the conduct of the Tunisian Authorities and advise on corrective actions.</p>

Delays in the disbursement of funds from the donor could disrupt procurement timelines, potentially impacting the timely delivery of equipment and training.	Low	Medium to High	Reduce	UNOPS will engage in proactive communication with the donor to ensure the timely release of funds.
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5 Cross-cutting issues (human rights, environment, gender)

5.1 Human Rights

The project will emphasise respect for human rights and the dignity of migrants. The initiative is designed to ensure that border management and security efforts in Tunisia are conducted in accordance with international human rights standards. It seeks to balance the need for security with the protection and promotion of fundamental human rights, contributing to a more just and rights-respecting society. The initiative addresses several key human rights through its training activities, specifically activity A2.3. These human rights include, among others:

- **Right to Life:** By providing training and capacity building to maritime law enforcement personnel, the initiative contributes to their ability to effectively protect the right to life of individuals by preventing and responding to security threats at sea.
- **Right to Security:** The initiative aims to enhance the security of Tunisian citizens by strengthening the capabilities of the maritime security forces to address security threats while respecting human rights and the rule of law. At the same time, migrants who embark on the perilous journey across the Mediterranean, often in overcrowded and unsuited boats, will benefit from the enhanced capacity of the MNG in the case of an emergency, and be rescued at sea.
- **Right to Liberty and Security of the Person:** Training on human rights in border and migration flows management operations ensures that individuals' rights to liberty and security of the person are upheld during such operations and possible, consequent arrests and detentions.
- **Right to be Free from Torture and Cruel, Inhuman, or Degrading Treatment or Punishment:** Human rights training and capacity building activities aim to prevent torture and inhumane treatment during border and migration flows management operations.

As part of the capacity-building component, training sessions will include modules on human rights and international humanitarian law. The MoI and MNG personnel will receive instruction on respecting human rights in the context of their border security operations. This includes understanding the rights of migrants, refugees, and asylum-seekers, as well as the importance of non-discrimination and the prohibition of torture and ill-treatment. All project activities will adhere to international legal frameworks related to human rights and humanitarian law. This includes compliance with conventions such as the United Nations Convention on the Law of the Sea (UNCLOS) and international human rights treaties.

The project will:

- Consider relevant analysis by United Nations human rights mechanisms and entities and seek to respond to pertinent recommendations by UN human rights mechanisms (treaty monitoring bodies, the universal periodic review, special procedure mechanisms of the Human Rights Council) and to relevant needs identified in the area of human rights;
- Develop risk assessment and mitigation measures, as needed, and as required by the UN Human Rights Due Diligence Policy (HRDDP).

While implementing the project, UNOPS will strictly observe the Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces, which requires all United Nations entities to be diligent in ensuring that support to non-UN security forces is provided in a manner that is consistent with the purposes and

principles as set out in the Charter of the United Nations, and is compliant with and promotes respect for international humanitarian, human rights and refugee law.

UNOPS will also adhere to the following, relevant United Nations Resolutions:

- Code of Conduct for Law Enforcement Officials (General Assembly resolution 34/169, annex, of 17 December 1979);
- Guidelines for the Effective Implementation of the Code of Conduct for Law Enforcement Officials (Economic and Social Council resolution 1989/61, annex, of 24 May 1989).

By integrating these measures and principles into the project's design and implementation, the project aims to contribute to the protection and promotion of human rights in the context of border security and migration management in Tunisia. This approach reflects the commitment to uphold human rights, ensure accountability, and create a safer and more secure maritime environment while respecting the dignity and rights of all individuals involved.

5.2 Sustainability

All purchase and supply activities will be governed by the UNOPS Sustainable Procurement Framework, which sets out the principles and requirements for the implementation of social and environmental sustainability as well as local ownership in all UNOPS procurement activities.

Sustainable Procurement is defined as “practices that integrate requirements, specifications and criteria that are compatible and in favour of the protection of the environment, of social progress and in support of economic development, namely by seeking resource efficiency, improving the quality of products and services, and ultimately optimising costs”⁸.

UNOPS believes that the implementation of sustainable procurement not only does not hinder, but in fact it supports achieving its key procurement principles: best value for money; fairness, integrity and transparency; effective competition; and best interest of UNOPS and its partners. As such, and in line with the Sustainable Procurement Framework and the Executive Directive on Occupational Health and Safety, and Social and Environmental Management, all UNOPS personnel involved in procurement activities consider sustainable procurement to the extent possible within the context of their work, the country, the industry, and the supply market.

The Sustainable Procurement Framework strives to:

1. Enhance the operationalisation and consistency of sustainable procurement at UNOPS by including in a single document all mandatory provisions, guidance, resources and relevant sustainable procurement initiatives, including those for supplier sustainability and supplier diversity and inclusion;
2. Leverage the UNOPS purchasing power, in close collaboration with the supplier community, to drive market changes in favour of sustainable impacts;
3. Mitigate possible risks to the organisation and UNOPS beneficiaries from the purchase of harmful, outdated or otherwise unsustainable goods or services, or from unsustainable suppliers; and
4. Align procurement with applicable UNOPS and UN commitments, strategies and frameworks, such as the the global SDG Agenda 2030, the United Nations Disability Inclusion Strategy, the UN Strategy for Sustainability Management (2020–2030), the United Nations Guiding Principles on Business and Human Rights and the UNOPS Gender Mainstreaming Strategy.

Environmental considerations are embedded in the project implementation approach, and align with UNOPS’s broader environmental safeguard commitments. UNOPS will ensure that the project activities comply with national environmental regulations and minimise negative environmental impacts. By consequence, all project activities, including the procurement, and the operation and maintenance training of patrol boats and border security equipment, will comply with relevant environmental laws and regulations in Tunisia. This includes regulations related to emissions, waste disposal, and the protection of sensitive coastal ecosystems. Moreover, resource efficiency will be emphasised for the equipment, including, for instance, minimising energy consumption, optimising fuel use, and

⁸ Sustainable Procurement Statement adopted by the HLCM Procurement Network meeting, Vienna, February 2009, and endorsed by UNOPS.

reducing water pollution.

By incorporating these environmental considerations into the project's planning, procurement, and operational phases, the project aims to minimise its environmental footprint, promote sustainable practices, and contribute to the protection and preservation of the natural environment in the Mediterranean region. This approach reflects the commitment to environmental responsibility and aligns with UNOPS's policies.

Concerning the **national ownership** and **long-term sustainability of results**, UNOPS will be incorporating such considerations through the adoption of the "Total cost of Ownership" (TCO) approach in all procurement activities. By adopting this approach, the project ensures that the sustainability goes beyond the initial price, but rather takes into account the overall cost of a product throughout its life cycle, as well as the long-term environmental, social, and economic impact of procured items and equipment. This approach entails taking into consideration all costs associated with procured items, encompassing not only acquisition expenses but also end-user training for local capacity development as well as after-sale operational and maintenance costs. By factoring in these costs, UNOPS can make informed procurement decisions that prioritise environmentally friendly, and durable equipment. Such choices not only reduce the environmental footprint but also lead to substantial long-term cost savings and efficient resource utilisation.

5.3 Gender

UNOPS is committed to **gender equality, diversity and inclusion** and demonstrates this commitment by **mainstreaming gender** as well as social inclusion in all projects, and pursuing gender parity, diversity and inclusion within the organisation.

As a member of the UN system, UNOPS shares a collective vision that successful projects will lead to a more sustainable world, with better functioning economies, more inclusive societies, and improved environmental sustainability. Through the implementation of projects, UNOPS strives for a future in which women and men will have equal rights and opportunities. This includes the right to access economic and social assets and choices and the opportunity to participate in decision-making processes, as well as equal access to productive resources, such as land or tools.

Along these lines, UNOPS adopted a dedicated Gender Equality and Social Inclusion (GESI) Mainstreaming in Projects Strategy 2022-2025, which is anchored in the Universal Declaration of Human Rights, the Beijing Declaration and Platform for Action, and other international agreements, standards and norms that are shaping the 2030 Agenda for Sustainable Development and seek to realise the human rights of all people and to achieve gender equality and the empowerment of women and girls. It is aligned with the United Nations Core values of respect for diversity, integrity and professionalism, which underpin and guide the actions and behaviours of all United Nations personnel.

This strategy focuses on **mainstreaming inclusive approaches in the projects UNOPS delivers for its partners** – to save lives, protect and promote human rights and build a better world – in UNOPS core areas of expertise: quality infrastructure; sustainable public procurement; and project management. This includes identifying the root causes of inequalities and systemic barriers, with particular focus on determining the positive and negative implications throughout the project lifespan.

To support concrete implementation of this strategy, the Gender Mainstreaming in Projects: Guidelines provide guidance on how to practically embed gender mainstreaming considerations into all UNOPS projects throughout the project lifespan in the project management and implementation activities. The guidelines also provide insights into specific key activities that are recommended for procurement, grants, HR and infrastructure projects.

In light of this UNOPS policy, and to the extent possible, gender considerations will be included in the design and the implementation of this project, to ensure that the needs, roles, and perspectives of both women and men are taken into account. The project will adopt a gender-responsive approach in the following ways:

- The identification of equipment needs will consider the specific requirements of men and women within the Mol and MNG.
- If feasible and to the extent possible, the procurement of patrol boats and other border security equipment will consider gender principles. This means that the equipment will be chosen or adapted to meet the needs of both female and male personnel effectively. For example, ensuring that safety gear, uniforms, and

facilities are designed with the comfort and safety of both genders in mind.

- The training programs developed for the Mol and MNG personnel will be gender-inclusive. This means that training materials, methodologies, and schedules will accommodate the participation of women and men equally.
- Efforts will be made to increase the participation of women in the project, especially by involving them in the envisaged trainings.

By actively integrating gender considerations into all aspects of the project, from equipment procurement to training, the project aims to promote a more inclusive and equitable environment within the Tunisian Ministry of Interior and MNG. This approach aligns with international gender equality principles and contributes to the broader goal of ensuring that both women and men benefit from the project's activities.

6 Communication and visibility

Creating a comprehensive communication plan for a project of this nature is crucial to ensure effective understanding, transparency, and awareness among relevant stakeholders. The following communication plan is tailored to the project's sensitive nature and activities. It is worth mentioning that the proposed communication plan will follow the EU and UNOPS respective corporate communication guidelines for sensitive projects. Due to the sensitive nature of the project, continuous coordination between the project parties will be necessary to ensure that all communication activities and products are previously approved by the EU and coordinated with the Mol/ National Guard.

Overall objective of the communication plan

Promote the support given by the EU and UNOPS to Tunisia in strengthening its border security and migration flows management in compliance with rule-of-law and human rights-based standards.

Specific objectives of the communication plan

- Ensure the visibility and results of the project for direct and indirect beneficiaries, partners and the general public. This also involves ensuring visibility of (i) The EU's involvement in and funding for a human rights approach to border security management in Tunisia, and (ii) the partnership with the Government of Tunisia represented by the Ministry of Interior and National Guard, UNOPS and the EU.
- Ensure transparency in the use of funds, in particular by presenting the project's achievements and by providing adequate visibility to the EU as the source of funding for the project.
- Supervise communication actions in support of community acceptance during the project life cycle in order to (i) promote a sense of ownership favouring the sustainability of the project and (ii) show the results and positive impacts of the project.

Target audiences

- Partners: Government of Tunisia (Ministry of Interior and Maritime National Guard, other Ministries and national/ local institutions involved in rule of law enforcement, migration flows management), the EU.
- Direct and indirect beneficiaries: the Ministry of Interior, National Guard, and the general Tunisian public.
- National, regional and international stakeholders (including donors) involved in international/sustainable development, and migration.
- The local and international press, if and when deemed suitable.

Key communication messages and themes

Crafting effective key communication messages and themes is essential to ensure consistent and impactful communication about the project. Due to the nature of the project, the focus of the communication messages will be on human rights in border security and migration flows management efforts. The following are some proposed, key messages and themes that align with the project's objectives and activities. They are open for further discussion and fine-tuning with the EU to adapt them to their vision and communication policies:

- **Improving Migration Flows Management for a Safer Future:** Highlighting the project's overarching goal of strengthening security forces' capabilities to effectively counter irregular and dangerous migration

across the Mediterranean, while upholding human rights and rule-of-law principles.

- **Promoting Human Rights and Rule of Law:** Communicating the project's commitment to ensuring that all interventions are conducted in compliance with human rights standards and the rule of law.
- **Multi-Stakeholder Collaboration:** Highlighting the collaboration among national authorities, international partners (EU), and UN agencies (UNOPS) to achieve comprehensive security enhancements in the Mediterranean sea.

Visibility activities⁹

Visibility activities will be carried out in three stages throughout the duration of the project implementation:

- **Stage 1: Anticipatory communication**, which will inform audiences about the project's objectives, expected results and the EU, the Government of Tunisia, and UNOPS action in favour of the country's strengthening of the border security sector, and the protection of human rights. The aim of this stage is to establish visibility at the start of the project.
 - **Communication Activity 1: Coverage of kick off meeting.** A project kick off meeting will be held in Tunis, Tunisia, in the presence of the Ministry of Interior, the National Guard, EU representatives in Tunisia, and UNOPS. Other relevant stakeholders might be invited if deemed suitable. Communication products for this activity include: banners, pictures, videos and social media posts.
- **Stage 2: Visibility of the implemented activities**, which will aim to maintain and increase the project's visibility and communicate on the progress of the activities and the work, highlighting the commitment of the EU, the Government of Tunisia, UNOPS, and any other associated partners. By focusing on border security, and human rights, this project addresses the capacity gaps of the Mol/ MNG in terms of technical support they need to update their equipment and perform their mission. This stage will emphasise the positive impacts on citizens' security and safety and sustainability of the project.
 - **Communication Activity 2: coverage of COMPONENT 1) Purchase and supply of SAR vessels and other border management equipment.** To showcase the tangible progress of the equipment supply activities and of the project as a whole to stakeholders, posts will be shared on social media (UNOPS Twitter account), to increase the visibility, and demonstrate the impact of the EU's investment. Communication products for this activity include: pictures and social media posts.
 - **Communication Activity 3: Coverage of COMPONENT 2) Training on boats and equipment Operation & Maintenance (O&M), human rights and international humanitarian law.** For this communication activity, the power of social media platforms will be leveraged to raise awareness, share insights, and highlight the project's capacity development and training initiatives in the context of border security. The key themes and messages of the social media posts will be related to capacity development, human rights, the EU-Tunisian partnership, and the impact of effective border management strategies and training on the security of the country. Communication products for this activity include: pictures and social media posts.
- **Stage 3: Communication of results**, which will aim to attract a wide audience by communicating results, including products delivered to direct and indirect beneficiaries, highlighting the EU's, the Government of Tunisia, and UNOPS commitment to strengthening the border security sector. At this stage, communication activities will focus on the real impact of this project.
 - **Communication Activity 4: Coverage of the handover and closing ceremony.** A closing ceremony will be organised in Tunisia, in the presence of relevant stakeholders. This activity will present the results and lessons learned throughout the project. The banners and presentations of the results will bear the EU, the Government of Tunisia, and UNOPS logo, and mention the EU's funding. The presence of all stakeholders, including national parties, will enhance the visibility of this activity. Communication products for this activity include: banners, factsheets with the project accomplishments, photos, videos, and social media posts.

⁹ n.b. All visibility activities will be carried out with respect to applicable data protection and privacy rules and regulations.

The list of activities is not exhaustive. All activities may be modified and updated according to the progress of project implementation and budget availability. The main languages of all communication materials will be French, English, and Arabic, to target a wider audience in Tunisia.

UNOPS will ensure that the Government of Tunisian and the EU wordmark will appear on any documentation and communication material, according to the EU policies and guidelines, and ensure that the [EU logo and mention of the EU's funding is included](#). Moreover, due to the nature of the project, the implemented communication activities will ensure that no sensitive information is made public, and that all stakeholders and partners are consulted prior to the publishing of any content.

7 Reporting, Monitoring & Evaluation

7.1 Reporting

To ensure that all stakeholders, with a particular focus on the European Commission, are kept well-informed of the project's progress, regular reporting mechanisms will be employed. These reporting activities serve as vital tools for maintaining transparency, tracking the project's advancements, and enabling adaptive course correction where necessary. The following forms of regular reporting will be included:

- **Monthly Reports:** Monthly reports will be generated to provide a real-time snapshot of project developments. These reports will include data to verify the project's progression, the reliability of underlying assumptions, and the implementation of corrective actions. Monthly reports are closely aligned with the project's implementation review, ensuring the immediate identification of emerging challenges and enabling timely resolution. The insights from these monthly reports will also be integrated into the project's lessons learned documentation, which, in turn, informs the annual report.
- **Quarterly Progress Reports:** Quarterly Progress Reports will offer a more comprehensive perspective on the project's achievements, as they will provide qualitative and quantitative reporting against the logical framework and will track the progress of the action. These reports will track the action's progress and performance over time. These reports will also include, as an annex, the M&E reports (described in more details below). Such regular checks will allow for early intervention if any deviations from the project's planned course are detected.
- **Annual Reports:** On an annual basis, the project will develop detailed annual reports. These reports provide a holistic overview of the project's implementation, encompassing indicators monitoring, corrective measures undertaken throughout the year, and challenges encountered. Annual reports serve not only as retrospective documents but as strategic planning tools for the subsequent phases of the project.
- **M&E Reports:** **these reports track the progress towards achievement of the outputs and outcomes indicators defined in the logical framework, updating current values on a quarterly basis. They also include elements and quarterly updates linked to the Human Rights Due Diligence assessment and mitigation measures. The specific format will be agreed between UNOPS and the EU at the beginning of the project. M&E reports will be submitted quarterly as annex to the Quarterly Progress Reports.**

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7.2 Monitoring & Evaluation

The Project monitoring and evaluation (M&E) aims to constantly verify and assess the progress of the activities planned, supervising their implementation and timeframe envisioned in the design phase, as well as the efficient use of the allocated resources.

Specifically, the M&E objectives for this project are as follows:

- To assess the effectiveness and efficiency of project activities in achieving the desired results;

- To ensure accountability and transparency in project implementation;
- To facilitate evidence-based decision-making for project adjustments and improvements;
- To communicate project progress and results to stakeholders and the donor.

The M&E activities will be carried out by the UNOPS Project team and will focus on the Key Performance Indicators (KPIs) identified together with the project partners. These indicators will make it possible to verify the degree and timing of the achievement of objectives, in accordance with the defined and agreed upon timetable.

A monitoring matrix containing indicators and targets broken down by activities and components will be regularly updated, so as to monitor the progress of the project, implementation of planned actions and delivery of outputs.

The monitoring tools will be defined by UNOPS and the partners, and will include, among others:

- **Meeting minutes:** all coordination meetings held by UNOPS, the EU and the MoI and MNG will be documented in writing.
- **Project Reports (monthly, quarterly, annual, as described in section 7.1 above):** regular reports detailing project activities, expenditures, and achievements, allowing stakeholders to track the project's status.
- **Beneficiary Surveys:** Surveys conducted with project beneficiaries, including the MoI and MNG personnel, to assess their satisfaction with training programs and equipment.
- **Training Attendance Records:** Records of attendance for training sessions, workshops, and capacity-building activities to monitor participation and completion rates.

These monitoring tools will be customised to align with the specific requirements of the project and will be used collectively to capture a comprehensive view of project progress, outcomes, and impact.

The information produced through the constant monitoring of the data collected will make it possible to improve management and planning of the intervention, as it will help to highlight major risk factors and obstacles encountered by the project, ensuring that action can be taken quickly to revise critical aspects and apply the necessary correction measures in order to maximise the effectiveness of the project.

At the end of the project, UNOPS will carry out a final, external evaluation, and will adopt the OECD/DAC criteria assessing the following aspects of the initiative:

- **Relevance** to needs of the MoI and MNG, as well as to the wider border security and migration flows management efforts;
- **Efficiency** in terms of costs, times and implementation approach;
- **Effectiveness** in achieving immediate and intermediate outcomes,
- **Impact** for the final beneficiaries;
- **Sustainability** of the initiative.

Hence, the final evaluation will be aimed at identifying the lessons learned (strengths and weaknesses in the design and implementation of the initiative), good practices that can be transferred to similar projects, and develop recommendations to increase the effectiveness and efficiency of future, similar interventions.

8 Coordination with other initiatives supported by the EU and by other donors

EU cooperation on migration with Tunisia follows a comprehensive and balanced approach as part of a broader partnership with the country. This project was designed as part of an integrated support to maritime border management by the EU. Previous funded Action has two components that support the development and enhancement of state institutions in Tunisia through a Training Academy for the Maritime National Guard (MNG) and an operational Maritime Rescue Coordination Center (MRCC). A third component aims at providing an integrated coastal surveillance system along the Tunisian coast for the MNG.

All three components are interlinked:

- Both the GIZ and CIVIPOL implemented Search and Rescue (SAR) and the ICMPD implemented Border Management Programme (BMP) components are closely working with the MNG, providing assessments, studies and equipment. A close coordination with these programmes on needs assessments, fleet assessments and technical specifications is paramount.
- The Tunisia Coast Guard Training Academy component, implemented by ICMPD and the German Federal Police, is establishing an institutional framework for maritime training which will also be suitable for training of SAR actors (including those managing an MRCC, or relevant non-state parties or non-security actors). In this context, SAR trainings and courses on legal protection of refugees/migrants as well as trainings on human rights will be provided for command and operational staff.

It will also reinforce communications and surveillance technology training among maritime staff with direct applicability in the SAR coordination centre and communications network, including with international actors.

It is needed that the present action coordinates with the ongoing 3 components of the programme. The following activities are envisaged to ensure this coordination:

- UNOPS project manager will meet with the project team of the three ongoing components and will identify all the initiatives (EU-funded and others) in the field related to the actions and will regularly update this during the course of the project;
- a monthly consultation will take place with the project leaders of the three components;
- a quarterly meeting will be held between the project team;
- the three other components can be invited to the respective steering committees/ Project Boards of the other component.

For these coordination meetings to take place within the timeline and frequency requested by the EU, it is essential that:

- The EU facilitates and coordinates meetings between UNOPS and the other organisations implementing the three above mentioned EU-funded projects;
- The other organizations are available for meetings, and actively share necessary documents and information with UNOPS.

The MNG has also received significant support from Italy and the United States through the provision of boats and other equipment. Close coordination will be required with all international partners involved in the renovation of the MNG fleet.

9 UNOPS Added Value

To successfully deliver on the initiative, UNOPS will be capitalising on its experience and lessons learned from on-going and previous procurement and security projects in Tunisia, and the wider North Africa region. These projects include:

- **Support to Tunisia' border control management** (\$33.5 M, 2020-2025, funded by the Italian Ministry of Foreign Affairs) The project supports the Tunisian Authorities in the continued and improved control of maritime borders by enhancing operational capacities of the fast patrol fleet of the maritime National Guard. UNOPS assists in the procurement of equipment, supplies and maintenance contracts of six vessels of the maritime patrol fleet of the National Guard.
- **Support to the reform and modernisation of the security sector in Tunisia** (\$ 20,8 million, 2016-2025, funded by the European Union Delegation (EUD) in Tunisia): The project supports the Ministry of Interior (Mol) and their structures and departments in charge of the security sector to progress with reforms needed to better fulfil their security mandates, meeting the needs and respecting the rights of the Tunisian people and fighting against new forms of crime and terrorism. The project was developed across three axes: 1) Support for the reform and modernization of structures according to international standards of human

rights and the needs of the security forces. This includes a review of the security guard training system. 2) Support for border security, which includes the implementation of a new land border strategy to counter infiltration and terrorist attacks and support for the surveillance of the Tunisian coasts, mainly through the upgrade of command centres of the GN. 3) Support for intelligence and the fight against terrorism, focused on transfer of expertise in the field of financing new forms of crime and money laundering, through training, provision of necessary equipment and infrastructure rehabilitation.

- **Support to counterterrorism in Tunisia** (\$6,4 million, 2020-2022, funded by the United States Department of State, carried out in cooperation with the Ministry of the Interior and the Ministry of Justice): This project is contributing to enhance the capacity of the Tunisian Government to investigate, prosecute and rule swiftly and fairly on cases related to terrorism in the framework of the rule of law. This objective will be achieved through the securitisation of court facilities and jails to provide rule of law-based judicial processing of Tunisian Foreign Terrorist Fighters (FTFs) returning from conflict zones, procurement of equipment for the Mol units charged with the fight against terrorist crimes, capacity building for the Ministries' personnel in terms of infrastructure and equipments management, and training of future trainers.
- **Support to the justice sector reform** - *Programme d'Appui à la Réforme de la Justice (PARJ)* (\$ 11.1 M, 2015-2023, funded by the EU Delegation in Tunisia). UNOPS worked alongside the Ministry of Justice to strengthen the rule of law by supporting the reform process of the justice and the penitentiary system, in accordance with international standards. UNOPS contributed to the improvement of judicial and penitentiary infrastructures and places of detention, such as the women's prison in Manouba, the center for re-education for minors in Mourouj, and the Courts of first instance in Gabes, Sfax and Nabeul. UNOPS also procured and installed IT equipment needed for the digitisation of judicial processes.
- **Construction of the National Guard (NG)'s Training facilities**, (\$ 666 K, 2017-2023, funded by the UK Embassy in Tunisia). The project supports the training processes of the NG through the construction of two training facilities, one devoted to the maritime NG in Monastir and the other in Oued Zarga.
- **Security sector support in Morocco** (\$ 2,8 million, 2021-2023, funded by INL and implemented to the benefit of the Mol): The project will contribute to reinforce the DGSN's capacity to combat crime through the provision of specialized equipment and training, namely: 1) supply and installation of a firearms simulator and improvements to the firing range to strengthen the capacities of DGSN's officers on how and when to effectively use firearms; 2) the procurement and installation of equipment and learning programs for a multimedia language lab, aimed to improve the DGSN's communication and investigation capacities; 3) the supply of 2 specialized vehicles fully equipped to function as mobile command centers to enhance the DGSN's ability to rapidly prevent and respond to crime.