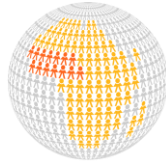




ECOWAS COMMISSION  
COMMISSION DE LA CEDEAO  
COMISSÃO DA CEDEAO



**FMM** West Africa  
SUPPORT TO FREE MOVEMENT OF PERSONS AND MIGRATION IN WEST AFRICA



# **SUPPORT TO FREE MOVEMENT OF PERSONS AND MIGRATION IN WEST AFRICA - PHASE II (FMM West Africa II)**

## **DEMAND DRIVEN FACILITY (DDF) TECHNICAL ASSISTANCE FOR NATIONAL INSTITUTIONS GUIDELINES**

**May 2025**



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**MINISTRY OF FOREIGN AFFAIRS  
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*Danida*



**ICMPD**  
International Centre for  
Migration Policy Development



**IOM**  
UN MIGRATION



**International  
Labour  
Organization**

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## 1. Overview

The FMM West Africa II project – funded by the European Union – aims to maximise the development potential of the free movement of persons and migration in West Africa by supporting the effective implementation of the ECOWAS Free Movement of Persons’ Protocols and Policies. The project will support the ECOWAS Commission, ECOWAS Member States (MS) and Mauritania (target countries) from May 2024 to May 2029. The overall objective of FMM West Africa II will be achieved through the implementation of three mutually reinforcing components, having specific objectives (SO):

- 1)** Strengthen the capacities of the ECOWAS Commission to implement the Free Movement Protocol through intra-regional dialogue on free movement and migration issues, policy development, and harmonization, as well as monitoring the application and implementation of the Free Movement Protocol.
- 2)** Enhance the capacities of national institutions of the ECOWAS MS and Mauritania in the areas of migration data collection and management, migration policy development, border management, labour migration, counter-trafficking of human beings and mixed migration, child protection and child labour, diaspora engagement, and human mobility in the context of climate change.
- 3)** Increase the capacities of Non-State Actors and Local Authorities in information and protection for the benefit of migrants, returnees, and cross-border populations in West Africa.

To address existing institutional gaps and migration capacity-building needs in ECOWAS MS and Mauritania, in line with SO2, the project established a flexible Demand Driven Facility (DDF) for national institutions implemented by the International Centre for Migration Policy Development (ICMPD). Following an agreement between ICMPD and the Kingdom of Denmark, the Ministry of Foreign Affairs of the Kingdom of Denmark provides additional financial support to the DDF. The DDF provides a platform to further engage and strengthen selected national institutions' capacities in different thematic areas such as border management, labour migration and counter-trafficking. It also contributes to national, regional and global commitments on migration governance. Considering that national context and priorities evolve in line with emerging trends and realities, the DDF will allow national institutions to delve deeper into concrete actions and explore innovative approaches to addressing issues.

Under the first phase of the FMM West Africa project, the DDF, implemented by ICMPD, was instrumental in building institutional capacity. ICMPD implemented a total of 11 DDF actions, covering the 15 ECOWAS MS and Mauritania, which contributed to achieving objectives already outlined in national policies and strategies and addressed the needs of the requesting institutions without duplicating existing initiatives in the region. Building on the successes and lessons learnt from the first phase of the FMM West Africa project, ICMPD aims to continue supporting national-level interventions in the second phase of the FMM West Africa project through a second phase of the DDF.

## 2. Context and Added Value of the DDF

Migration governance is multidimensional and includes a wide range of topics, including labour mobility, data collection and management, civil registry, diaspora engagement, immigration and border management, gender mainstreaming in migration governance, portability of social benefits, protection of vulnerable migrants on the move, return and reintegration, climate change resilience etc. This dynamic nature of migration makes it important to avoid “one-size-fits-all” interventions implemented across the board. Therefore, government institutions need to integrate this multidimensionality of migration governance into policies, planning, and programme implementation while facilitating the free movement rights of ECOWAS nationals.

Even though the ECOWAS Free Movement Protocols (rights of entry, residence and establishment) provide an overarching framework for Member States, several challenges continue to hamper its implementation. These challenges, which include but are not limited to harassment at some borders; protectionism of the labour market; security concerns; lack of adequate border infrastructure etc., engender knock-on effects such as inconsistent migration policies and practices, thereby hindering the attainment of ECOWAS’s vision for an integrated region.

In light of the above, it is necessary to provide national institutions with a **technical assistance package that addresses migration governance issues as well as the organisational capacity** needed by public officials to carry out their mandate effectively and efficiently. Based on lessons learnt from the first phase of the DDF, corroborated by a study commissioned by ICMPD in 2024, it was found that limited capacity exists in some organisational capacity areas: such as coordination and communication, human resource management, strategic and operational planning, monitoring and evaluation, as well as information management affect the impact and sustainability of technical assistance programmes, such as the DDF. The organisational capacities of public institutions need to be strengthened to improve service delivery by these institutions and maximise the contribution of these institutions to migration governance in their respective countries. Therefore, in this phase of the DDF, ICMPD aims to provide a tailor-made technical assistance package to enhance and/or consolidate institutional knowledge on migration management and support partner countries in fulfilling their national, regional, and international commitments on migration governance (including alignment with ECOWAS instruments).

## 3. Scope of the DDF

ICMPD designed the DDF to support capacity development of national and local-level government institutions with the knowledge, skills and tools needed to enhance migration governance in target countries while promoting the provisions of the ECOWAS free movement protocol in West Africa.

Therefore, ICMPD seeks to **provide organisational capacity-building as an integral part of the technical assistance package alongside traditional forms of assistance on migration governance** through the DDF. Additionally, ICMPD will work closely with national institutions to ensure that gender and human rights are mainstreamed in the technical assistance offered. Each action will be evaluated in view of gender and human rights-based needs and constraints and how the planned interventions can address them.

### 3.1. Thematic areas

The **migration thematic** areas covered by the DDF are:

- Border Management
- Trafficking in Persons (TIP) and Smuggling of Migrants
- Protection of the rights of migrants and refugees Labour Migration
- Gender and migration
- Migration and development
- Sustainable reintegration of returnees
- Migration data collection and management
- Environment and Climate Change induced displacement
- Diaspora Engagement

### 3.2. Types of interventions that can be supported:

- Development of strategic and operational documents, such as policies, action plans, strategies, Standard Operating Procedures (SOP)
- Assessments, surveys and research
- Capacity building
- Study visits
- Peer-to-peer exchanges and review
- Development of training materials: curricula, manuals, trainers' guide etc.
- Sensitisation campaigns
- Border community engagement (e.g. dialogues), social integration and community-based support
- Cross-border cooperation between two or more target countries
- Reception and referral of vulnerable migrants on the move (including victims of trafficking)
- Advocacy and awareness programmes
- Monitoring and evaluation

The **organisational capacity development** areas that can be supported by the DDF include, but are not limited to:

Capacity area	Forms of organisational capacity-building support
<b>Governance and management</b>	<ul style="list-style-type: none"> <li>• Review of organisational governance frameworks</li> <li>• Structuring workflow and development of organigrammes</li> <li>• Executive training on organisational management</li> </ul>
<b>Partnerships, coordination and communication</b>	<ul style="list-style-type: none"> <li>• Development of communications strategy</li> <li>• Stakeholder and partnership mapping</li> <li>• Development of partnership frameworks</li> <li>• Training on communication and stakeholder engagement</li> </ul>
<b>Strategic and operational planning</b>	<ul style="list-style-type: none"> <li>• Development of strategic and operational plans</li> </ul>

	<ul style="list-style-type: none"> <li>• Training in organisational strategic planning and Results-Based Management</li> </ul>
<b>Human resource management</b>	<ul style="list-style-type: none"> <li>• Development of HR and workforce policies, plans, manuals and procedures</li> <li>• Training in HR management</li> <li>• Development of career progression pathways</li> <li>• Development of job descriptions</li> <li>• Review/development of disciplinary and conflict resolution procedures</li> <li>• Design and implementation of anti-corruption policies and campaign</li> <li>• Development of gender policies</li> </ul>
<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Training in resource mobilisation</li> <li>• Development of fundraising strategies</li> <li>• Financial planning and budgeting</li> </ul>
<b>Information management and Monitoring, Evaluation and Learning (MEL)</b>	<ul style="list-style-type: none"> <li>• Training in project information management</li> <li>• Training in MEL, data collection and management</li> <li>• Development of MEL plans</li> <li>• Installation of MEL and data management systems</li> <li>• Establishment of internal communication systems</li> </ul>
<b>Digital and Technological Support</b>	<ul style="list-style-type: none"> <li>• Digital literacy programmes in project management</li> <li>• Access to and training on digital platforms</li> <li>• Document archiving and storage</li> </ul>

### 3.3. Duration

DDF actions are short to mid-term targeted interventions. Actions can range from **6 - 18 months**. Furthermore, all actions must be concluded at least 4 months before the end date of the FMM West Africa II, i.e. May 2029.

### 3.4. Who can apply

ICMPD invites applications from government institutions in ECOWAS Member States and Mauritania, seeking to address migration governance issues and organisational capacity needs. Only government institutions (Ministries, Departments, Agencies, Commissions, Committees, Councils etc.) at ***national/central and local levels can submit applications to the DDF***. International organisations and Non-Governmental Organisations are not eligible.

- Each institution can submit only one application.
- The lead applicant can apply with a partner institution (optional)

**Lead Applicants:** The Lead Applicant must be a government institution/administration from an ECOWAS Member State or Mauritania.

*Examples: Ministries, departments or units, migration desks within a ministry, agencies in charge of labour and/or employment, interministerial committees or agencies in charge of combating trafficking in persons, town councils, youth employment agencies, law enforcement agencies, etc.*

The lead applicant may opt to apply with a **partner institution** that would have a supporting and complementary role during the implementation of the DDF action. Should such collaboration be envisaged, a letter, signed by both parties, detailing the scope of the partnership between the lead applicant and the partner is required. Partner Institutions can be another *central/local public institution or non-state actors (including academia, NGOs, media, private sector<sup>1</sup>, etc.)* but not international organisations.

Requesting institutions should coordinate with their counterparts at the national/local level before submitting a request; to avoid overlaps, ensure coherence, complementarity and identify possible synergies.

### 3.4.1. Eligibility Criteria

- Requests must be submitted by a public institution (central and/or local) in an ECOWAS Member State or Mauritania.
- Multi-country actions involving two or more target countries can be submitted.
- Requests must align with the scope of the DDF (section 3 above) and must be tailored to address migration governance gaps (e.g. labour mobility, protection of vulnerable migrants, TIP, border management, climate-induced migration) and organisational capacity needs (e.g. governance, partnerships, coordination and communication, strategic and operational planning, human resource management, monitoring and evaluation, cultivating partners, information management etc.).
- Requests should demonstrate a clear need for the requested assistance and explain how it will complement existing interventions.
- Proposed interventions should demonstrate a transformative effect or potential for replication, creating a broader impact beyond the immediate scope of the request.
- Proposed interventions should be based on participatory, demonstrate innovation, and promote knowledge transfer.
- Proposed interventions must align with existing national development frameworks, as well as contribute to regional or international commitments.
- Proposed interventions should be gender sensitive.
- Requests should demonstrate a strong commitment of the government to addressing the issues as well as providing an enabling environment for the project success and sustainability.
- Non-State Actors can only participate as a partner institution.
- Interventions that involve the provision of equipment may be considered if a clear link is demonstrated between the requested equipment and the gap/need being addressed. The

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<sup>1</sup> Private sector actors can participate in action, upon request by the national institution, but cannot receive any support from the DDF.

provision of equipment is subject to the availability of funds. DDF requests that consist of only the provision of equipment will not be approved.

If you are unsure of your institution's eligibility, contact: [DDF@icmpd.org](mailto:DDF@icmpd.org) for clarification.

### 3.5. Budget and Funding Mechanism

Actions funded under the DDF will be limited in size and range between **EUR 50,000** and **300,000** for a single-country request. Multi-country requests can go up to **EUR 500,000**.

The DDF does not provide grants/direct funding. ICMPD manages the budget and direct financing of project activities. The DDF will cover all costs related to the implementation of activities, including expert fees, travel, conferencing (venue hire, meals etc.), translation, printing, etc. Costs related to institutional running costs, such as staff costs, communication costs, fuelling and maintenance of vehicles are not eligible.

## 4. Technical Committee (TC)

The TC will be responsible for the review and approval of eligible requests. ICMPD will provide quarterly updates to the TC on ongoing actions. The TC will be composed of representatives from the following institutions:

- ECOWAS Commission (Chair): Representatives of the Free Movement Directorate and Humanitarian and Social Affairs Directorate.
- ICMPD
- IOM
- ILO
- EU Delegation to Nigeria and ECOWAS (Observer)
- Depending on the thematic area of the request under review, other relevant ECOWAS Directorates may be invited.

## 5. Application Process

Interested national institutions should submit their request for technical assistance to ICMPD using the *Request Form* (annex I), together with a cover letter. The request form and cover letter should be submitted to [DDF@icmpd.org](mailto:DDF@icmpd.org)

The call for DDF requests will remain open till all funds have been allocated.



## 6. Evaluation and Selection Process

All requests for technical assistance submitted to ICMPD will go through a two-step evaluation process:

- 6.1. Pre-screening:** a preliminary evaluation will be conducted by the ICMPD to ensure the request meets the scope and eligibility criteria of the DDF. ICMPD will maintain a detailed record of every request received and will update the DDF Technical Committee (TC) of the result of the pre-screening exercises.
- 6.2. Evaluation by the Technical Committee:** Requests which pass the pre-screening stage will then be submitted to the TC for approval. The TC will evaluate requests based on the following criteria:
  - Design (40 points)
  - Impact and sustainability (50 points)
  - Added value (10 points)

Design (40 points)	Impact and sustainability (50 points)	Added value (10 points)
Design considers rationale, the need/gap that will be addressed, proposed interventions/activities, effectiveness, stakeholders, complementarity with national policy frameworks and potential risks.	Impact considers long-term benefits for target groups, measurable outcomes, alignment and consistency with regional and international frameworks (e.g. ECOWAS, African Union, Sustainable Development Goals).	Added value refers to issues or themes that intersect with the main project goals and should be considered and integrated throughout the project lifecycle (e.g. gender, organisational capacity development etc.).

Requesting institutions will be notified of the TC's decision, with detailed feedback on the reasons for approval or rejection. If approved by the TC, ICMPD will work closely with the requesting institution to develop a full-fledged action fiche, which will be shared with the TC before implementation commences. The action fiche needs to be signed by the requesting institution(s).

## 7. Expert roster

The DDF will continue to prioritise the use of regional experts, and a call for experts will be launched to update the database of experts developed in the first phase of FMM, this will facilitate the swift selection of experts to implement DDF projects. The ECOWAS Commission, consortium partners and national institutions can recommend and share CVs of experts to be included in the database.

## Annex I: Request Form

### DEMAND DRIVEN FACILITY (DDF)

### REQUEST FORM

#### Section A: Applicant information

<b>A.1. Institution (full name + acronym)</b>
<b>A.2. Type of institution</b>
<input type="radio"/> Central public institution <input type="radio"/> Local public institution
<b>A.3. Office address</b>
<b>A.4. Website and/or social media handle</b>
<b>A.5. Brief description of institution's mandate</b>

#### Contact details

<b>A.7. Main Contact Person</b>
<i>Name</i>
<i>Position</i>
<i>Phone Number</i>
<i>Email Address</i>

#### A.9. Are you applying with a partner institution?

- ☐ Yes  
☐ No

<b>A.9.1. Partner Institution/organisation (full name + acronym)</b>
<b>A.9.2. Type of institution</b>
<input type="radio"/> Central/local public institutions <input type="radio"/> Non-state actors (including academics, NGOs)

<input type="radio"/> Private sector <sup>2</sup>
<b>A.9.3. Office address</b>
<b>A.9.4. Website and/or social media handle</b>
<b>A.9.5. Main contact person</b>
<b>A.9.7. Email Address</b>
<b>A.9.8. Phone Number</b>
<b>A.9.9. Proof of partnership</b>
<i>Please provide information detailing the relationship between the applicant and partner, the history (if any) and a signed letter expressing the interest to partner/collaborate on the action.</i>

## Section B: Rationale for the action

<b>B.1. Tick all relevant migration governance topics</b>
<input type="checkbox"/> Migration data collection and management  <input type="checkbox"/> Migration policy development  <input type="checkbox"/> Border management  <input type="checkbox"/> Labour migration  <input type="checkbox"/> Protection of vulnerable migrants on the move (i.e. human trafficking, refugees)  <input type="checkbox"/> Diaspora engagement  <input type="checkbox"/> Environment and Climate Change induced displacement  <input type="checkbox"/> Others: please elaborate:
<b>B.2. Tick all relevant organisational capacity domains the application aims to address</b>
<input type="checkbox"/> Governance  <input type="checkbox"/> Partnerships, coordination and communication

<sup>2</sup> Private sector actors can participate in activities but cannot receive any support from the DDF.

<input type="checkbox"/> Strategic and operational planning  <input type="checkbox"/> Human resource management  <input type="checkbox"/> Monitoring and evaluation  <input type="checkbox"/> Information management  <input type="checkbox"/> Others - please elaborate:
<b>B.3. Background and justification for the request. What is the current situation? how is the desired change?</b>
<b>B.4. Complementarity with national, regional (ECOWAS) and international frameworks.</b>
<b>B.5. Elaborate migration governance gaps/needs and organisational capacity needs.</b>
<b>B.6. Will your project build on past or existing initiatives? Elaborate.</b>

## Section C: Objectives

<b>C.1. What are the overall and specific objectives of the proposed interventions?</b>

## Section D: Activities

<b>D.1. Indicative activities that will contribute to achieving the above-mentioned objectives (please add or delete rows depending on how many activities are planned).</b>
<b>ACTIVITY 1</b>
Description of activity(-ies)
<b>ACTIVITY 2</b>
Description of activity(-ies)
<b>ACTIVITY 3</b>
Description of activity(-ies)

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<b>D.2. Role and responsibilities of the lead institution in implementing the action?</b>
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<b>D.3. Role and responsibilities of the partner institution (if applicable) in implementing the action?</b>
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### Section E: Impact & Sustainability

<b>E.1. How will the project results be sustained when the DDF support ends?</b>
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<b>E.2. Are there any threats/risk that could impact implementation?</b>
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### Section F: Cross-cutting

<b>F.1. How will gender and human rights issues be mainstreamed in the action.</b>
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