

OPSYS 700002005 - ANNEX I: Description of the Action



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EU Support for the Disengagement, Review, Reintegration, and Reconciliation of Persons Formerly Associated with Non-State Armed Groups (NSAGs) in North-East Nigeria (SD3R)

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Programme Details

Title of the action:	EU Support for the Disengagement, Review, Reintegration, and Reconciliation of Persons Formerly Associated with Non-State Armed Groups (NSAGs) in North-East Nigeria (SD3R)
Location(s) of the action	Nigeria, North-East States, primarily Borno, Yobe and Adamawa
Total duration of the action (<i>months</i>):	36 months
Amount (in EUR) of requested EU contribution	€ 19,100,000
Name of the lead agency	International Organisation for Migration (IOM)
Name of partner agencies	United Nations Development Programme (UNDP) United Nations Children's Fund (UNICEF) United Nations Office on Drugs and Crime (UNODC)
Objectives of the action	Overall Objective: The overall objective (impact) is improved community-driven reintegration and reconciliation of former armed non-state combatants and Boko Haram associates in Borno, Yobe and Adamawa, including those who were forcibly displaced. Specific Objectives (outcomes): 1. Communities are sensitized and reconciled notably through inclusive and survivor-centred transitional justice mechanisms to reduce the rejection and stigmatization of former NSAG associates. 2. Former armed non-state combatants and NSAG associates, including those forcibly displaced, are processed and receive gender-responsive support for sustainable alternatives to violence. 3. Weapons from NSAG associates are collected, and non-state security providers are professionalized, disarmed, and demobilized (CJTF and Volunteer Security Outfits). 4. Investigation and prosecution services are strengthened to combat terrorism in compliance with international human rights and women, peace and security standards. Programme outputs and activities: Output 1.1: Communities receive accessible and comprehensive information on rehabilitation, reconciliation, and reintegration processes. Output 1.2: Support localised healing, reconciliation measures and transitional justice mechanisms, focusing on women and children. Output 2.1 Borno State Government and relevant authorities receive support for strengthening the civil registration, screening of adults-children/registration, categorization, and profiling processes, in response to the mass exits process. Output 2.2 Specialised child protection services are provided, including psychosocial support services, Water and Sanitation Hygiene (WASH), medical assistance (including psychosocial support), nutrition, education, and shelter. Output 2.3: A tailored-made, and gender responsive reintegration strategy is developed and implemented including education, vocational training, skills apprenticeships and mentoring, business start-up kits, micro-finance programmes and group-based development services.

	Output 2.4: Relevant State-level governance bodies are supported to map out reintegration and reconciliation efforts and monitor activities for future planning. Output 2.5: Federal and State government coordination meetings, and working groups are implemented to support strengthening coordination for developing Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and Prevention and Countering of Violent Extremism (PCVE) policy. Output 3.1: Volunteer security outfit members have improved capacities to meaningfully contribute to reconciliation and reintegration, and transitional justice measures in the NE are supported to access a variety of reintegration pathways. Output 3.2: Development of an integrated strategy (including as applicable for the NE) for weapons and ammunition management guided by the ONSA/National Centre for the Control of SALW. Output 4.1: Military and police investigators in the North-East receive support for the human rights compliant investigation of terrorism offences (including sexual and gender-based violence). Output 4.2: Terrorism cases are effectively prosecuted and adjudicated, while constitutional and fundamental rights are safeguarded. Output 4.3: National officials receive support to enhance their knowledge and skills in the development of rights-based and gender responsive strategies and processes to address the prosecution, rehabilitation and reintegration of persons associated with Boko Haram across the Lake Chad Basin region.
Target group(s)/ Final beneficiaries	Direct beneficiaries: - Adult former NSAG associate (2800) - Child former NSAG associate (2500) - Adult CJTF / vigilantes (1200) - Adult community members (5600) - Child & women community members (4500 including 1000 women) - National criminal justice personnel (375 officials) Indirect beneficiaries: - Reconciliation and reintegration committees or platforms, livelihoods, community outreach (250,000) -
Estimated results	• Output 1.1: 80% of community members received accessible and comprehensive information on/and supported rehabilitation, reconciliation, and reintegration processes. • Output 1.2: 80% of community members supported localised healing, reconciliation measures and transitional justice mechanisms, focusing on women and children. • Output 2.1 Borno State Government and relevant authorities received support for strengthening the civil registration, screening of adults-children/registration, categorization, and profiling processes, in response to the mass exits process. • Output 2.2 Specialized child protection services are provided to 800 children, including psychosocial support services, Water and Sanitation Hygiene (WASH), medical assistance (including psychosocial support), nutrition, education, and shelter. • Output 2.3: A tailored-made, and gender responsive reintegration strategy is developed and implemented to reach 1500 individuals including

	education, vocational training, skills apprenticeships and mentoring, business start-up kits, micro-finance programmes and group-based development services. • Output 2.4: Relevant State-level governance bodies are supported to map out reintegration and reconciliation efforts, monitor activities for future planning and implement three functional state led oversight systems coordinating DDRR. • Output 2.5: Federal and State government capacity and coordination strengthening system is being implemented for the successful steering of the Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and Prevention and Countering of Violent Extremism (PCVE) policy. • Output 3.1: Appropriate Database of Weapons and Ammunitions Management is adapted for use in providing reintegration services and four community safety and security research carried out to further inform programming. • Output 3.2: Developed an integrated strategy (including as applicable for the NE) for weapons and ammunition management guided by the ONSA/National Centre for the Control of SALW. • Output 4.1: Military and police investigators in the North-East supported for the human rights compliant investigation of terrorism offences (including sexual and gender-based violence) with 80 cases filed with the federal court for prosecution. • Output 4.2: Terrorism cases are effectively prosecuted and adjudicated, while constitutional and fundamental rights are safeguarded - 40 terrorism case files prosecuted by Nigerian prosecutors; and 40 terrorism suspects cases resolved without full prosecution. • Output 4.3: 60 national officials received support to enhance their knowledge and skills in the development of rights-based and gender responsive strategies and processes to address the prosecution, rehabilitation and reintegration of persons associated with Boko Haram across the Lake Chad Basin region.
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Acronym list

BAY	Borno, Adamawa, and Yobe
BICC	Bulumkutu Interim Care Centre
BSMWASD	Borno State Ministry of Women Affairs and Social Development
BSSTF	Borno State Security Trust Fund
CAAFAG	Children Associated with Armed Forces and Armed Groups
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CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CJTF	Civilian Joint Task Force
CONIG	Country Office in Nigeria
CPiE	Child Protection in Emergencies
CPS	Child Protection Specialist
CSA	Community Security Actors
DDRR	Disengagement, Disassociation, Reintegration, and Reconciliation
DSS	Department of State Security
EU	European union
GBV	gender-based violence
ICRS	Information Counselling and Referral Services
IDFTR	identification, documentation, family tracing, and reunification
IDPs	internally displaced persons
IOM	International Organisation for Migration
ISIS	Islamic State of Iraq and Syria
ISWAP	Islamic State in West Africa Province
JIC	Joint Investigation Centre
LGAs	Local Government Areas
NACTEST	National Counter-Terrorism Strategy
NCCSALW	National Center for the Control of Small Arms and Light Weapons
NDE	National Directorate of Employment
NPF	Nigerian Police Force
NSAGs	Associated with Non-State Armed Groups
NSF	Nigeria Security Forces
ONSA	Office of the National Security Adviser
OPSC	Operation Safe Corridor
PCVE	Prevention and Countering of Violent Extremism
SALW	Small Arms and Light Weapons
TIB	Terrorism Investigation Branch
TPB	Terrorism Prevention Branch
UN	United Nation
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
VSOs	Volunteer Security Outfits
WAM	Weapons and Ammunitions Management
WASH	Water and Sanitation Hygiene

Executive Summary

The proposed SD3R Action aims to contribute to the successful inclusive and gender-responsive community-driven reintegration and reconciliation of former armed non-state combatants and Boko Haram associates (men, women, and children) in the North-East of Nigeria. This initiative aligns with the efforts of the Government of Nigeria to promote peace, security, and stability in the country and the broader Lake Chad Basin.

Building upon the accomplishments of the previous project "Support for Reconciliation and Reintegration of Former Armed Non-State Combatants and Boko Haram Associates" (S2R), which was approved by the European Union in November 2019, the SD3R will be implemented throughout a 36-month period.

The consortium responsible for implementing the SD3R includes the International Organization for Migration (IOM), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), and the United Nations Office on Drugs and Crime (UNODC) as a new member to strengthen government strategies against terrorism and support the criminal justice system.

The primary objective of the SD3R is to promote peace and stability in North-East Nigeria through a community-driven reintegration and reconciliation process for former combatants and associated persons of Non-State Armed Groups (NSAGs), the Civilian Joint Task Force (CTJF), and vigilante group members across Borno, Adamawa, and Yobe (BAY States).

Additionally, the SD3R aims to support authorities in effectively investigating and prosecuting individuals accused of terrorist offenses in the North-East, ensuring meaningful accountability and redress for serious crimes.

The proposal will complement the project "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR),¹" funded by the EU/NDICI, and will coordinate efforts to strengthen policy development and mechanisms for DDRR and Prevention and Countering of Violent Extremism (PCVE) between the Federal Government and the Borno, Adamawa, and Yobe States.

The SD3R emphasizes the importance of resolving the backlog of cases of over 4,200 former members of Boko Haram who are currently in detention in a timely manner, ensuring accountability for the most serious offenses according to UN and international standards.

The proposal seeks to build on relevant laws and key policy reform processes² to align with national and state priorities, with special attention to addressing gender inequality and promoting women's rights.

Drawing on the lessons learned from previous actions, the SD3R will continue Strengthening Criminal Justice Responses for Terrorism and incorporate experiences from related projects such as the "EU-Nigeria-UNODC-CTED Partnership Project III: Strengthening Criminal Justice Responses to Terrorism and Violent Extremism."

¹ Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR)" (December 2021 – May 2023). European Union Contribution Agreement NDICI Crisis FPI 2021/428-115.

² As highlighted in the Gender Country Profile Nigeria (2021-2024), Nigeria is also signatory to several international conventions and treaties that establish its commitment to the human rights of men and women, and to gender equality, in particular the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Optional Protocol in 2004 as well as the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). Also, Nigeria adopted its most recent Women, Peace and Security National Action Plan in 2017 for the period 2017-2020. Nevertheless, the prevalence of various forms of violence against women in Nigeria, even in parts of the country where the Violence against Persons (Prohibition) Act has been adopted indicates that there is a dire need for concrete mechanisms for enforcement of existing laws in order to comply with its international and regional commitments to tackle gender-based violence.

The lead and partner agencies of the SD3R plan to collaborate with Community-Based Organizations (CBOs) to ensure strong grassroots ownership of the project and support the development of committees outlined in the Borno State Reconciliation and Reintegration Policy.

The proposal will promote operational alignment, coordination, and complementarity in DDDR efforts in Nigeria, adhering to international standards and best practices. It will also address capacity building needs and enhance assessment and inception phase activities for effective support to the Federal and State Governments.

In conclusion, the SD3R Action aims to foster sustainable peace and stability in North-East Nigeria by facilitating the reintegration and reconciliation of former armed non-state combatants and Boko Haram associates, while ensuring accountability and promoting gender equality. By building on past successes and coordinating with relevant initiatives, the proposal seeks to make a meaningful impact on the region's peacebuilding and development efforts.

I. Context

Nigeria is a Presidential-system federation of thirty-six states (each one subdivided into Local Government Areas – LGAs) and one capital territory (Abuja). Fifty per cent of Nigerians are Muslim, forty per cent are Christian, and ten per cent practice indigenous religions³. In 1999 general elections marked the end of fifteen years of military dictatorship and the beginning of a democratic multi-party system⁴. Nigeria is the most populous country in Africa, with 222,599,961 inhabitants (2023),⁵ and it has been part of the Commonwealth since 1960.⁶

Despite the country being the largest economy in the continent, Nigeria's ranking on the Human Development Index is one of the lowest in the world (by 2022 was No.163 with a score of 0.535), and an income per capita of \$4,790⁷. Decades of underdevelopment, high levels of poverty, lack of public services and deficient education and health systems, are part of the roots of the conflict.

The North-East of Nigeria (especially Borno, Adamawa and Yobe States) is one of the most vulnerable regions in the Country in economic terms. In 2002 Mohammed Yusuf founded “Jama'atu Ahlis Sunna Lidda'awati Wal-Jihad (JAS)” translated as “People Committed to the Propagation of the Teachings and Jihad”, an Islamic Non-State Armed Group (NSAG),⁸ that opposes the western culture, western education, Christianity, moderate Islam and the Government of Nigeria.⁹

Despite growing fast by recruiting people in the region, “Boko Haram” (usually called this by the media), the group was not publicly identified for years. Then, in July 2009, some followers were stopped by the Police in Maiduguri on their way to a cemetery to bury a man. They refused to stop, and the Police started a very strong confrontation. As a response, Yusuf ordered an armed insurrection, attacking government buildings, jails and police stations. The response from the federal government was lethal, and federal soldiers were deployed to execute suspected militants in the streets. Yusuf was found and killed in police custody, and over one thousand people died in three days. “Boko Haram” is not a homogenous group. In

3 Harvard Divinity School - Religious Literacy Project. (n.d). Nigeria Country Profile. Retrieved from <https://rpl.hds.harvard.edu/religion-context/country-profiles/nigeria>

4 The main political parties in Nigeria are: All Progressives Congress (APC), Peoples Democratic Party (PDP) and the Labour Party (LP). <https://www.nigeriahc.org.uk/government-politics>

5 World Population Review. (n.d). Nigeria Population. Retrieved from <https://worldpopulationreview.com/countries/nigeria-population>

6 The Commonwealth. (2023). Nigeria. Retrieved from <https://thecommonwealth.org/our-member-countries/nigeria>

7 UNDP. (2020-2022). Human Development Report 2020-2022. Retrieved from <https://hdr.undp.org/content/human-development-report-2021-22>

8 In this Action, therefore, the various factions of Boko Haram and other armed groups, are referred to as “Non-State Armed Groups (NSAGs)” This excludes vigilantes/CJTF members.

9 United States Institute of Peace (USIP) (2012). What is Boko Haram? Special Reports. Retrieved from <https://www.usip.org/sites/default/files/SR308.pdf>

this Action, therefore, the various factions of Boko Haram and other armed groups, are referred to as “Non-State Armed Groups (NSAGs)” This excludes vigilantes/CJTF members.

Boko Haram regrouped under Abubakar Shekau, who was declared Yusuf's successor, and increased the number and types of attacks affecting civilians. Street bombings, building explosions, killings, ambushes and firing towns started to be the "modus operandi" of the group. Boko Haram started to be known internationally in 2011 after the bombing of the United Nations building in Abuja. Twenty-one humanitarian workers were killed, and more than seventy were wounded.

In 2015, the Government launched "Operation Lafiya Dole", a counterterrorism strategy to combat insurgency and terrorism in the country's North-East. In August 2016, Boko Haram split into two factions, giving rise to the Islamic State in West Africa Province (ISWAP)¹⁰, a jihadist group that adheres to the Islamic State of Iraq and Syria (ISIS) and seeks to establish a caliphate in West Africa. ISWAP operates mainly in the Lake Chad region (Nigeria, Niger, Chad, and Cameroon). In 2016, after the group split, Abu Musab al- Barnawi¹¹ the eldest son of Mohamed Yusuf, assumed the leadership of ISWAP.

In May 2021, the Nigerian Government took a strategic step forward by launching "Operation Hadin Kai," which aims to ensure the safety and stability of the region by effectively neutralizing the threat of Boko Haram and their affiliated groups. During this time, a confrontation between Boko Haram and ISWAP resulted in the suicide of Abubakar Shekau, who was being pursued by members of the Islamic State West African Province. The leadership of the group remains uncertain, and various sources and empirical research suggest that Abu Musab al-Barnawi may have been overthrown. This complex and evolving situation demands a strategic approach that prioritizes ongoing analysis, careful planning, and coordinated action to ensure the safety and security of the region.

As of the present day, the impact of the conflict in the north-east of Nigeria has been staggering. UNDP estimates that until 2020, 35,000 deaths have been registered in the North BAY states as a result of battle or one-sided violence since 2009¹². Nigeria's Humanitarian Response Plan for 2023 estimates that “8.3 million women, men and children need some form of humanitarian and protection assistance in the BAY states”. Furthermore, “more than two million internally displaced people are unable to return to their homes because of widespread insecurity, seeking refuge in garrison towns” and “there are nearly 1.5 million returnees who lack essential services and livelihoods, and 4.8 million people in host communities or communities that have otherwise been affected by the conflict”. Estimates for people residing in extremely hard-to-reach areas (with little or no access to people in need) range from 1 to 2.1 million¹³. This complex and urgent situation demands a sustained and coordinated multi-sectoral response to address the critical needs of affected populations and promote long-term recovery and development.

Moreover, and according to the information provided by the Borno State Ministry of Women Affairs and Social Development (BSMWASD), during the S2R-Steering Committee implemented on April 26, 2023; since 2021 approximately 93,063 persons have undergone rehabilitation in the North-East as part of the Borno Model. Out this total 4,992 correspond to male fighters, 9,437 to fighters' wives, 42,921 to farmers and families (wives, aged parents y children), 6,641 to widows, 1,807 to unaccompanied / separated children, and 2,871 to elderly men, and persons living with disabilities. Some of these individuals require

10 Congressional Research Service. (2022). Boko Haram and the Islamic State West Africa Province, February 24th, 2022. Retrieved from <https://fas.org/IF10173.pdf>

11 Abu Musab al- Barnawi was a Nigerian Islamic militant who served as the leader of the Islamic State's branch in West Africa (ISWAP) between August 2016 and March 2019, and again around May 2021. He also served in various other capacities within ISWAP such as head of its shura. Before pledging allegiance to IS, al-Barnawi was the spokesperson for Boko Haram. Multiple sources reported that al-Barnawi was killed in 2021, but later research by the Crisis Group and Humangle Media suggested that these claims were inaccurate.

12 UNDP Nigeria. (2021). Assessing the Impact of Conflict on Development in North-East Nigeria. Retrieved from <https://www.undp.org/nigeria/publications/assessing-impact-conflict-development-north-east-nigeria>

13 OCHA. (2023). Humanitarian Response Plan 2023. Retrieved from <https://reliefweb.int/report/nigeria/nigeria-humanitarian-response-plan-2023-february-2023>

further reintegration support, and others are in transition camps in Maiduguri where humanitarian support it's being provided, while they undergone rehabilitation provided by the State Government.

CHILDREN IN THE ARMED CONFLICT

The use of children in armed conflicts is a violation of international law. On May 25th 2020, the UN General Assembly approved Resolution A/RES/54/263, the "Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in armed conflict"¹⁴. This protocol (ratified by Nigeria) prohibits the recruitment and use of children under 18 in hostilities.

UNICEF reports that since 2009, more than 8,000 girls and boys in Nigeria have been recruited by various armed groups to serve as child soldiers or in other logistical roles¹⁵. In July 2020, the Secretary General of the United Nations presented a report to the Security Council detailing the dire situation of children in North-East Nigeria. The report specifically focuses on Adamawa, Borno, and Yobe States and highlights the numerous grave violations against children perpetrated by NSAG. According to the SG report, between 2017 and 2019¹⁶, the UN verified 5,741 grave violations against children in the North-East of Nigeria, with 1,385 children having been recruited and used by Boko Haram. Recruitment is often influenced by peers or family members due to a lack of trust in the government and security forces, as well as a lack of opportunities. It is critical that immediate action is taken to address this disturbing trend and to ensure that children are protected and provided with the support they need to lead healthy and fulfilling lives.

Boko Haram's tactic of abducting school children is a reprehensible strategy aimed at terrorizing and destabilizing the communities they target. Gender plays a significant role in how abductees are treated; young boys (ages 6 to 17) are typically indoctrinated into the group's extremist ideology and forced to join the Boko Haram fighting force. Meanwhile, abducted girls are often subjected to forced marriages and sexual exploitation, including sexual slavery and forced pregnancies. In December 2020, over 300 boys were abducted from Kankara, Katsina State, but were eventually released. In February 2021, over 40 students, staff, and family members were abducted from a school in Kagara, Niger State, with some being released later, but 17 others remaining missing. The destruction and closure of schools exacerbates the situation, making it increasingly difficult for children to attend school. Many students have stopped attending school out of fear of abduction or violence, which further restricts their access to education and increases their vulnerability to exploitation. It is crucial that immediate action is taken to ensure the safety of students and educators, and to create a conducive environment for learning and growth. The destruction and closure of schools make it more difficult for children to attend. Some stopped attending school due to the risk of abduction or fear of attack or violence when leaving the house.

Following the recommendations of the Secretary General, UNICEF and the Government of Nigeria signed, on September 2022 the Handover Protocol for children encountered in the course of armed conflict in Nigeria and the Lake Chad Basin Region. The Protocol aims to prevent and stop the detention of children by military and security forces, and to identify and transfer children associated with armed groups to the Borno State Ministry of Women Affairs and Social Development. Additionally, it was agreed that those

¹⁴ Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict <https://www.ohchr.org/en/instruments-mechanisms/instruments/optional-protocol-convention-rights-child-involvement-children>

¹⁵ UNICEF (2022, February). UNICEF calls for an end to recruitment and use of child soldiers. Retrieved from <https://www.unicef.org/nigeria/press-releases/unicef-calls-end-recruitment-and-use-child-soldiers>

¹⁶ United Nations Security Council. (2022, August 4). S/2022/596 Children and armed conflict in Nigeria Report of the Secretary-General.

children will have access to social and economic reintegration projects.¹⁷ The signing of this handover protocol presents an opportunity to identify and transfer of 100 girls and boys allegedly associated with armed groups from Giwa barracks in Maiduguri to the Ministry of Women Affairs and Social Development.

WOMEN IN THE ARMED CONFLICT

The ongoing conflict in Nigeria has had a disproportionate impact on women, resulting in a range of challenges and violations of their basic human rights. Since the conflict began in 2009, women and girls have been subjected to an extraordinary level of violence and abuse. Over the past thirteen years, many have been abducted, raped, and forced into marriage, while others have been exploited as sex slaves, human shields, arms couriers, spies, and even suicide bombers. These egregious violations of human rights must be addressed through targeted and comprehensive strategies that prioritize the safety and well-being of women and girls in Nigeria.

The abduction of women and girls in Nigeria is a grave concern that has drawn global attention. In 2014, Boko Haram abducted 276 girls from a boarding school in Chibok, located in Borno State. Although approximately 200 girls have been released over the past nine years, approximately 100 of them are still missing. In 2018, 101 girls were kidnapped in Dapchi, Yobe State. Most of them were Muslim, and they were released after only a few days in captivity.

These abductions are a blatant violation of the fundamental human rights of women and girls, and they highlight the urgent need for targeted measures to address this critical issue. It is crucial that efforts are made to ensure the safe return of those who remain missing, and that comprehensive strategies are implemented to prevent further abductions from occurring in the future.

In addition to gender-based violence, Boko Haram's extremist ideology has led to the imposition of restrictive and discriminatory practices that further limit women's rights and freedoms. Women living in areas controlled by Boko Haram are subjected to harsh restrictions, and are often prevented from accessing education and economic opportunities. This denies them the right to fully participate in their communities and undermines their ability to exercise their fundamental human rights.

The Nigerian government's approach to women in the conflict has largely been to view them as victims, despite the fact that many women have been involved with Boko Haram and other NSAG in a variety of capacities. While some women were abducted, others joined the group voluntarily or followed family members who were involved. However, the exact number of women involved with the group is currently unknown.

The economic reintegration of women is a critical issue that must be addressed in order to support their successful reintegration into society. Many of these women have been involved in NSAGs for years, and as a result, they have lost their livelihoods and economic opportunities. Without meaningful support, these women may struggle to reintegrate into their communities and may be at risk of being drawn back into extremist activities.

In this context, comprehensive strategies to support the economic reintegration of Boko Haram women is crucial. This could involve providing training and resources to help these women develop new skills and start small businesses, provide them with financial support programs to help them to rebuild their livelihoods.

17 UNICEF. (n.d.). Over 8000 boys, girls recruited as child soldiers in Nigeria since 2009. Retrieved from <https://www.thecable.ng/unicef-over-8000-boys-girls-recruited-as-child-soldiers-in-nigeria-since-2009>

However, it is important to recognize that economic reintegration is not a one-size-fits-all solution. The needs and experiences women may vary widely, and as such, any support programs must be tailored to the unique needs of each individual. This may involve providing counselling and support services to help women overcome trauma and adjust to their new lives outside of Boko Haram.

CIVILIAN JOINT TASK FORCE (CJTF)

Due to massive violence, communities in North-East Nigeria started to organise self-defence groups known as Civilian Joint Task Force (CJTF), to protect themselves from terrorist attacks from Boko Haram. These groups usually comprise local volunteers who know the area and can easily identify potential threats. These groups have been very useful in providing security and intelligence to security forces and have helped to reduce crime and terrorism in their areas of operation. However, using these private forces has also been associated with allegations of human rights abuses. They operate without a clear legal framework while providing intelligence, checking civilians, and screening internally displaced persons (IDPs).

According to UNDP, by 2023, CJTF have an estimated 30,000 members only in Borno State, ranging from 15 to 50 years. Members include Christians and Muslims, and it is male-dominated, with only an estimated 100 female members involved in community activities, including information gathering and stop-and-frisk activities of other women in affected communities.¹⁸

CJTFs are viewed as a potential threat to longer-term state stability if members are not demobilised and receive incentives to return to normal community life. The Government of Nigeria recognises that they should be formalized and that reintegration projects must include non-state security providers.

A recent report from the Management Exits from Armed Conflict Project¹⁹ focused on Child Exits from Armed Groups in the LCB, indicated that “when asked about whether respondents would consider joining a different group, the desire was low among child former Boko Haram associates and ex-Community Security Actors (CSA) such as CJTF-affiliates (95 and 88 per cent, respectively said no). Among those in Nigeria who exited a CSA as a child, there was a notable minority of respondents that would consider joining a different armed actor (and not returning to their initial group) (12 per cent for those who exited as children and 17 for respondents who left the group as young adults). A few respondents indicated that they would want to join another CSA”. Nevertheless, and according to the report, “many of those who leave CSAs do not receive any help transitioning to civilian life.... they may not face some of the same challenges as those leaving Boko Haram (e.g., stigma, detention), but they face many other vulnerabilities that should be addressed”²⁰.

Based on the above the SD3R project will mitigate the risk encountered by those returning from CJTF and other Volunteer Security Outfits (VSOs) by implementing activities under Outcome 3, which includes improving their reintegration and reconciliation processes and transitional justice measures.

18 UNDP. (2023). Understanding and managing vigilante groups in the Lake Chad Basin Region; Background study in support of the Lake Chad Basin Regional Strategy for Stabilization, Recovery and Resilience for Areas Affected by the Boko Haram Crisis. Retrieved from <https://www.undp.org/sites/g/files/zskgkc326/files/2023-03/Understanding%20Vigilante%20Groups.pdf>

19 UNIDIR. (2023). Kato Van Broeckhoven, Siobhan O'Neil, Niamh Punton, Juan Armando Torres Munguía, Fatima Yetcha Ajimi Badu, Mohammed Bakar, and Anamika Madhuraj. Child Exits from Armed Groups in the Lake Chad Basin, Findings Report 31, Geneva. Retrieved from <https://unidir.org/publication/child-exits-armed-groups-lake-chad-basin-findings-report-31>

20 Ibid

CURRENT DDR ENVIRONMENT – OPERATION SAFE CORRIDOR (OPSC) AND THE BORNO MODEL

The current DDR environment in Nigeria sees two systems Operation Safe Corridor (OPSC) and the Borno Model) that require coordinated development and evolution with international expertise and support. With thousands of men, women, and children in either Federal detention or temporary secured camps waiting to be reintegrated, this Action will support important components of both systems, ensuring that there is operational alignment, coordination, and complementarity as they are implemented in line with international standards and best practices.

In 2016 the Nigerian Government established “Operation Safe Corridor” (OPSC), a Presidential initiative that offers off-ramping opportunities for eligible associates through surrender to the security forces. Once their eligibility has been established, adult male former associates are transferred to a “transition centre” in Gombe where they participate in a six-month de-radicalization and rehabilitation programme. Since women and children are generally considered to be victims with little to no association to NSAGs, they are transferred to a different transition centre in Maiduguri called Bulumkutu Interim Care Centre (BICC), before they complete their reintegration process into the community, even if in some cases they can be catalogued as perpetrators. Around 6,000 alleged terrorism-related detainees are waiting to be processed through OPSC or the criminal justice system.

OPSC continues its activities in Mallam side Gombe²¹, a transit centre established in 2016 that prepares low-risk individuals referred from the Joint Investigation Centre (JIC), or after prosecution and judicialization by the Federal courts, for their return to the communities after the rehabilitation program. OPSC has profiled 2,313²² men and transferred them to BAY States for reintegration into the receiving communities. Two additional centres in Maiduguri (Borno State) were also established in support of OPSC: 1) the Bulumkutu Interim Care Centre (BICC) was initially established to provide transit rehabilitation services for children, women, and the elderly; and 2) the Shokari centre was established to provide transition services for men after graduating from the rehabilitation program, and in preparation for their reintegration and reconciliation.

Until May 2023, these individuals have returned to 13 different states in Nigeria with more than 77% returning to Borno State. With the support of various donors, including the EU and the S2R project, UN agencies have implemented reintegration and reconciliation activities that include provision of business counselling and planning for 2,194 OPSC graduates, provision of 1,809 startup kits including business monitoring activities, and community sensitization activities, including the establishment of 14 social cohesion and reconciliation platforms, as well as peace committed, and a two for one approach for community based socio-economic support for reintegration and reconciliation²³.

The Borno State Government has set up another centre in Maiduguri (*Haji Camp*) to accommodate the individuals arriving as part of the more recent mass exits process. By February 2023, the three camps were hosting around 15,000 individuals, including men, women, and children, prior to their subsequent reintegration into their selected Local Government Areas (LGAs).

Under the S2R project and the RSS activities IOM, UNICEF and UNDP have been providing humanitarian support for the individuals in the camps, including lifesaving support for women and children, WASH and shelter support, such as the construction of 10 stances of latrines and showers (comprising of 40 latrines

²¹ Ongoing IOM/FCDO Support to OPSC regional Coordination, IOM/FPI project “Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR)”, and the Regional Stabilization Strategy (RSS) activities

²² Retrieved from the Information Counselling and Referral Services (ICRS) system.

²³ Ibid.

and 20 showers), the construction of two solid waste chambers and two new water fetching points, rehabilitation of boreholes, water trucking services, regular dislodged sewer systems, latrines, and water bodies gathered by flood, training to the staff of the BSMWASD, provision of essential medical commodities, medical training for the clinic staff, support for the facilitation of Imams providing religious counselling, facilitation for policy development, and feeding of individuals.

The living conditions in the camps for individuals affected by the conflict in Nigeria are dire, with significant protection concerns and increasing humanitarian needs such as a lack of food and medical attention. However, due to the sensitivity of these centres, the Borno State authorities only allow limited access for the humanitarian community to conduct a comprehensive assessment of needs and provide adequate humanitarian response. Urgent action is required to address the mixed accommodation arrangements that do not include reasonable and separate accommodation for men, women, and children, while also addressing the overstretched infrastructure and services for the provision of water, sanitation, and hygiene (WASH), shelter/kits, as well as facilitating psychosocial support and referral to health services. It is particularly critical to note that these living conditions are harsher for women, girls, and persons with disabilities who face additional barriers, including mobility challenges, discrimination, and stigmatization due to cultural and societal norms. Therefore, concerted efforts are needed to provide more targeted and gender-responsive humanitarian assistance to ensure the safety and wellbeing of all individuals affected by the conflict.

Furthermore, women and girls who have been subjected to sexual violence are returning to their communities in the internally displaced camps and host communities or returning to their local government areas. Some are returning with their children who were born because of sexual violence. As they return, many face marginalisation, discrimination and rejection by family and community members due to social and cultural norms related to sexual violence. The children who have been born of sexual violence are at an even greater risk of rejection, abandonment and violence²⁴.

In late 2021, the Borno State Government designed and started the implementation of what is referred to as the “Borno Model”, with the purpose of managing the mass exit situation in the State. This model is a multi-year plan for many thousands of individuals, including those considered ex-combatants and their families. Although difficult to verify, these mass exit numbers include those already categorized as farmers and hunters by the State government, which are potentially better characterised as IDPs from forced displacement and have already returned to the communities.

As part of a comprehensive plan to address this new context and support the Borno Model, four UN Agencies (UNODC, UNDP, UNICEF, and IOM) developed a UN Offer Note to operationalize the multi-year model under the overall coordination of the UN Resident Coordinator. A UN advisor on Internal Displaced People Solutions has also been appointed.

Although conversations with the State Government are still ongoing, the UN Offer Note includes support for the different pillars prioritized and gathers the expertise and previous experience in support of Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and Prevention and Countering of Violent Extremism (PCVE) processes at the Federal, State, and regional level (LCB) among the four agencies. Additionally, it distributes the activities each agency could implement in support of the Model, with additional funding or ongoing projects, such as the EU Support for Reconciliation and Re-integration

²⁴ International Alert. (n.d.). Bad Blood. Retrieved from <https://www.international-alert.org/publications/bad-blood/>

of Former Armed non-state Combatants and Boko Haram Associates (S2R), the Peace-Building Fund (PBF), SD3R, and others²⁵.

This Action cuts across the current DDR environment in Nigeria by supporting important components of both OPSC and the Borno Model (connected to the UN Offer Note), with a principle focus on sustainable, inclusive and gender responsive community-driven reintegration and reconciliation and improving the government's capacities for transitional and criminal justice. Although this Action is not designed to support all aspects of DDR (e.g. disarmament, demobilisation, and camp management), the SD3R will strive to ensure operational alignment, coordination, and complementarity between the two DDR systems in Nigeria – OPSC and the Borno Model – and contribute to an effective and sustainable rights-based management process for individuals leaving the conflict and vulnerable community members while supporting sustainable social, political, and economic reintegration.

Lasting peace and stability in the region will likely be severely threatened unless the challenges of successfully reintegrating thousands of predominantly young people, including men, women, and children associated with Non-State Armed Groups (NSAGs), are met through effective and coordinated exit strategies providing sustainable and meaningful civilian roles.

COUNTER-TERRORISM AND CRIMINAL JUSTICE

The militarization of the conflict in North-East Nigeria has inevitably given rise to a bias in government with an emphasis on the use of force. In the North-East, this has had a negative effect on many in the civilian population. There have been persistent and credible reports of human rights abuses and international humanitarian law violations by military, Civilian Joint Task Force (CJTF), security and law enforcement personnel.

One particularly relevant and egregious area of concern are the indefinite detentions, in some cases for more than five years without trial. Human rights abuses can also be a driver of terrorist recruitment. In this context of conflict, human rights violations include sexual violence, forced marriage, rape, deprivation of access to health or education, kidnapping or human trafficking, among other types of inhuman and degrading treatment. These human rights violations contravene Chapter IV of the Constitution which protects the fundamental rights of all citizens including the right to life, dignity of the human person, personal liberty, amongst other such rights. Therefore, the Nigerian government, as a duty bearer has an obligation to adopt measures to prevent, investigate, prosecute, and punish these human rights abuses.

Nigeria continues to face profound terrorism challenges from Boko Haram, which is one of the deadliest terrorist groups in the world. Since Boko Haram rose to prominence, the Nigerian Government has been working to address the challenges posed by the terrorist threat, having passed new counter-terrorism legislation, the Terrorism Prevention Act 2011, its amendment in 2013, and, most recently, the Terrorism (Prevention and Prohibition) Act in 2022.

In 2014, the Nigerian Government developed a National Counter-Terrorism Strategy (NACTEST) which was revised in 2016 by President Muhammadu Buhari once needs and challenges were identified for combating insecurity and counterterrorism as one of the main three priorities of his government. In 2017, a National Countering Violent Extremism Programme was developed with a Policy Framework and National Action Plan for Preventing and Countering Violent Extremism. Both documents address a broad range of areas which are important to countering terrorism and addressing the conditions conducive to terrorism. In particular, the NACTEST acknowledges that strengthening the criminal justice response to

25 Ongoing IOM/FCDO Support to OPSC regional Coordination, IOM/FPI project "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR)", and the Regional Stabilization Strategy (RSS) activities.

terrorism is a key component of an effective and comprehensive counter-terrorism strategy, both to prevent terrorist acts from being committed and to bring perpetrators to justice.

UNODC currently estimates that approximately 6,000 terrorism-related detainees are being held by the federal authorities in both military and civilian detention centres - the majority in military custody in Giwa Barracks and Wawa Cantonment in Kainji. These detainees mostly predate the Mass Exits in Borno State. The extraordinary length of their detention pre-trial - or, in fact, in most cases pre-charge - can be attributed to the current security environment, the backlog of cases within the federal judicial system and the lack of comprehensive collaboration between the military, police and other security actors regarding the jurisdictional arrangements for persons held in connection with terrorism-related cases. UNODC has already helped to successfully secure through prosecutorial review the release of almost 3,000 other detainees held in similar circumstances during previous EU-funded projects, as well helping to prepare several hundred cases for trial.

The Nigeria Police Force is seriously underfunded and underequipped. Nigerian law enforcement and security agencies are plagued by a profound lack of interconnectivity, both within organizations and between them. Most databases still need to be paper-driven, making data retention and retrieval difficult and time-consuming. Investigators in the North-East also have little access to modern forensic capabilities; the main national police forensic laboratory is located in Lagos, more than 750 miles from Maiduguri, and there is no reliable or accessible mechanism for moving evidence securely around the country.

Many Nigerian investigators lack the required training and the necessary equipment and skills for undertaking a systematic and scientific investigation of terrorism offences, including cases involving sexual violence or child victims, witnesses and alleged offenders. This results in poor evidence collection and preparation of case files which are reliant mostly or solely on confessional statements as evidence. Nigerian prosecutors struggle with producing witnesses due to inadequate security measures. Most of the time, they receive case files with insufficient evidence or where the defendant cannot be located within the Nigerian prison system.

They often do not have the required advocacy skills and lack a thorough understanding of the Nigerian legislative framework related to terrorism. There is an absence of inter-agency operating procedures and a lack of clarity in roles. There are multiple agencies with jurisdiction to investigate terrorism cases, Nigerian prosecutors are still not sufficiently involved in guiding investigators in the preparation of case files and most of the time they receive case files at a very late stage. These challenges are also notable in North-East Nigeria where the military still has the lead responsibility for many functions that would normally be controlled by investigative agencies and the roles and responsibilities of the Nigerian criminal justice entities is not general not clearly defined.

As a result, investigation remains largely interrogative in nature, and most cases brought to court still depend on confessional evidence. Such an emphasis on confessional evidence is a major driver of abuse in police custody. In addition, military personnel operating in support of law enforcement activities do not receive specialized training on evidence collection. On the rare occasions that physical evidence is recovered there are not sufficient mechanisms in place to process, store, and exploit it successfully for the purposes of supporting criminal trials. Any comprehensive intervention designed to improve the collection and handling of evidence submitted to the Nigerian judicial system must necessarily encompass every stage in the evidence pipeline from the field to the court room.

This Action recognises that criminal justice and specifically investigation, prosecution, and adjudication of terrorism cases, including preventive measures which will lead to structural changes, are the most critical aspects for strengthening the judicial system. This SD3R will build on the achievements of, and needs

identified in, the three previously referenced counterterrorism (CT) criminal justice projects developed by UNODC and funded by the EU.

FORCED DISPLACEMENT

Forced displacement and impact on human mobility are the main consequences of conflict, as recently evidenced by the mass movements of farmers and herders from insecure areas in the BAY States. In this context, developing strategies for the return of former associates and their families to their communities (many of them were actually forcibly displaced) in an informed, consent-based, safe and sustainable manner, in compliance with the Kampala Convention on the rights of Internally Displaced People (IDPs) is a way to promote a positive and organized mobility that, in the long term, establishes the foundations of reconciliation and peace. By supporting the reintegration of former associates and the return of people who were in areas of influence of the Non-State Armed Groups (NSAGs), the social fabric of affected communities is in the process of reconstruction through socioeconomic recovery and an array of peacebuilding interventions that contribute to the restoration of trust, social cohesion, and stability while taking into account the statelessness issue.

Years of ongoing conflict have created divisions within communities. There remains resentment between those who stayed in the community and those who left the community either on their progress to be part of the insurgent groups or as a result of the occupation of their communities and their coercion to participate in the conflict in a variety of ways. Many have now found the opportunity to exit from these situations as part of the large-scale exits witnessed in the North-East. Scars of conflict have created trauma at the community level, which creates a complex situation concerning support and acceptance of various concerted efforts on reintegration.

One of the main issues in the conflict in the North-East is that victims, perpetrators, and survivors continue to live in the same communities. This coexistence continues to be marked by legacies of the violence, including residual fear, mistrust, stigmatization, and deepening community tensions. The former associates in the North-East and the effects of operations of Civilian Joint Task Force (CJTF) have had a significant toll on the communities.

Achieving long-term peace will require significant efforts in building confidence at the community level and on the part of former associates. Communities must have a leading voice in the reconciliation process and can become aware of efforts being put in place by Government institutions to facilitate reconciliation and reintegration processes, including a gender approach.

For reintegration and reconciliation to be successful, sensitization of the communities that will receive former associates of Non-State Armed Groups (NSAG) is necessary to guarantee that returnees will not be a new source of conflict. In addition, the reintegration needs to be conducted in secured areas, with access to basic services as a minimum.

A combination of escalating and protracted conflict, displacement, disruption, and loss of livelihoods for families has exacerbated the vulnerability, protection risks, insecurity, and violence against women and children. Women's and girls' lives become increasingly threatened, and they experience gender-based violence (GBV). Desperation can drive women into "transactional sex" to survive due to the limited options for work. Women are victims of abduction by insurgents and subjected to gender-based violence such as

rape and forced marriage²⁶. Those who have escaped or are released are not always welcome back to their communities. Additionally, boys and adolescent males' risk forcible recruitment by NSAGs.

Reconciliation and reintegration efforts are premised on the perspective that those formerly associated with NSAGs will require support to return and reintegrate into communities negatively affected by the conflict that need assistance to accept their return and facilitate reintegration. Social cohesion, reconciliation, and a range of transitional justice measures will represent a sustainable approach to reintegration and peace.

Reconciliation implies trust between parties and can be achieved by working with community structures, religious practices, local customs, and values to guide the reconciliation process. To accomplish these challenges, community platforms will need to understand that the reconciliation mechanisms are gender responsive and conflict sensitive and enhance community cohesiveness and victims' healing through capacity building in transitional justice principles, approaches, and techniques compatible with national and international law.

Most of the former associates and the victims of forced displacement are presently hosted by low-income IDPs and host communities, thus putting already-scarce services and resources under additional pressure. This is to be considered against the fact that the widespread destruction of cities, towns and villages has led to a collapse of public service provision and the breakdown of economic and social structures across most communities in the North-East.

Additionally, the proliferation and illicit trafficking of Small Arms and Light Weapons (SALW) affect people and communities in various ways. Addressing it requires a multisectoral approach that provides different measures and approaches, including legislation and regulation, law enforcement, civil society cooperation, stockpile management, collection (including unexploded ordinances), and destruction. In an ongoing conflict context, these approaches fall within the Weapons and Ammunitions Management (WAM) practice.

PROBLEM ANALYSIS

Years of ongoing conflict in Northeast Nigeria have resulted in deep divisions within communities, perpetuating resentment between those who stayed and those who left due to joining insurgent groups or being forcibly displaced. While large-scale exits have offered some relief, the scars of conflict have left lasting trauma and created complex challenges in supporting reintegration and reconciliation.

One of the main issues hindering the path to long-term peace is the coexistence of victims, perpetrators, and survivors within the same communities, marked by legacies of violence, fear, mistrust, and stigmatization. Achieving sustainable reconciliation requires building confidence among community members and empowering them with a leading voice in reconciliation efforts.

To achieve successful reintegration and reconciliation, it is imperative to sensitize communities receiving former associates of Non-State Armed Groups (NSAGs) to prevent the emergence of new conflicts. Reintegration initiatives must be conducted in secured areas, ensuring access to basic services for sustainable peacebuilding.

Furthermore, the conflict's devastating impact, including displacement and loss of livelihoods, exacerbates vulnerability, insecurity, and violence against women and children. Gender-based violence has emerged as

26 International Organization for Migration. (2019) Strengthening Law Enforcement Response to Gender-based Violence and Trafficking in Persons in Borno and Adamawa (Nigeria). Retrieved from https://publications.iom.int/system/files/pdf/tot_borno_and_adamawa.pdf

a significant concern, driven by desperation leading to "transactional sex" for survival. Boys and adolescent males also face the constant threat of forcible recruitment into armed groups.

Effective efforts for reintegration and peacebuilding must concentrate on providing comprehensive support to those formerly associated with armed groups, ensuring community acceptance, and rebuilding trust between conflicting parties. Local reconciliation processes guided by community structures and customs play a pivotal role in healing and fostering unity.

Most former associates and victims find refuge in low-income Internally Displaced Persons (IDPs) and host communities, straining already limited resources. Additionally, the proliferation of Small Arms and Light Weapons (SALW) exacerbates security challenges and demands a multifaceted approach to address the issue. Volunteer Security Outfits (VSOs), including the Civilian Joint Task Force (CJTF), have played a crucial role in supporting formal security institutions and require effective demobilization and reintegration support.

Trust in government institutions has dwindled due to the prolonged conflict, necessitating the implementation of effective mechanisms to manage the exit of individuals from the conflict zone. Coordination, efficiency, and trust-building are essential components of successful rehabilitation and reintegration processes.

Moreover, the capacity of Nigerian investigators and prosecutors in handling terrorism-related cases has been severely constrained by the lack of training, equipment, and skills. This has resulted in poor evidence collection and preparation, heavily reliant on confessional statements as evidence. Unclear inter-agency operating procedures and roles have further hindered effective investigation and prosecution. The military's lead responsibility in Northeast Nigeria has added complexities to the roles of criminal justice entities, requiring well-defined collaboration and delineation of responsibilities.

Considering these pressing challenges, the proposal aims to develop comprehensive interventions and initiatives that promote community-centred reintegration and reconciliation in conflict-affected areas of Northeast Nigeria. The proposal seeks to foster sustainable peace by empowering communities, addressing gender-based violence, enhancing trust in government institutions, and providing training and resources to improve investigative and prosecutorial capacities. Ultimately, the proposed project seeks to contribute to lasting peace and stability in the region while creating a pathway for victims, survivors, and former associates to reintegrate into society and lead fulfilling lives.

LESSONS LEARNT FROM S2R

1. **Coordination between EU Support for Reconciliation and Re-integration of Former Armed non-state Combatants and Boko Haram Associates (S2R) partners**

Effective synergy and coordination amongst consortium partners is crucial for efficient project implementation. A transparent approach to knowledge sharing and collective reflections on lessons learnt from various components, and at different stages, of project implementation is important for the harmonization towards achieving project objectives. Increasingly important when considering the various Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) efforts across OPSC and the Borno Model, and the communities of return in three States.

2. **Inception Phase**

An Inception Phase is critical to ensure and measure progress toward the overall and immediate objectives. A comprehensive set of rights-based and gender responsive methodologies, selection criteria, and

assessments are needed to harmonise, design, and execute a wide range of connected activities. This is now particularly important to ensure Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) efforts across OPSC and the Borno Model are coordinated and complimentary.

3. Strategic Communications

Strong strategic communications and public information campaigns are key to success. Implementing strategic rights-based and gender responsive communications and community sensitization strategies, through radio programmes, townhall meetings, religious counselling, among others, is an efficient way to guarantee acceptance and reconciliation of associates and victims. It is necessary to work with the communities of return and State Governments when designing information campaigns to ensure they are context specific and have the greatest impact. Additionally, linking families and Community Leaders to Former Associates during the rehabilitation stage is a critical first step towards sensitization and sustainable reconciliation.

4. Federal and State Government Coordination and Capacity Building

Strategic alliances with key stakeholders as duty-bearers at the federal and state level are necessary for a wider and more sustainable impact. Effective coordination between the federal and state levels for implementing policies is of the utmost importance, and strengthening the government's capacity to implement DDRR programming is crucial for sustainability. Harmonization across State governments (Borno, Yobe and Adamawa) conducting DDRR programming is equally necessary for sustainability, where states must develop complementary but context specific policies on rehabilitation, reintegration, and reconciliation processes, and the prevention of recruitment and recidivism.

5. Bottom-up and context specific reintegration and reconciliation

For reintegration to be successful it needs to go together with community-level reconciliation to promote an increased understanding for and acceptance of low-risk former associates and victims/survivors. Experience has shown that differences can be reconciled and a gradual increase in trust between parties can be achieved by allowing community structures, civil society organization (in particular, those representing women, children and people with disabilities' rights and needs) religious practices, and local customs and values to guide the reconciliation process. In locations of interventions, there is a significant demand and motivation for community-level self-sustenance via a variety of viable livelihood opportunities. The results of a series of engagements with the community members revealed the dynamic nature of what an individual or community members can engage in at a specific time as a means of self-sustenance, despite economic/trade surveys and engagement with returnees as rights holders providing an overview of the best possible means of self-sustenance before interventions are provided.

6. Mentoring and Peer Group Support

Mentorship and case management are key to sustainability when provided in a gender responsive manner. Peer group support sessions, for example, are highly effective in improving the well-being of girls and women, strengthening their resilience, and building a protective environment for returnees. To ensure greater impact and community engagement, it is important to capacitate and work closely with religious, traditional and community leaders. Furthermore, to promote their chances of development and well-being in the longer term, these systematic linkages must be made with education, vocational training, social protection and income generation services and equal opportunities for all children – in all their diversity, not only those directly affected by the conflict.

7. Multiple Targeting Approach to Reintegration

In addition to supporting the provision of targeted (or individual) reintegration services to low-risk former NSAG associates, the EU Support for Reconciliation and Reintegration of Former Armed non-state Combatants and Boko Haram Associates programme (S2R) has also supported vulnerable community members and Volunteer Security Outfits (VSOs) in a multiple targeting approach to reintegration. Evidence from the Action has shown that if CJTF and vigilantes who opt to return to civilian life, and selected vulnerable community members, are also targeted with socioeconomic support, DDRR efforts are broadly accepted and welcomed. By ensuring that those people living in the most marginalised situations are included, and the selection criteria is gender, disability, and conflict sensitive, greater reintegration and reconciliation success can be achieved.

8. Volunteer Security Outfits (VSOs) Reintegration and Reconciliation

Disassociation and reintegration of VSO members is contextual. It requires significant political engagement. VSOs are still considered important mechanisms of community security, and the reintegration of large caseloads has a potential to create a destabilising non-intended effect. Gradual approaches, accompanied by information outreach and sensitisation campaigns have proved important in creating confidence amongst membership of the VSOs and the State institutions.

9. Reintegration linked to broader stabilisation and peace-building efforts

Reintegration should not be a standalone programme. It requires solid anchoring in broader peacebuilding and stabilisation initiatives, and linkages with economic recovery, and transitional justice mechanisms. It has been demonstrated that having a variety of partnerships (with the government, sister UN Agencies, non-governmental organisations, community leadership, and other institutions) is a crucial approach to reinforcing deeper and broader effectiveness of the reintegration programme. It has been particularly effective when coordinating and complimenting other EU funded efforts and wider transition, recovery, and developmental programming.

10. Criminal Justice

The three previous EU-UNODC counterterrorism, criminal justice projects have been successful mainly because they have remained focused on strengthening the capacity of a selected group of Nigerian criminal justice officers and have closely partnered with the agencies who have responsibility for terrorism. The continuation of this successful model will build on strong partnerships that have already been established, while also expanding incrementally to address emerging issues such as the challenges in developing an approach to prosecuting, rehabilitating and reintegrating persons associated with Boko Haram as well as the other unique challenges in the criminal justice response to terrorism in North-East Nigeria.

11. Harmonization of lessons learned from other EU-supported Actions in Nigeria

Lessons learned from additional Actions implemented by the EU in support of DDRR and PCVE-related processes will be considered for the implementation of the SD3R project; this includes those above concerning counter-terrorism and criminal justice areas, as well as those from the Action "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration and Reconciliation (DDRR)," implemented by IOM throughout 2022 and 2023. The development of training of trainer's methodologies to guarantee successful capacity building processes, as well as the need for strengthening the coordination between Federal and State levels for policy development, and implementation of protocols and tools between Federal and State MDAs, as well as strategic communications that target the communities, including townhall meetings, ludic and art-related activities, and the use of radio messages to promote reintegration and reconciliation, have

shown to be successful and will continue throughout the implementation of the SD3R project.

II. Description of the Action

Objectives and Expected Outputs

The overall objective (impact) is improved community-driven reintegration and reconciliation of former armed non-state combatants and Boko Haram associates in Borno, Yobe and Adamawa, including those who were forcibly displaced.

The Objectives of this action are:

Objective 1

Communities are sensitised and reconciled notably through inclusive and survivor-centred transitional justice mechanisms to reduce the rejection and stigmatisation of former NSAG associates.

Output 1.1: Communities receive accessible and comprehensive information on rehabilitation, reconciliation, and reintegration processes.

Activities

Activity	Agencies	Lead Nigeria Stakeholders
Create, establish, and strengthen inclusive community platforms / committees to engage in dialogue, develop activities, and set up support mechanisms by using dialogue-oriented, gender responsive and culturally sensitive approaches to promote peace, reconciliation and reintegration through participatory social mobilization and strategic communication.	IOM / UNDP	1. National Orientation Agency 2. Ministry of Women Affairs and Social Development 3. Ministry of Information and Culture 4. Adamawa State MRRR, 5. Ministry of Humanitarian Affairs 6. Adamawa State Ministry of Youth, Sports and Culture.
Support communities about the reconciliation and reintegration process for both adults and children through a comprehensive, accessible and wide-spread information campaign.	IOM/UNICEF/UNDP	1. Ministry of Information and Culture 2. Ministry of Women Affairs and Social Development. 3. National Orientation Agency
Prepare receiving communities for child and adult reintegration and reconciliation activities through multi-level outreach, inclusive engagement, and dialogue at Federal, State, LGA, and Community levels, differentiated by target groups, to promote community ownership and acceptance.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Information and Culture 3. Ministry of Local Government and Emirate Affairs

Support community structures / committees to engage in dialogue and develop gender responsive monitoring and alert systems to determine gaps and assess differentiated needs for protective environments for girls and boys, with a particular focus on women victims of violence and children born of sexual violence.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs
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Output 1.2: Support localised healing, reconciliation measures and transitional justice mechanisms, focusing on women and children.

Activities

Activity	Agencies	Lead Nigeria Stakeholders
Work with relevant actors (including community and religious leaders), receiving communities, platforms, and civil society organisations (particularly women's, children and persons with disability organisations) to develop and apply a range of community-level transitional justice measures to promote healing and reconciliation.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs 3. Ministry of Religious Affairs
Identify and train community members, including youth and women, to undertake a range of community cohesion and healing interventions.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs 3. National Orientation Agency
Support the community platform to decide on and implement social impact projects as a form of reparations and incentives for reconciliation	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs 3. Adamawa State Ministry of youth, Sports and Culture
Assess existing mechanisms and develop child sensitive and gender appropriate safeguards and rights guarantees for the participation of children and women in truth seeking, reconciliation, and restitution interventions.	UNICEF	1. Ministry of Women Affairs and Social Development 2. Ministry of Justice 3. Ministry of Local Government and Emirate Affairs

Objective 2

Former armed non-state combatants and NSAG associates, including those forcibly displaced, are processed and receive gender-responsive support for sustainable alternatives to violence.

Output 2.1 Borno State Government and relevant authorities receive support for strengthening the civil registration, screening of adults-children/registration, categorization, and profiling processes, in response to the mass exits process.

Activities

Proposed Activity	Agencies	Lead Nigeria Stakeholders
Enhancing of existing tools and methodology (SOPs, interview forms); provision of the necessary data management system and equipment; training and capacity building of DSS personnel on these systems, and other systems developed for the screening, categorization and profiling processes	Leading agency IOM Collaborative agency UNDP	1. Ministry of Women Affairs and Social Development

Output 2.2 Specialised child protection services are provided, including psychosocial support services, Water and Sanitation Hygiene (WASH), medical assistance (including psychosocial support), nutrition, education, and shelter.

Activities

Proposed Activity	Agencies	Lead Nigeria Stakeholders
Provide specialised child protection interim care services including needs assessment, psychosocial support services, immediate identification, documentation, family tracing, and reunification (IDFTR), and essential humanitarian needs such as WASH, medical assistance, nutrition, etc. at the transit centres established by the Borno State government	UNICEF/IOM	Ministry of Women Affairs and Social Development

Output 2.3: A tailored-made, and gender responsive reintegration strategy is developed and implemented including education, vocational training, skills apprenticeships and mentoring, business start-up kits, micro-finance programmes and group-based development services.

Activities

Proposed Activity	Agency	Lead Nigeria Stakeholders
Provide community-based social and economic reintegration services for adults and children formerly associated through livelihood schemes (loan and savings associations, micro finance schemes, cooperatives creation, value-chain development, etc.)	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs

Output 2.4: Relevant State-level governance bodies are supported to map out reintegration and reconciliation efforts and monitor activities for future planning.

Activities

Proposed Activity	Participating Agencies	Lead Nigeria Stakeholders
Strengthen the capacity of relevant government institutions, CSOs, and community structures in integrated programme case management, monitoring, reporting and response, deployment of protection information system.	IOM/UNICEF/UNDP	Ministry of Women Affairs and Social Development
Provide capacity development support at the State and Federal levels, including establishment of effective communication channels.	UNDP/UNICEF/IOM	1. Ministry of Information and Culture 2. Ministry of Women Affairs and Social Development 3. National Directorate of Employment (NDE) 4. Office of the National Security Adviser (ONSA)
Support coordination and oversight bodies at State and community levels.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Child Protection Area of Responsibility
Conduct workshops on lessons learned with relevant authorities and reconciliation and reintegration committees or platforms.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development 2. Ministry of Rehabilitation, Reconstruction and Resettlement 3. Ministry of Humanitarian Affairs

Output 2.5: Federal and State government coordination meetings, and working groups are implemented to support strengthening coordination for developing Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and Prevention and Countering of Violent Extremism (PCVE) policy.

Activities

Proposed Activity	Participating Agencies	Lead Nigeria Stakeholders
Conduct annual community perceptions surveys, capacity gap analysis, and needs mapping to develop a capacity strengthening plan at the Federal and State level for successfully steering the Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) process.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development. 2. Ministry of Rehabilitation, Reconstruction and Resettlement

		3. Ministry of Humanitarian Affairs
Support relevant government institutions in monitoring activities to ensure mutually reinforcing Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) interventions.	IOM/UNICEF/UNDP	1. Ministry of Women Affairs and Social Development

Objective 3. Weapons from NSAG associates are collected, and non-state security providers are professionalised, disarmed, and demobilised (CJTF and Volunteer Security Outfits).

Output 3.1: Volunteer security outfit members have improved capacities to meaningfully contribute to reconciliation and reintegration, and transitional justice measures in the NE are supported to access a variety of reintegration pathways.

Activities

Activity	Participating Agencies	Lead Nigeria Stakeholders
Support assessment of adult and child former associates and CJTF members for reconciliation and reintegration.	UNDP/UNICEF	1. Ministry of Justice 2. Ministry of Women Affairs and Social Development
Engage relevant stakeholders (including Volunteer Security Outfits) in a policy and programmatic dialogue on community safety and security and strengthen their capacities and participation in a range of reconciliation and transitional justice measures.	UNDP	1.VSO Leadership. 2.Borno State Security Trust Fund (BSSTF) 3.Ministry of Justice 4.Ministry of Local Government and Emirate Affairs (MLGEA) 5.INGOs/CSOs/CBOs 6.The Presidential 7.Committee on Repatriation, Return and Resettlement of Displaced 8.Persons in the North-East
Refer adults and children former Volunteer Security Outfit (CJTF / vigilante and other such groups) members to reconciliation processes and reintegration support.	UNDP	1.Ministry of Women Affairs and Social Development 2. Ministry of Justice. 3. VSO Leadership. 4. Borno State Security Trust Fund

Output 3.2: Development of an integrated strategy (including as applicable for the NE) for weapons and ammunition management guided by the ONSA/National Centre for the Control of SALW.

Activities

Proposed Activity	Participating Agency	Lead Nigeria Stakeholders
Support the design, testing and implementation of Federal and State level strategies, processes and capacities that contribute to Weapons and Ammunitions Management in line with the emerging national policy and institutional framework and situational context in the NE of Nigeria.	UNDP	1. Office of the National Security Advisor (ONSA) 2. National Center for the Control of Small Arms and Light Weapons (NCCSALW) 3. Borno State Security Trust Fund (BSSTF) 4. Borno State House of Assembly 5. Nigerian Police Force (NPF). 6. VSO Leadership
Undertake extensive studies on contamination of land with mines and inform action by relevant Government Institutions on mine's awareness and clearance.	UNDP/IOM/UNICEF	1. Ministry of Women Affairs and Social Development 2. Ministry of Local Government and Emirates Affairs 3. University of Maiduguri

Objective 4: Investigation and prosecution services are strengthened to combat terrorism in compliance with international human rights and women, peace and security standards

Output 4.1: Military and police investigators in the North-East receive support for the human rights compliant investigation of terrorism offences (including sexual and gender-based violence)

Activities

Activity	Participating Agency	Lead Nigeria Stakeholders
Support to the Joint Investigation Centre (JIC) and Terrorism Investigation Branch (TIB) for the collection of witness testimony and physical evidence in the field; forensic examination of evidential material; preparation of SOPs relevant to terrorism investigation; and support for the development of the Military Police Forensic Unit..	UNODC	JIC; NPF; DSS

Output 4.2: Terrorism cases are effectively prosecuted and adjudicated, while constitutional and fundamental rights are safeguarded

Activities

Activity	Participating Agency	Lead Nigeria Stakeholders
Technical assistance for the deployment of prosecutors, defence attorneys to review case files and/or meet with clients and investigators; and the deployment of specialist investigators and forensic experts to collect and examine evidence.	UNODC	FMOJ; LACON; NPF; JIC
Capacity building support incorporating a gender and human rights focus for mentoring and training of prosecutors, defence attorneys and judges working on terrorism-related cases; as well as provision of equipment for the resumption of terrorism hearings.	UNODC	FMOJ; FHC; LACON; NPF; JIC

Output 4.3: National officials receive support to enhance their knowledge and skills in the development of rights-based and gender responsive strategies and processes to address the prosecution, rehabilitation and reintegration of persons associated with Boko Haram across the Lake Chad Basin region

Activities

Activity	Agency	Lead Nigeria Stakeholders
Capacity building support for the coordination and implementation of regional and national strategies and processes for the screening, prosecution, rehabilitation, and reintegration of persons associated with Boko Haram across the Lake Chad Basin region.	UNODC	ONSA; FMOJ; NCoS; NAF (incl. Operation Safe Corridor)

Gender, youth, vulnerable groups and environment mainstreaming

Gender

Women are critical 'agents of change' and are able to generate multiplier effects for the promotion of non-violence, civic engagement or violent extremism, depending on their orientation. Activities across all Action areas will take gender sensitivity and gender mainstreaming into account. Recognising the widespread, gendered and deliberate use of sexual violence in the North-East of Nigeria and in line with Council Conclusions on the Gender Action Plan the Action activities will:

- Ensure girls' and women's physical and psychological integrity.
- Promote social and economic rights.
- Strengthen girls' and women's voice and participation.
- Shift the institutional culture.

Youth

The PCVE Policy Framework and National Action Plan explicitly recognise that youth are vulnerable to the drivers of violent extremism (VE) and insurgency recruitment and are victims of VE. In the North-East many youths have also needed more educational opportunities, employment or livelihood abilities. Therefore, youths who are former associates, demobilised vigilantes and vulnerable members of the community will be engaged in the Action's activities, including the economic and social cohesion initiatives.

Vulnerable groups

The most excluded or marginalised within communities, including the disabled, elderly and single-headed households, will be actively engaged in the Action to promote social cohesion. The Action will also engage those from at-risk groups identified as having 'conflict carrying capacity'.

Environment

Prior to the insurgency the increasing reduction of agricultural-based employment/livelihoods due to the spread of desertification and land degradation across the North-East was already putting strain upon communities. The Action aims to ensure activities either mitigate or are adapted to the climatic stresses in the North-East. This is particularly relevant to livelihoods and social impact projects. Awareness and management of the local environment will be integrated into apprenticeship training as appropriate.

Theory of Change

The underlying intervention logic for this Action is based on the main assumption that a holistic approach covers the disengagement and reintegration of former associates, reconciliation between them and the communities, and reviewing the cases related to actions of extreme violent organisations. Accordingly, this Action will contribute to stabilising selected areas in Borno, Adamawa, and Yobe States by enhancing community preparedness for reintegration. Furthermore, reducing the rejection and stigmatisation of former associates will prepare the ground for community-based healing and reconciliation. This assumption will be supported by restorative justice processes and social impact projects that will be formulated through a human rights-based and community-led approach, possibly including the reconstruction of social and productive infrastructure as a form of restitution and reparation. Additionally, this Action assumes that with the activities developed by the consortium, criminal justice will be strengthened.

Therefore, if reintegration and reconciliation of former armed non-state combatants and Boko Haram associates is community-driven and contributes to addressing the drivers of the conflict, then peace and stability in the North-East will be enhanced because the risk of recidivism and future recruitments into NSAGs is reduced.

If communities are sensitised, psychologically and socio-economically prepared, and supported before and during the reintegration of fully rehabilitated, low-risk associates, then rejection and stigmatisation of former associates will reduce because of communities' access to reliable and transparent information on the process.

If a stratified community-led cluster approach is adopted to provide comprehensive economic, psychological, and socio-political alternatives to former associates, vigilantes and people living in the most vulnerable situation in the community, then social cohesion will increase and the risk of recidivism and the ability of violent extremist organisations to recruit will decrease because sustainable alternatives for violence are increased.

If a process is developed for non-state security providers to be professionalised and/or disarmed, demobilised, and reintegrated, then a conducive environment for reconciliation and reintegration is

promoted because community security is further enhanced as additional alternatives to violence are created for a key-risk groups, and the legitimate State authority is strengthened in target areas.

Additionally, according to the experience gained with implementing the EU Support for Reconciliation and Re-integration of Former Armed non-state Combatants and Boko Haram Associates (S2R), *if* local transitional or restorative rights-based and gender responsive justice mechanisms are developed at the community level, then the community's sense of injustice will be reduced and societies will begin to heal, because it creates an enabling environment for reconciliation between low-risk former associates and victims/survivors of the conflict.

And, *if* there is sufficient political commitment at the federal, state, and community levels to implementing policy actions to guarantee community safety and security, then the capacity to investigate terrorism cases at the Joint Investigation Centre (JIC) and Terrorism Investigation Branch (TIB) will be reinforced, because the criminal justice system will be foundationally strengthened in the long term.

Finally, *if* comprehensive, inclusive, gender responsive, and accountable structures to manage DDRR activities are created between and across the various levels of government and communities, then the Federal and State's legitimacy will begin to be restored and prospects enhanced for a long-term peace dividend, because it will improve levels of trust between citizens as rights holders and government as duty bearer.

Risks and risk mitigation measures

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
SAFETY & SECURITY	Insurgents directly targeting communities of return, former insurgents and project staff to sabotage ongoing efforts by government on peacebuilding.	High	High	Conducting regular security and risk analysis that enables timely monitoring of threats besides strengthening coordination and collaboration among security actors and improving civil-military relations with communities to establish early warning mechanisms.
	Threat levels significantly change for project adaptability			
	Poor handling and discriminatory treatment of individuals	High	High	Project interventions shall be informed by lessons learnt from previous interventions

	returning to communities obstructing entry to the reintegration pathways and processes that could undermine viability of reintegration efforts			and evidence based so that interventions focus on needs and gaps.
	Nigeria Security Forces (NSF) does not release children from military detention	Medium	High	Conduct advocacy efforts with the Chief of Army Staff and NSF for the signing of draft handover protocol to ensure prompt release of children who come into contact with them during military operations.
	Intensification of the ongoing attacks by NSAGs could render communities inaccessible. All planned activities could encounter delays if the security situation deteriorates in project locations.	High	High	The overall security related mitigation measures for UN will be based on Security procedures in place for UN partners and its implementing partners to mitigate risks.
POLITICAL & LEGAL	The on-going election period causes protests and civil disobedience that disrupts project delivery	Medium	High	Continuous assessment and evaluation of the political developments and engaging with both federal and state governments to inform business continuity and sustain project delivery in the project locations.

	Elections, post electoral processes push attention to electoral issues at the expense of integrated support to mass exits processes (Financial, Court processes, Security mechanisms and deployments)	Medium	High	Continuous risk assessments and development of strategic responses at the programmatic level that are discussed with Government at Steering Committees. Additionally, build up working arrangements with technical persons in Government for programmatic continuity.
	Political instability and worsening security prevent project activities from taking place	Low	Medium	Alternative training arrangements in a more secure location to conduct training activities and other deliverables. However, with the recent mass defections from BH held territory we consider this risk to have reduced significantly in the past year.
	Lack of political will to prioritize and effectively implement transitional justice measures can undermine efforts to address past human rights violations, hinder reconciliation, and perpetuate a culture of impunity.	Low	High	Encourage dialogue and advocacy to raise awareness about the importance of transitional justice, its benefits, and the need for political commitment. Engage international organizations, governments, and civil society groups to apply diplomatic pressure and provide support to promote political will for transitional justice. Support capacity-building initiatives to enhance the

				understanding of transitional justice principles among government officials, policymakers, and relevant stakeholders.
FINANCIAL & LOGISTICAL	Fluctuating costs and rising inflation	Medium	Medium	Conduct regular market surveys and contingency plans as part of the efforts to mitigate this risk.
	Value for money	Low	Medium	Strict adherence to procurement guidelines and conducting necessary due diligence and audits to be inbuilt in the project management to provide corrective measures including value for money assessments and quality control mechanisms.
	Adequate support to individuals ignored or missed during the reception, screening and rehabilitation processes making it difficult to support their reintegration in communities of return	Medium	Medium	Development and support to implementation of systems, processes and structures that provide a balance between human rights and security and that complies with international minimum standards.
STRATEGIC	Challenges to social cohesion, stability, trust, and healing in communities	Medium	High	Community cohesion activities and participation of community members in programming is key in mitigating this risk.

	The risk of recidivism among former associates already reintegrated into communities	Low	High	Follow-ups and monitoring system of reintegrated persons and equipping beneficiaries with skills is key in minimizing the risks of recidivism.
PROGRAMMATIC/ COMMUNITY ACCEPTANCE	Barriers to social acceptance for former combatants returning into communities impede opportunities for reconciliation and reintegration in communities	Medium	High	Supporting local communities in making ample preparation for returning individuals.
	Large surge in former associates and their families arriving, increasing pressure in project resources	High	High	Consultations and discussions with the Borno State authorities and the federal government to ensure contingency planning to handle the current mass exits and absorb the uptick.
	Discrimination against returning women survivors of sexual violence and their children	High	High	Within the project, awareness rising campaigns and capacity building activities will address the root causes of gender discriminatory social, religious and cultural norms in order to eliminate the stigma suffered by women' survivors of sexual violence and their children.
	A former reintegrated associate returns to the transit centre	Medium	Medium	Provision of adequate livelihood support for former associates and their families is crucial in mitigating this risk, including provision of

	for livelihood support			appropriate skills in community skills centres and conduct regular market surveys in communities of reintegration.
	A former associate who has passed through the program is identified as being involved in insurgency.	Low	High	Mapping requirements for reintegration in existing and potential host communities and tailoring reintegration support to persons formerly associated with Boko Haram will enhance livelihood support to beneficiaries and promote social cohesion in communities.
	Lack of support to returning children by their communities due to fear of violent behaviour and possible attack	Medium	High	The project will work in partnership with religious and community leaders, building their capacity to advocate with and engage with communities and families.
CAPACITY BUILDING	Officials in appropriate functions (i.e., those who could benefit most from knowledge development and skills training under this project) are not nominated by their institutions to participate in training activities.	Low	Medium	This project builds on established relationships in which this issue has already received considerable attention and has previously been effectively addressed by the GoN, so the risk is rather low.

	Continued availability of a select group of officials is not ensured by their institution officials to participate in the training curriculum (transfer of staff)	Medium	Medium	The nature of delivering projects in a conflict zone is that the operational tours of some beneficiaries based in the NE are more limited than others. However, specific guidance and criteria for suitable project participants will be included in the MoU. Evidence of unjustified transfers will be reported to the EUD.
	Knowledge and skills reach a limited number of beneficiaries.	Medium	Low	The partners will include some train-the-trainer interventions to empower those benefiting from project interventions to pass on their knowledge to their parent institutions in a sustainable fashion.
	Officials benefitting from training under the EU project are involved in violations of human rights, negatively affecting EU and UN partner reputation			SD3R partners will integrate a strong human right complaint approach, in line with the United Nations Global Counterterrorism Strategy's Pillar IV on promotion of respect for human rights. SD3R partners applies the UN-wide Human Rights Due Diligence Policy in addition to the other UN internal Guidance Note on Human Rights, both of which require human rights risk assessments (including sexual exploitation and abuse,

				sexual harassment and other forms of sexual gender-based violence) and the adoption of mitigating measures. The project will also seek to involve relevant national human rights and gender equality advocates in project activities and incorporate key rights in the project delivery.
HEALTH CRISIS/ NATURAL DISASTERS	A health crisis or natural disaster prevents the in-person implementation of project activities	Medium	Low	Risks will be mitigated through the reprioritizing the work plan to focus on desk-based project outputs as well as the delivery of training activities through online platforms to ensure project implementation is able to be continued during a potential disruption.
	Poor management in the camps, lack of food, WASH and shelter conditions	High	High	Establish effective coordination mechanisms among relevant stakeholders, including humanitarian organizations, government agencies, and local authorities, to streamline efforts and improve overall camp management. Conduct regular needs assessments to identify gaps and prioritize interventions related to, WASH facilities, and shelter conditions.

	COVID19 Pandemic lingers	effect	Medium	Low	SD3R partners and its implementing organizations will continue to implement remote sensitization on COVID-19 signs, symptoms, mitigation and prevention measures.
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Implementation Period/Duration and Geographical Scope

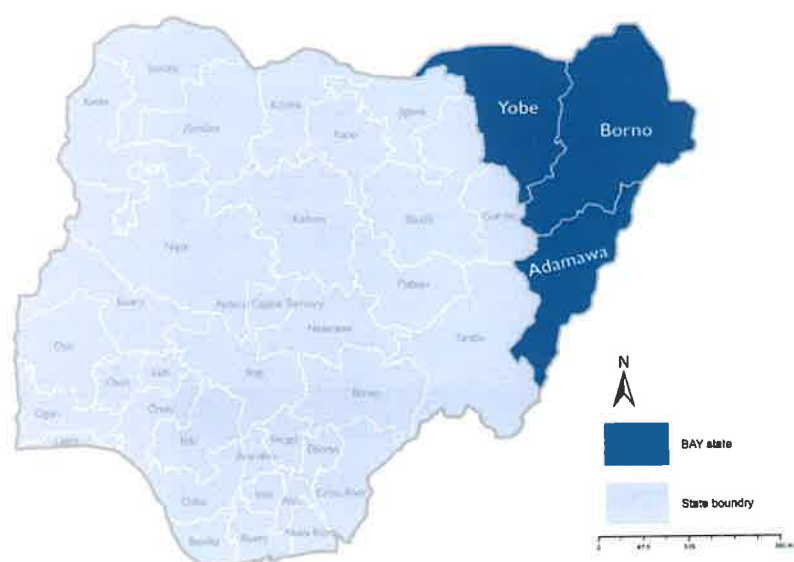


Figure 1: SD3R targeted geographical scope.

The programme targets three states in North-East Nigeria, as shown in the map above. It proposes an implementation period of 36 months to achieve the envisioned. This period also aims to allow sufficient time to facilitate long-term government buy-in and sustainability of the interventions and to progressively scaffold the capacity of federal, state and local governments and key actors to institutionalize effective DDDR processes.

Final Beneficiaries/Target groups

The estimated caseload for targeted assistance is approximately 16,700 individuals, including low-risk former non-state armed group (NSAG) associates and child associates (2,800 and 2,500 respectively). Additionally, 1,200 adult non-state security providers and 375 national officials receiving capacity building. The action will also include other vulnerable community members (5,600 adult, 4,500 children and women) through a dual targeting approach.

The participating agencies have chosen an area-based approach to ensure better coordination and impact. They plan to work in three geographic areas (states) for reconciliation, livelihoods activities, and social impact projects. However, they are open to adjusting the target areas based on the situation on the ground or legitimate requests from counterparts and beneficiaries.

The selection of geographic areas will consider factors like the number of returning former NSAG members, reintegrating CJTFs, community readiness, security situation, and government priorities. The chosen areas will be shared and discussed with low risk former associates to enable informed decisions regarding their settlement.

The Action is expected to reach a minimum of 250,000 indirect beneficiaries, including selected community members, low-risk former associates, vigilantes, and their families.

Beneficiaries to be reached through the proposed programme.

Beneficiary type	Beneficiary number
Direct beneficiaries	
Adult low-risk former NSAG associate	2,800
Child former NSAG associate	2,500
Adult CJTF / vigilantes	1,200
Adult community members	5,600
Child and women community members	4,500
National officials	375
Indirect beneficiaries	
Reconciliation and reintegration committees or platforms, livelihoods, social impact projects, community outreach	250,000

Management arrangements

The Management of the SD3R Project is based in two structures that would oversee project implementation and high-level decision making and guidance. These will be the Steering and Technical Committees. Their description, roles and responsibilities are outlined below.

Under the leadership of the Resident Coordinator, the consortium has launched the UN Offer to Support the Borno Model with its own dedicated funding mechanism. The activities of the SD3R contributing to the Borno Model are complementary to the UN offer Programme. The SD3R technical committee will coordinate with the technical committee of the UN offer note to the Borno Model for the presentation of reports, of those activities that contribute to achieving the Borno Model.

Steering Committee:

The SD3R Steering Committee (SC), based in Abuja, is the Action's decision-making body and provides strategic leadership and oversight. Specific ToR for the Steering Committee will be decided during inception phase, based on lessons learned from Phase 1 and in coherence with the UN Offer governance structure. SC will be consulted and advise on:

- Implementation in accordance with the objectives, approach and scope of the Action as defined in the Terms of Reference.

- Strategic and operational changes to Action, based on the dynamic operating environment for the Federal level and the BAY states; and
- Annual work plans, budgets (or briefings / summaries / updates-as relevant) and annual progress and final reports, for the Federal level and the BAY States.

The members of the Steering Committee will be made up of the EU, government representatives and heads of UN Agencies. The SC will meet at a minimum twice a year, more if required, recognising this is a high-risk programme with potential reputational damage to the EU and implementing agencies. The SD3R action manager and the team will provide the Secretariat to the Steering Committee.

The Steering Committee activities will be focused on advising project implementation, specific TOR for steering committee will be developed during inception phase.

Upon approval of the Resident Coordinator the EU should participate in the Programme Board of the UN Offer. The four UN agencies participating in the Action, will ensure that activities proposed under SD3R are complementary and not conflicting with the overall UN Offer Programme in Support of the Borno Model.

Technical Committee:

The Steering Committee will be supported by a Technical Committee (including human rights and gender expertise) that will be based in Maiduguri and consist of technical staff of the respective participating agencies. The Technical Committee will:

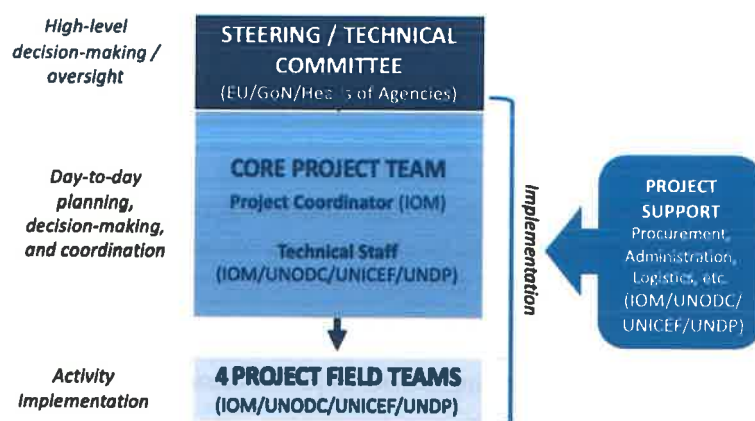
- Advise the Steering Committee on strategic matters.
- Ensure a coherent programmatic implementation.
- Generate/review research, strategic content, and shaping advisory notes for projects' integration, with SC direction.
- Identify specific elements for resource mobilization.
- Serve as the secretariat to the SD3R project steering committee; and
- Regularly interact with the core team to monitor the progress of the Action.
- Ensures complementarity with the UN Offer Programme in Support of the Borno Model and agreed reporting along the templates and mechanism of the UN Offer, of those activities that will contribute to the Borno Model.

Implementation arrangements:

The Disengagement, Review, Reconciliation and Reintegration process in Nigeria are Federally and State-driven and owned. Any references to agency leadership, coordination or responsibility in this and other sections therefore refer solely to the division of labour between the lead and partner agencies' organisations. Whenever feasible, the Action will strive to promote and support community and Local Government leadership in decision-making and implementation.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

Organisational Structure and Team:



In order to promote cost efficiency and economies of scales, IOM staff directly working on the project in the project offices will be physically placed in the existing offices and the charging of the actual direct office costs related to their functions (rental of premises, consumables, other office services, etc.), will be based on actual expenditures incurred during the period distributed in proportion to the amount of time spent by the staff on the activities directly linked to the project. Other office costs will be charged as set out in Annex III.

The Action will have an indicative integrated core team, located in Maiduguri and led by a Project Coordinator, which will inter alia, oversee the field-based implementation of the project. It will consist of:

Indicative Project staff and Position	Agency	Staff Type
Project Coordinator	IOM	International
Monitoring & Evaluation and Reporting Officer	IOM	National
ICRS Project Officer	IOM	International
Reconciliation / Social Cohesion Officer & SEC	IOM	National
Project Assistant	UNDP	National
Community Security / Vigilantes Officer	UNDP	National
Reconciliation / Social Cohesion Officer	UNDP	International
DREAM Data Base Management Associate	UNDP	National
Community Engagement Analyst (x2)	UNDP	National
Child Protection Manager	UNICEF	International
Child Protection Specialist (CAAFAG)	UNICEF	International
Child Protection Specialist (PSS)	UNICEF	International
Child Protection Specialist (Peace building, reconciliation and transitional justice)	UNICEF	National
Child Protection Officer (Reintegration)	UNICEF	National
Child Protection Officer (MRM)	UNICEF	National
National Project Officer, Coordination	UNODC	National

National Project Officer, Investigation	UNODC	National
Driver/Clerk	UNODC	National

IOM

Project Coordinator: Carries overall indicative responsibility inter alia, for the management and implementation of the Action. The main responsibility of this position is to oversee, manage, and coordinate the S3DR project in collaboration with relevant stakeholders. The position also entails advising senior officials on the implications of established programme policies, overseeing the functioning of the programme governance and management structures, and formulating submissions to donors for funding. In addition, the position is responsible for planning and coordinating the effective implementation of all programme activities, ensuring the reflection and integration of new modalities, policies and practices, and methods for evaluation into the project formulation and management processes. He or she will be fully dedicated for 36 months of this Action. As such, the salary of the Project Coordinator will be financed entirely through this Action. The Project Coordinator will be recruited by IOM and have a direct reporting line to the IOM DDDR Coordinator (back-office support), who oversees the entire IOM Nigeria DDDR portfolio.

Monitoring & Evaluation and Reporting Officer: Carries overall indicative responsibility inter alia, for monitoring, evaluation, and reporting activities related to this Action. The main responsibility of this position is to support the maintenance and adjustment of the overall framework for DDDR projects monitoring and evaluation, ensuring alignment with DDDR donor requirements. The position also entails collaborating with DDDR staff and implementing partners on both quantitative and qualitative monitoring aspects, producing regular monitoring reports, developing and revising standardized M&E tools and operational framework, supporting the development of communication protocols and information-sharing tools, coordinating regular trainings, participating in the process of identifying key performance questions and indicators, supporting the process of reviewing existing data, providing technical recommendations to the Project Coordinator, and supporting the preparation and review of final evaluation reports. The Monitoring & Evaluation and Reporting Officer will partially be financed through this Action. He or she will be recruited by IOM and have a direct reporting line to the Project Coordinator of this action.

ICRS Project Officer: Carries overall indicative responsibility inter alia, for the management and implementation of the ICRS component of this Action. The main responsibility of this position is to support the day-to-day implementation of assigned DDDR projects in a timely and efficient manner, in accordance with IOM policies and procedures, as well as donor requirements. The position also entails assisting with the successful implementation of DDDR project activities and Transitional Plans, cooperating and coordinating with IOM's implementing partners, field staff, and other stakeholders, supervising project support staff, drafting project documents, maintaining relations with DDDR stakeholders, participating in coordination forums, contributing to the development of M&E and knowledge management systems, providing technical inputs for learning documents, checking for data confidentiality, working with Technical Leads on research and assessment activities, contributing to the development of new project activities, analysing project progress and performance, conducting field visits, and providing input to procurement plans. The salary of the ICRS Officer will be fully financed for 18 months of this Action. The ICRS Officer will be recruited by IOM and have a direct reporting line to the Project Coordinator of this

Action. He or she will also coordinate activities with the IOM Regional ICRS Manager (back-office support) who oversees the entire IOM Regional ICRS portfolio.

Reconciliation/Social Cohesion Officer and SEC: Carries overall indicative responsibility inter alia, for the management and implementation of the IOM-specific reconciliation / social cohesion activities of this Action. The Reconciliation/Social Cohesion Officer will be responsible for leading and coordinating the implementation of IOM's DDRR component related to reconciliation, reintegration, prevention, and counter-violent extremism in the prioritized locations in northeast Nigeria. This includes working with a range of stakeholders to develop and implement policies and programs, monitor the implementation of sub-grants, coordinate administrative procedures, and promote community engagement. The officer also plays a key role in conducting mappings and assessments, and in supporting the ICRS Officer in promoting conflict prevention, peacebuilding, and reconciliation activities. The officer's work is essential to helping to rebuild communities and promote lasting peace in northeast Nigeria. He or she will be fully dedicated for the duration this Action. As such, the salary of the Reconciliation/Social Cohesion Officer will be fully financed through this Action. The Reconciliation/Social Cohesion Officer will be recruited by IOM and have a direct reporting line to the Project Coordinator of this Action. He or she will also coordinate activities with the UNDP Reconciliation/Social Cohesion Officer.

UNDP

Project Assistant: Carries out indicative support functions inter alia, for the Action and is responsible for all financial, operations and administrative related activities of this Action. He or she will be fully dedicated for 30 months of this Action. As such, the salary of the Project Assistant will be fully financed through this Action. The Project Assistant will be recruited by UNDP and will be reporting directly to the UNDP Reconciliation and Social Cohesion Officer of this Action.

Community Security/Vigilante Officer: Carries out all indicative functions and responsibilities inter alia, related to effective coordination, design and management of all activities relating to community security/vigilante in the Action. He or she liaises with the relevant government authorities, commanders of CJTF/vigilantes and other community stakeholders to design and implement agreed activities in line with the objectives and intended outputs of the Action. The Officer will be recruited by UNDP for 30 months of the Action during which she/he will be 100% dedicated to this Action and as such, the Officer draws his or her salaries and allowances from the Action. He will be reporting directly to the Project Coordinator of the Action or as may be defined upon resumption of office.

Reconciliation/Social Cohesion Officer: In collaboration with other partners, the Officer is responsible inter alia, for the following indicative responsibilities incl. The overall management of the UNDP-specific reconciliation and social cohesion component of the Action. The UNDP Reconciliation/Social Cohesion Officer will work closely with the IOM Reconciliation and Social Cohesion Officer to deliver on the day-to-day activities of the joint Action. He or she will coordinate all UNDP-specific reconciliation/social cohesion activities of the Action, ensuring effective implementation and achievement of all intended outputs and results relating to the UNDP-specific reconciliation and social cohesion component of the Action. S/he is fully dedicated for 30 months of this Action and draws 100% of her/his remunerations and allowances from the Action. The Reconciliation and Social Cohesion Officer will be recruited by UNDP and will be reporting directly to the Project Coordinator of the Action or as may be defined/agreed upon resumption of duty.

DREAM-IMS (Disarmament, Demobilization, Reintegration & Arms Management Information Management System) Data Base Management Associate: Is responsible for the following indicative responsibilities inter alia, for

providing critical support in operationalizing, updating, and management of the DREAM-IMS Database in close collaboration with the relevant project partners and stakeholders. Supports program information management, providing statistical reports and review of data for deficiency and errors, correcting any incompatibilities, and checking output.

Community Engagement Analyst: He/she provides the following indicative technical support inter alia, for community mobilization and establishment of community dialogue platforms and community recovery plans and provides technical analysis support for promotion of community engagement activities. Identify entry points for multi-cultural/trust-building/community solidarity activities for social cohesion and support youth groups, NGOs/CSOs/CBOs to implement these activities. Provide policy advice to strengthen synergies and partnerships with other actors, such as the governments, the private sector, and the international organizations for greater positive impacts of the UNDP intervention.

UNICEF

Child Protection Manager - Responsible inter alia, for the following indicative tasks incl. the day-to-day overall management of the programme, ensuring timely and quality implementation and achievement of the project results, including supervising the teams. Provide technical advice and operational support to the preparation, design and updating of the situation analysis to ensure that current and comprehensive evidence-based data on child protection issues is available to guide UNICEF's strategic policy advocacy, intervention and development efforts on child rights and protection, and to set programme priorities, strategies, design and implementation plans; Lead in-country discussions on child protection emergency preparedness, programming and contingency planning.

Child Protection Specialist (PSS) - Responsible inter alia, for the following indicative tasks including supporting the preparation, design and updating of the situation analysis on the MHPSS response for the child protection programmes/projects to ensure that current and comprehensive data on child protection-MHPSS issues is available to guide strategic policy advocacy, intervention and development efforts on child rights and protection, and to set programme priorities, strategies, and design and implementation plans. Provide technical and operational support throughout all stages of programming processes to ensure integration, coherence and harmonization of MHPSS into programmes/projects with other UNICEF sectors and achievement of results as planned and allocated.

Child Protection Specialist (CAAFAG): Responsible inter alia, for the following indicative tasks including the overall programme management of the UNICEF-specific activities of the joint action with the support of Chief of Child Protection and Child Protection in Emergencies (CPiE) Manager based in Maiduguri, Borno State. They will be the lead programme specialist for Children Associated with Armed Forces and Armed Groups (CAAFAG) and based in Maiduguri. He or she will have responsibility for the day-to-day overall management of the relevant activities with the support of the Communication Specialist and the Programme Associate. The CPS will ensure timely and quality implementation and achievement of the Action targets across all objectives including coordinating with other UN Agencies, grant management and reporting. The CPS will be fully dedicated for 33 months of this Action and he or she will be financed entirely through this Action. The CPS will report directly to Project Coordinator of the Action as well as the CPiE Manager based in Maiduguri, Borno State.

Child Protection Specialist (Peace building, reconciliation and transitional justice): Responsible for the following indicative tasks including inter alia, building the capacity of Government counterparts, civil society actors, and community, traditional and religious leaders, in support of the participation and protection of children, young people and women in transitional justice and reconciliation processes, encouraging the participation of marginalized groups, including girls, ethnic or religious minorities, children without parental care and children with disabilities, in order to address their specific capacities, needs and vulnerabilities. Provide guidance and support to encourage child-centred community-based restorative dialogue sessions and

reconciliation processes, and to help facilitate inter-faith dialogue within and among different faith-based groups around a common agenda of conflict resolution, transitional justice, and reconciliation. Support advocacy and communication, including the dissemination of information and messaging to proactively promote community reconciliation while managing expectations and building trust.

Child Protection Officer (Reintegration) - Responsible inter alia, for the following indicative tasks providing oversight over interim care arrangements, including IDFTR and alternative care in (Hajj, BICC and Shokari) to children and women in transit and interim care centres including PSS, Health, education, case management, family tracing and reunification and GBV prevention and response services to children and women released from military custody and exiting armed groups. Build capacities of CP partners and Ministry of Women Affairs and Social Development social workers to provide response and prevention service. Collaborate with the IMO Officer and CPIMS Officer in ensuring adequate data capturing of project beneficiaries. Provide technical oversight and support to the implementation of a community-based social and economic reintegration programme through systems strengthening approach, and technical support on the development of a theory of change and strategic operational framework in providing interim care services as well as social and economic reintegration assistance to children and women exiting armed groups.

Child Protection Officer (MRM) – Responsible for the following indicative tasks inter alia, for conducting and updating the situation analysis for developing, designing and managing MRM components of child protection related programmes. Prepare and provide timely inputs to the Global Horizontal Notes (GHN) and country annual report on CAAC in Nigeria submitted to the Office of the SRSG on CAAC through the CTFMR. Work closely and collaboratively with colleagues and MRM/CAAC partners to discuss implementation issues, provide solutions, recommendations and/or alert appropriate officials and stakeholders for higher-level interventions and/or decisions.

UNODC

National Project Officer, Coordination: The Officer is responsible for the following indicative tasks, inter alia, for providing direct coordination support to the Action's activities, notably by liaising with UNODC CONIG Abuja and UNODC HQ team members. He or she will advise on action-specific political and operational issues and provide substantive input on project-related activities. He or she will provide guidance to the team in line with the latest UNODC internal policies.

National Project Officer, Investigation: The Officer supports the following indicative tasks, inter alia, the implementation of law enforcement-related activities. He or she will guide the conceptualization, organization and delivery of these activities as they pertain to relevant law enforcement-related stakeholders and will provide substantive input on law enforcement-related topics. He or she will ensure timely and quality implementation and achievement of the Action's targets across related objectives.

Driver/ Clerk: The Driver/Clerk is responsible for the following indicative tasks, inter alia, for transportation of the core team of this Action within Maiduguri and will ensure proper day-to-day maintenance of the assigned vehicle. He or she will also support the project administration team in coordination with the UNODC CONIG Abuja project team.

In addition, **three field-based teams** will inter alia, implement the following indicative activities in communities in the targeted geographic areas. Each field team will consist of a field team coordinator (one of each participating agency) and two support staff (two of each participating agency). The field team staff members will have a community engagement profile. The primary responsibility of the field teams will be to ensure that the activities are implemented in a coordinated and coherent manner, either by agency-specific field staff or selected IPs.

The project will be further inter alia, supported by the following indicative staff members that will be partially funded by this Action:

Indicative Project Staff and Position	Agency	Staff Type
DDRR Coordinator	IOM	International
M&E and Reporting Officer	IOM	International
Project Admin Assistant	IOM	National
National Liaison and Strategic Officer	IOM	National
Snr IM & Database Assistant	IOM	National
OPSC Support Advisor Officer	IOM	National
ICRS Nurse	IOM	National
ICRS Assistant – PSS	IOM	National
Outreach Assistant	IOM	National
Field Coordination-Socio Assistant	IOM	National
Field PSS Assistants	IOM	National
Socio-economic and Admin Assistant	IOM	National
IOM Nigeria core mission international staff	IOM	International
IOM Nigeria Core mission national staff	IOM	National
RO Brussel Support	IOM	Regional
Procurement Officer	UNDP	National
Deputy Resident Representative (Operations)	UNDP	International
Deputy Resident Representative (Programs)	UNDP	International
Head of Sub-Office Maiduguri	UNDP	International
Community Mobilization and Reintegration Specialist	UNDP	National
Quality Assurance & Monitoring Staffing Support (this can include): -HACT Specialist - Reports Specialist -Resource Mobilization and Budget Specialist - Communications Specialist -Operations/Finance Officer - Driver	UNICEF	International/National
Country Representative	UNODC	International
Section Chief	UNODC	International
Project Coordinator	UNODC	International
Project Expert	UNODC	International
Project Management, Expert	UNODC	International
Project Management, M&E	UNODC	International
National Project Officer, Coordination	UNODC	National
National Project Officer, HR and Gender	UNODC	National
Project Associate, Administration	UNODC	National
Project Administrative Assistant	UNODC	National
Project Financial Assistant	UNODC	National
Driver/Clerk	UNODC	National
Driver/Clerk	UNODC	National
Project Support, Finance and HR	UNODC	International

EU Substantive and Financial Reporting Support	UNODC	International
Programme Support, Regional Desk	UNODC	International
Field Office Direct Support Functions	UNODC	International
National and international consultants	UNODC	National/International

IOM

DDRR Coordinator: The indicative tasks of this position will include, inter alia, to provide guidance for country-level programmatic activities. The main focus will be to support a government-led process that encompasses the implementation, surveillance, and evaluation of the respective national legal and policy frameworks. In addition, the coordinator will assist in public outreach, and communications. The role also includes endorsing community-based reconciliation mechanisms and furnishing locally tailored reintegration assistance to individuals who have separated from the NSAGs.

M&E and Reporting Officer: The indicative tasks inter alia of this position will include, inter alia, to oversee, and report on the development and implementation of M&E activities, ensure the production of reports, data and analysis, and provide technical support to reporting requirements within the programme.

Project Admin Assistant: The indicative tasks of this position will include, inter alia, to provide administrative and logistical support to the IOM DDRR Programme ICRS Unit. This includes inter alia coordinating field travel, managing administrative documents, contributing to the smooth functioning of administrative functions, preparing and tracking Purchase Request Forms, acting as a focal point for liaison with other administrative units, ensuring project expenditure and procurement compliance with IOM rules, reviewing invoices, and performing other related duties as assigned by the ICRS Project Officer. The role aims to ensure that activities are carried out in accordance with IOM's regulations and procedures.

National Liaison and Strategic Officer: The indicative tasks inter alia of this position will include, inter alia, reviewing and refining existing DDRR plans with governmental bodies for smoother implementation and minimalized operational problems. The Officer ensures coordination with governmental, civil, and private sector groups already implementing parts of the DDRR plans, aiming to understand best practices and identify faster result delivery methods. The Officer also reviews programme activities to align them with community support initiatives and suggesting necessary alterations to achieve the reintegration of all disengaged Boko Haram associates. The role involves preparing regular reports on the state of programme activities and presenting them to donors and governmental entities. The position requires duty-related travel for project monitoring, liaisons with counterparts, and problem resolution.

Snr IM & Database Assistant: The indicative tasks of this position will largely revolve around the following tasks inter alia : data analysis, management, and coordination. He/she will conduct accurate and timely data analysis to inform the policy-making process and guide the strategic direction of the project. This assistant will play a pivotal role in developing and enhancing the integrated methodology for data collection and information packaging tailored to the needs of the project. This assistant will also manage and monitor data from beneficiaries and communities, ensuring that this data is ready for use in reports, visibility materials, and publications. Utilizing GIS mapping, he/she ensure data collection corresponds to GIS coding and manage ICRS database assistants, assigning tasks and optimizing performance. His/her role involves training and supporting these database assistants as well as the field staff in the use, maintenance, and support of the ICRS Nigeria database system. This role will provide support in assessing, analysing, developing, implementing, and training the database system as needed. Lastly, the role encompasses the production of timely reports and assistance with their distribution, monitoring, and documentation for the mission's institutional memory.

OPSC Support Advisor Officer: The indicative tasks of this position will include, inter alia, establishing and maintaining positive relationships with OPSC camp personnel, serving as a liaison between OPSC and the DDDR Programme of IOM. S/he coordinate family reunification programs, ensuring adherence to guidelines and schedules, and facilitate safe and supportive family visits. The role involves addressing challenges during reunification activities, monitoring IOM projects within the OPSC camp, ensuring timely and budget-compliant implementation, and collaborating with staff to address issues. Additionally, the person oversees IOM OPSC consultants, provides guidance and feedback, and develops concept notes for DDDR activities related to camp operation.

ICRS Nurse: The indicative tasks of this position will include, inter alia, to provide clinical support, administer medications and assist in health assessments of the project beneficiaries. The nurse also will liaise with laboratory staff, monitor procurement of medical supplies, handle data registration, entry, and administrate the issuance of medical documents and certificates. Additionally, the nurse will train ICRS staff on conducting sensitizing activities relevant to beneficiaries' medical conditions. This position mandates a diploma in Clinical Nursing and relevant work experience within international organizations, proficiency in the English language, and knowledge of the local language.

ICRS Assistant – PSS: The indicative tasks of this position will include, inter alia, providing psychosocial first aid to target population, planning and implementing recreational, educational, and sensitization activities, conducting individual counselling sessions, and updating mental health assessments. S/he will also support with ICRS profiling interviews, accurate data entry, identifying cases for specialized support and coordinating referrals, conducting psychosocial group activities, and offering support during family and community visits. Additionally, the person will be responsible for updating ICRS monitoring tools, participating in meetings under the leadership of the ICRS Team Leader, and performing other duties assigned by the ICRS Project Officer.

Outreach Assistant: The indicative tasks of this position will include, inter alia, supporting the implementation of outreach and reconciliation activities, including beneficiary profiling and data entry. S/he will collaborate efficiently with Social Cohesion Platform members and other partners. Additionally, his/her responsibilities will involve supporting the establishment and reshuffling of Social Cohesion Platforms, conducting sensitization, family tracing, and aiding in family reunification. The Outreach Assistant will also assist in monitoring implementing partners, particularly those involved in social impact projects, conducts a Service Providers Mapping Exercise, and identifies local partners for potential collaboration.

Field Coordination-Socio Assistant: The indicative tasks of this position will include, inter alia, assisting in the implementation of socio-economic reintegration activities under the ICRS, identifying community needs, and designing/implementing community projects accordingly. The individual will provide information and counselling to participants, makes referrals to partner organizations, and conducts regular field visits to ensure effective implementation of socio-economic interventions. S/he will support the implementation of approved ICRS projects/grants, facilitate procurement processes, and draft activity plans and reports. Additionally, the Field Coordination-Socio Assistant will maintain positive communications with participants, local counterparts, agencies, and authorities, participates in meetings, and establishes partnerships with national and international stakeholders. The role involves reviewing and recommending opportunities for socio-economic improvement, collaborating with other programme units, and providing overall support for the day-to-day operations of the socio-economic counselling and field operations.

Field PSS Assistants: The indicative tasks of this position will include, inter alia, providing psychosocial first aid, planning and implementing individual and group recreational, educational, and sensitization activities, as well as offering conflict mediation if needed. The individual conducts tailored counselling sessions, regularly updates mental health assessments, and performs ICRS profiling interviews with accurate data

entry. S/he identify cases requiring specialized support, coordinate referrals, and organize psychosocial group activities. The person also provides support during family and community visits, offers bereavement support, and updates monitoring tools and databases within established deadlines. Participation in meetings under the leadership of the ICRS Team Leader.

Socio-economic and Admin Assistant: The indicative tasks of this position will include, inter alia, assisting the ICRS Team Lead in planning and implementing socio-economic reintegration activities in return communities. The individual will provide information and counselling to beneficiaries, conducts profiling surveys and database entries, maps service providers and referral opportunities, and identifies local partners. The position holder will report on sustainable interventions, offer guidance for socio-economic support, and undertake field visits to ensure timely implementation and address challenges. The person will assist in business activity planning, monitor approved projects/grants, and reports challenges to the ICRS Officer and Team Leader. S/he will also draft weekly and monthly plans and reports, assist in budget forecasting, and oversee procurement processes, ensuring compliance with IOM rules. Maintaining communication with various stakeholders and participating in meetings are integral parts of the role.

UNDP

Considering the nature of the action and extensive field support required to plan, implement and monitor activities foreseen as part of the action, in accordance with Article 7 of the Special Conditions, office and staff costs outlined above are necessary for carrying out the Action and are directly attributable to it. They comply with the cost eligibility criteria referred to in Article 16.1 of the General Conditions in Annex II. These costs include but are not limited to, general operating expenses (rental, utilities, Internet, communication, consumables, UNDP service costs as per the universal price list, security or rental equipment), contractual services (training, external publication, and technology services), equipment (purchase of furniture and equipment, software), travel (travel from/to field offices/project locations, vehicle cost, fuel and maintenance), specific to the Action implementation in the field.

The *UNDP procurement officer* is responsible, inter alia, for the indicative task of overseeing the purchasing of goods and services of the team. He/she works to ensure that procurement activities align with the organization's goals and objectives, while also ensuring that all purchases are made in compliance with relevant laws and regulations. He/she also works closely with other departments within the organization, such as finance and operations and develop procurement strategies that support the overall goals of the organization.

The indicative tasks of the *UNDP DDRP* based in Abuja include, inter alia, providing direct support to the action via overseeing the implementation of the program and ensuring they align with UNDPs mission and values. He/she advises and participates in processes including promoting thematic and sectoral synergies and coordination of programme activities and execution. Implement country programme development and delivery, identify innovative approaches and modalities to achieve development targets.

The indicative tasks of the *UNDP DDRO* include, inter alia, ensuring effective application of corporate performance and planning tools, and monitoring achievement of results, management of targets and other benchmarks such financial resources management, Human Resources, Procurement and General Administration. The DDRO also Identifies approaches and modalities to achieve management targets and increased cost-effectiveness.

Community Mobilization and Reintegration Specialist: The indicative tasks of this position will include, inter alia, developing mechanisms for facilitation of sustainable reintegration and create synergies with other programs (UNDP and cross sectoral). Closely monitoring and giving periodical reviews on peacebuilding,

reconciliation, and reintegration process, ensuring implementation, and proposes strategic adjustments as and when required.

The *Head of Sub-Office*: The indicative tasks of this position will include, inter alia, overseeing and managing the operations of the NE Sub-Office, ensuring that all tasks are completed efficiently and effectively. He/she is responsible for managing the team and exhibiting strong leadership skills and providing overall guidance to the reconciliation unit and ensuring project implementation.

UNICEF

The indicative tasks of the *UNICEF Country Representative and/or Deputy Representative* based in Abuja, Nigeria will include, inter alia, providing, within the Steering Committee organizational structure, direct support to the Action by engaging with EU Delegation, Ministers and Heads of national agencies, UN heads of Agencies as well as attending relevant high-level events, meetings and initiatives to raise the profile of the Action, facilitating its implementation, engaging on strategic discussions related to the implementation of the Action, as required, and ensure that activities under the Action are in line with UNICEF policies and procedures. At field office level, this will be delegated to Chief of Field Office.

UNICEF implementation will be guided by Chief of Child Protection based in Abuja. The indicative tasks of this position will include, inter alia, overseeing at field level the implementation by Child Protection Manager in coordination with the Child Protection technical field team (e.g., Child Protection Specialists and Officers,). The Chief will oversee and supervise all stages of the programmes strategic planning and implementation, including the plans of action and work progress to ensure the achievement of concrete and sustainable programme results. This will also include technical advice (downstream and upstream) to the programme and with relevant government officials and partners.

The technical programme team will be supported by a quality assurance and monitoring team that consists of Operation/Supply/Finance/Security Officer(s) who provide the overall operationalization of the offices (Abuja and field office) functions that will enable the implementation of the programme; Resource Mobilisation and Budget Specialist provides grant management support; Reporting Specialist supports the drafting and quality assurance of the grant reports; HACT Specialist provides technical guidance of engaging implementing partners, including programme monitoring and spot checks of implementing partners; and Communications Specialist supports the communication and visibility component and support development of Human Interest Stories. This team is a core part of UNICEF's enabling environment to ensure strong quality assurance and monitoring of programming in Nigeria.

UNODC

UNODC core project team will be primarily based in the UNODC Country Office in Nigeria (CONIG), Abuja. The international project manager and key project implementation staff (substantive and project management, project monitoring) will be based in Abuja and will receive support and guidance from a team based in the Terrorism Prevention Branch (TPB) in Vienna. Administrative, financial and technical/substantive guidance and related responsibilities are to be carried out by UNODC through TPB with support from CONIG. The project has established an office in North-East Nigeria (Maiduguri, Borno State) with three national project staff. The office is fully operational and supports frequent deployments by other relevant members of the project team, provided security considerations allow.

Considering the nature of the action and extensive field support required to plan, implement and monitor activities foreseen as part of the action, in accordance with Article 7 of the Special Conditions, UNODC

staff costs outlined in this section are necessary for carrying out the Action and are directly attributable to it. They comply with the cost eligibility criteria referred to in Article 16.1 of the General Conditions in Annex II. These costs include but are not limited to, general operating expenses (rental, utilities, Internet, communication, consumables, UNDP service costs as per the universal price list, security or rental equipment), contractual services (training, external publication, and technology services), equipment (purchase of furniture and equipment, software), travel (travel from/to field offices/project locations), specific to the Action implementation in the field.

Actual project charging of Field Office costs is based on actual expenditure incurred during the period (Field Office costs) distributed to projects in proportion to the amount of activity directly attributed to the Action based on actual cost drivers. UNODC does not use standard costing for major caption items when charging activities. Costs for non-major caption items may include internal service charging.

Absorption to projects of the Field Office portfolio is based on the cost drivers (space, headcount, volume) and is performed systematically based on monthly actuals. UNODC has established methods and systems that allow the actual accumulation of costs and systematic charging based on the above-mentioned cost drivers.

The indicative tasks of the *Country Representative* based in UNODC CONIG Abuja will include providing, inter alia, direct support to the Action by engaging with Ministers and Heads of national agencies, as well as attending relevant high-level events, meetings and initiatives to raise the profile of the Action, facilitating its implementation, and fostering buy-in and ownership of the beneficiary countries. He or she will further engage with the EU Delegation on strategic discussions related to the implementation of the Action, as required, and ensure that activities under the Action are in line with UNODC policies pertaining to international conventions and legal instruments. He or she will further coordinate with other UN entities and other multilateral and bilateral technical assistance providers at the senior level to ensure that activities, as well as other implementers' activities, do not duplicate and that synergies are built.

The indicative tasks of the *Section Chief* based in UNODC HQ will include providing, inter alia, direct support to the Action through the Implementation Support Section for Sub-Saharan Africa. He or she will represent the organization within the context of the Action when the Country Representative is not available. He or she will promote coordination and synergies with other EU-funded, UN and non-UN similar actions under the framework of the Global Programme on Preventing and Countering Terrorism. He or she will promote the visibility of the Action in the entire region and will support the Action and UNODC's role within the Action at key conferences, meetings and events relevant for the global programme and important to raise the profile of the Action, facilitating its implementation and fostering relationships with key stakeholders, national and regional partners.

The indicative tasks of the *Project Coordinator* based in UNODC CONIG Abuja will include, inter alia, responsibility for guiding the full implementation of the Action. He or she will lead internal consultations and team coordination meetings related to the Action's implementation. He or she will also liaise with UNODC CONIG Abuja and Maiduguri project team members and UNODC HQ Branches and Sections to solve action-specific administrative/financial/political issues and provide guidance on UNODC internal policy. He or she will provide for ongoing coordination with the consortium partners and the EU Delegation in Abuja and will regularly liaise with project beneficiaries and national stakeholder entities.

The *Project Expert, Project Management, Expert* and *Project Management, M&E* will be based in UNODC CONIG Abuja and UNODC HQ and his or her indicative tasks will include, inter alia, responsibility for providing direct support to the Action's activities, ensuring effective and timely delivery of the Action's targets and objectives. He or she will provide substantive guidance in the conceptualization and

organization of the Action's activities. He or she will also lead the collation and preparation of regular reports of the progress of the Action, ensuring compliance with UNODC and EU M&E requirements.

The *National Project Officer, Coordination* will be based in UNODC CONIG Abuja and his or her indicative tasks will include, inter alia, providing direct coordination support to the Action's activities, notably by liaising with UNODC CONIG Maiduguri and UNODC HQ team members. He or she will advise on action-specific political and operational issues and provide substantive input on project-related activities. He or she will provide guidance to the team in line with the latest UNODC internal policies.

The *National Project Officer, HR and Gender* will be based in UNODC CONIG Abuja and his or her indicative tasks will include, inter alia, supporting the implementation of activities for criminal justice officials with a human rights component. He or she will advise and guide the conceptualization, organization and delivery of these project-related activities and will provide substantive input on human rights and gender-related topics. He or she will ensure timely and quality implementation and achievement of the Action's targets across related objectives.

The indicative tasks of the *Project Associate, Administration, Project Administrative Assistant and Project Financial Assistant*, based in UNODC CONIG Abuja, will include, inter alia, providing direct support in application of the UNODC rules and regulations, notably those related to project administration, procurement, travel and logistics and financial management, including review of financial data.

The indicative tasks of the *Driver/Clerk* based in UNODC CONIG Abuja will include, inter alia, the transportation of the core team of this Action within Abuja and will ensure proper day-to-day maintenance of the assigned vehicle. He or she will also support the project administration team in coordination with the UNODC CONIG Maiduguri and UNODC HQ project team.

The indicative tasks of the *Project Support, Finance and HR* based in UNODC HQ will include, inter alia, monitoring support for implementation of the Action against UNODC-specific targets, including those related to thematic, regional programming.

EU Substantive and Financial Reporting Support from the Financial Resources and Management Service, based in UNODC HQ, and the Brussels Liaison Office will be provided, inter alia, for the review of the financial data, preparation of the financial statements for the Action, and will provide technical expertise for narrative reporting, amendments and fulfilment of UNODC's contractual obligations.

The indicative tasks of the *Programme Support* from the Regional Desk will include, inter alia, backstopping functions to UNODC CONIG and liaising with key HQ partners on UNODC-specific targets, including those related to thematic, regional programming and technical questions. He or she will provide direct operational support to CONIG in implementing the Action.

The indicative tasks of the *Field Office Direct Support Functions*, based in UNODC CONIG Abuja, will include, inter alia, providing direct support, to the field office in application of the UNODC rules and regulations, notably those pertaining to segregation of duties. The services will include procurement, local human resources, IT, finance, etc.

Activities of the Action carried out by UNODC will be further supported by national and international consultants.

III. General Framework

The SD3R will build on the relevant laws and key policy reform processes²⁷ (electoral reform, administration of the criminal justice, security sector reform and Police reform, countering violent extremism policy, violence against persons (Prohibition) Act (including sexual and gender-based violence), Child Rights Act, and migration policies, for example) to ensure ownership and alignment with national and state priorities. But despite these processes, regarding gender inequality, the full respect and enjoyment of women's rights is often worsened by a legal and governance system, which is often lacking enforcement, comprehensiveness and integration with other laws that do not provide support for gender equality.

Based on the new dynamics of the context and the increase in the number of individuals who have left the areas of influence of the armed groups, including the former associates and their families, the SD3R will continue with various activities implemented under phase one of the Action (S2R). In addition, it will strengthen and adapt others to support the recently developed "Borno Model", including new activities to enhance registration and disengagement and a unique component to scale up government capacities for transitional justice, and adding criminal justice.

As well as supporting Federal and State processes concerning policy development and processes have been implemented under previous actions supported by the EU, as the National DDRR Action Plan, the strengthening of the PCVE policy framework, criminal justice components, and reintegration and reconciliation processes.

IV. Monitoring, Reporting, and Evaluation

Monitoring

The participating agencies (led by IOM) will continue to utilize its existing UN internal, technical and financial monitoring system for the Action and progress and financial reports. Every report shall provide an accurate account of implementation of the Action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the log frame matrix (which will be further developed during the Inception Phase). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the Action. The final report, narrative and financial, will cover the entire period of the implementation of the Action.

Reporting

The reporting obligations related to the present Contribution shall follow the terms and conditions outlined in the Special Conditions and the General Conditions applicable to it.

Joint Field Visits with Donors

²⁷ As highlighted in the Gender Country Profile Nigeria (2021-2024), Nigeria is also signatory to several international conventions and treaties that establish its commitment to the human rights of men and women, and to gender equality, in particular the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Optional Protocol in 2004 as well as the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). Also, Nigeria adopted its most recent Women, Peace and Security National Action Plan in 2017 for the period 2017-2020. Nevertheless, the prevalence of various forms of violence against women in Nigeria, even in parts of the country where the Violence against Persons (Prohibition) Act has been adopted indicates that there is a dire need for concrete mechanisms for enforcement of existing laws in order to comply with its international and regional commitments to tackle gender-based violence.

Technical Committee will organise at least one joint field monitoring visit per year, involving representatives from UNICEF, UNDP, IOM and UNODC as well as donors and government counterparts to:

- Follow progress of the Action activities on the ground and collect practical lessons to guide programme implementation and ensure sharing of experiences through dialogue with key stakeholders and beneficiaries.
- Assess relevance, effectiveness and impact of the reconciliation and reintegration process; and
- Assess the extent to which the Action responds to the Federal, State and local community needs.

Evaluation

Mid-term and final evaluations will be carried out for this Action or its components via independent consultants contracted by the Commission and covered by the Commission outside the scope of the Annex III (Budget of the Action) to the present Contribution Agreement. The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to a) the adaptive and iterative approach the Action will take to ensure the log frame and results matrix remain valid and b) the nexus approach. The mid-term evaluation report shall be shared with the partner country and other key stakeholders. The Action Steering Committee shall analyse the conclusions and recommendations of the evaluations and, where appropriate, decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the Action.

The final evaluation will be carried out as part of learning purposes at various levels, taking into account in particular the fact that the log framework will be further elaborated during the Inception Phase and after implementation has started on the ground, and there is a need to make sure through the final review that partners have achieved the targets indicated in their log frames.

Specific deliverables of the evaluation will be agreed with the donor prior to evaluation exercise. The Commission shall inform the lead agency at least 1 month in advance of the dates foreseen for the evaluation missions. The partner agencies shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the Action premises and activities.

All evaluations would be carried out in accordance with Article 9 of the Annex II to the present Contribution Agreement.

EU Visibility and Communication

The consortium will ensure that EU communication and visibility requirements for information dissemination will be developed in line with the General Conditions (Annex II to this Contribution Agreement). The EU emblem accompanied by a funding statement "Co-funded by the European Union" will be used in all strategic activities during awareness raising activities on the project and in all project locations.

Key visibility tools shall include human interest stories, short video clips on the project, branding and marking of banners and organizing donor field visits to project intervention sites.

V. Workplan

Project Components	Activities	Target Audience	Lead Agency	Timeline (Month)																																				Post-Action
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
Objective 1: Communities are reunited and reconciled notably through inclusive and non-overlapped transitional justice mechanisms to reduce the rejection and stigmatization of former NSAG associates.	Create, establish, and strengthen inclusive community platforms / committees to engage in dialogue, develop activities, and set up support mechanisms by using dialogue-oriented, gender responsive and culturally sensitive approaches to promote peace, reconciliation and reintegration through participatory social mobilization and strategic communication.	Community platforms / committees	IOM / UNDP																																					
	Support communities about the reconciliation and reintegration process for both adults and children through a comprehensive, accessible and wide spread information campaign.	Community members (Up to 250,000)	IOM/UNICEF/UNDP																																					Review/develop lessons learnt
	Prepare existing communities for child and adult reintegration and reconciliation activities through multi-level outreach, inclusive engagement, and dialogue at Federal, State, LGA, and Community levels, differentiated by target groups, to promote community ownership and acceptance.	Community members (Up to 250,000)	IOM/UNICEF/UNDP																																					

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		(disaggregated at least by sex and age)				
		1.2 Percentage of former associates reporting reduced stigmatization (disaggregated by sex, age and dissability)	93% (72%M, 21%F) 2021	93% (%M, %F) ³⁰ 2026	ICRS survey. Pre and post application. UNU/MEAC to conduct	
Output 1.1 Communities receive accessible and comprehensive information on rehabilitation, reconciliation, and reintegration processes.		1.1.1 Percentage of community members (Including proportion of persons cleared by authorities of any association to the insurgency targeted) supporting rehabilitation, reconciliation and reintegration processes	>50% (50%M, 50%F) Source: UNU Nigeria issue no 7 & 12 2021	80% (%M, %F) 2026	Integrated Project Community Survey. Pre and post application. UNU/MEAC to conduct	The communities are capable of being involved in transitional / restorative justice activities
Output 1.2 Support localised healing, reconciliation measures and transitional justice mechanisms, focusing on women and children.		1.2.1 Percentage of community members (Including proportion of persons cleared by authorities of any association to the insurgency targeted) participating in	>60% (45%M, 55%F) Source: UNDP Mini surveys (Banki, Bama, Gwoza) 2021	80% (%M, %F) 2026	Integrated Project Community Survey. Pre and post application. UNU/MEAC to conduct	Communities are well sensitized on the benefits of forgiveness and reconciliation. Traditional forms of justice are revived and operating in an

³⁰ Given the size of the sample, it is difficult to ensure availability of all informants at the moment of the assessment, consequently, it is not possible to define the gender distribution of the respondents at this point.

		community-led reconciliatory efforts and transitional justice mechanisms (disaggregated by sex, age and disability)				effective and gender sensitive manner. Transitional justices' mechanism adopt a gender sensitive approach in the administering of justices to ensure victims of rape and SGBV are given equal justice.
Objective 2	Former armed non-state combatants and NSAG associates, including those forcibly displaced, are processed and receive gender-responsive support for sustainable alternatives to violence.	2.1 Number of former associates to Non-State Armed Groups and non-state security actors, including women and children, accessing social and economic services (disaggregated by age, sex and disability).	1,510 Adult former associates to NSAGs (364F, 1,146 M) 2022 2,200 Civilian Joint Task Force/Vigilantes (Volunteer Security Outfits) 2022 2,537 Children (1,466 boys, 1,071 girls) 2022	2,800 Adult former associates (UNDP 1,000 and IOM 1800). 1,200 (Volunteer Security Outfits) 2,500 Children >14 years 2026	Min of Women and Affairs and Social Development child protection case management information system Satisfaction Survey. IOM ICRS, UNDP DREAM databases, UNU/MEAC to conduct	Continued community engagement and dialogue generated conducive environment
Output 2.1 Bomo State Government receives support for		2.1.1 Proportion of community members expressing satisfaction with the	96% (77%M, 19%F) 2021	96% (%M, %F) 2026	Integrated Project Community Surveys and research	Willingness of Government partners to collaborate with UN agencies in the screening process and use

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strengthening the civil registration, screening of adults-children/registration, categorization, and profiling processes, in response to the mass exits process.		results of interventions on alternatives to violence (disaggregated by age, sex and dissability)			Case management information system reports UNU/MEAC to conduct; -Project monitoring reports.	acquired knowledge to ensure compliance with international best practice on human rights.
Output 2.2 Specialised child protection services are provided, including psychosocial support services, Water and Sanitation Hygiene (WASH), medical assistance (including psychosocial support), nutrition, education, and shelter.		2.2.1 Number of children and youth and women former Non-State Armed Groups associates, and vulnerable children in the community that receive tailored reintegration services (Disaggregated by age and sex)	2,396 children 1,363 Boys 1,033 Girls 2021	4,500: (Children & women) 3,500 children (60% boys-2,100 40% girls -1,400) 1,000 Women 2026	Implementing partners reports CPiMS Min. of Women Affairs and Social Development CP case management information system	The communities and local/ regional authorities support the educational and reintegration services
		2.2.2 Number of children former low risk NSAG, and vulnerable community children, enrolled into formal and informal education (Disaggregated by sex)	921 children 441 Girls 480 Boys 2021	1,300 (Children < 14 years) 80% in formal education 20% informal education 650 Girls 650 Boys 2026	Implementing partners reports CPiMS	The children are supported with individual development plans by the communities and relevant services
		2.2.3 Number of children exiting armed groups	599 children 408 Boys 191 Girls	800 children: 320 Girls 480 Boys	Min. of Women Affairs and Social Development CP case management	The children are supported with individual development plans by the

		accessing interim center-based protection and humanitarian services (Disaggregated by age sex)	2021	2026	information management system Implementing partners reports CPiMSv2	communities and relevant services
Output 2.3 A tailored-made and gender responsive reintegration strategy is developed and implemented including education, vocational training, skills apprenticeships and mentoring, business start-up kits, micro-finance programmes and group-based development services.		2.3.1 Number of community members (Community and former NSAG associates) in livelihoods schemes in priority project communities (Disaggregated by age, sex, locations and type of livelihood schemes)	500 (64%F, 36%M) 200 - Gwoza (62%F) 100 Banki (-60%F) 200 Bama (71%F) 2021	1,500 individuals 2026	Project progress reports, project monitoring reports, integrated database reports	The livelihood beneficiaries are trained and able to maintain and develop the livelihoods. The communities and employment support services and employers do not stigmatize the former associates and support them in finding a job or engaging income-generating activities
		2.3.2 Number of former NSAG associates, and non-state security providers, trained to generate income and received start-up kits (Disaggregated by sex)	1,333 Adult former associates to NSAGs (259 F, 1,074 M) 2,200 Adult male CJTF/Vigilante 2022	2,800 Adult former associates (UNDP 1000 and IOM 1800) 1,200 Volunteer Security Outfits 2026	ICRS Database, DREAM database	NSAGs and ex-associates are ready to use acquired knowledge, skills and kits for productive purposes that will enhance their reintegration into the communities.

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		2.3.3 Number of vulnerable community members trained to generate income and received start-up kits (Disaggregated by sex)	4,000 Adults 2022	5,600 Adults (UNDP 2,000 and IOM 3,600) 2026	ICRS database	The Community are willing to participate in the intervention
Output 2.4: Relevant State-level governance bodies are supported to map out reintegration and reconciliation efforts and monitor activities for future planning.		2.4.1. Status of the design of the model of coordination and oversight	Structure and ToR inbuilt into Bomo Model 2022	Target 3 Functional State led oversight system coordinating (Disengagement, Disassociation, Reintegration, and Reconciliation) DDR implementation 2026	Project reports; Government reports Meeting minutes;	State bodies have the capacity and commitment to support reintegration activities
Output 2.5: Federal and State government coordination meetings, and working groups are implemented to support strengthening coordination for developing Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and Prevention and Countering of Violent Extremism (PCVE) policy.		2.5.1 Status of a capacity and coordination strengthening plan at the Federal and State levels for the successful steering of the Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) and PCVE process	Draft plan is designed 2021	System under implementation 2023	Project activity reports Governmental records and databases? (For 2020)	Federal and state level bodies have the capacity and commitment to support DDRR process at the policy and community level.

Objective 3	Weapons from NSAG associates are collected, and non-state security providers are professionalised, disarmed, and demobilised (CJTF and Volunteer Security Outfits).	3.1 Status of Strategy for small arms and light weapons management aligned with the emerging National Policy Framework	Under discussion – including completion of relevant research 2021	Adopted 2023	Case management information system reports CSO Project monitoring reports Reports from Ministry of Interior and/or Defence ONSA and National Centre on Small Arms -Reports from each state government -Regional Small Arms and Light Weapons (SALW) reports	The DDR operations and services jointly with the project serves for the sufficient capacity, knowledge and staffing of the local authorities to continue and accomplish the process in a well-planned way (the strategy)
Output 3.1: Volunteer security outfit members have improved capacities to meaningfully contribute to reconciliation and reintegration, and transitional justice measures in the NE are supported to access a variety of reintegration pathways.		3.1.1 Appropriate Database of Weapons and Ammunitions Management are developed, in use and regularly updated in selected communities by the project	Developed 2021	Adapted for use in providing reintegration services (Use in 3.1.2) 2026	Reports from development partners	VSO are committed to reintegrate into the communities, promote peace and reconciliation with ex-associates and host communities.
		3.1.2 Number of community safety and security research informing further programming with the support of the project	2 2022	4 2026	Reports from development partners -Academic paper briefs -NGO reports	
Output 3.2: Development of an integrated strategy (including as applicable for the NE) for weapons and ammunition management guided by the		3.2.1 Number of weapons linked to the changing conflict environment collected in line with established guidance with the support of the project,	TBC 2022	TBD (Inception phase)	Reports from Ministry of Interior and/or Defense -Reports from each state government -Regional Small Arms and Light Weapons (SALW) reports	Existence of an effective weapons collection and management mechanism with local community ownership

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ONSA/National Centre for the Control of SALW.		disaggregated by sex, location and type of weapons disaggregated by sex				
Objective 4	Investigation and prosecution services are strengthened to combat terrorism in compliance with international human rights and women, peace and security standards.	4.1. Percentage of officials who are actively applying the knowledge and skills gained through the project activities in their counter-terrorism work (disaggregated by sex and age)	0% 2022	80% (%M: %F) 2026	Project M&E system	The Nigerian government is committed to providing the equipment and staff resources to support the criminal justice response to terrorism. Knowledge and skills gained by beneficiaries are used during and sustained after implementation of the project.
Output 4.1: Military and police investigators in the North East receive support for the human rights-compliant investigation of terrorism offences (including SGBV.)	Military and police investigators in the North East receive support for the human rights compliant investigation of terrorism offences (including SGBV).	4.1.1 Number of casefiles which are prepared by the relevant agencies relying on physical evidence	22 cases filed with the federal court in 2021 ³¹	80 cases filed with the federal court for prosecution	Public sector administrative data to be requested by the project at least at the beginning and end of implementation	The continued existence of national government political will and prioritization of these issues. The Nigerian government is committed to providing the equipment and staff resources to support the criminal justice response to terrorism.

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		4.1.2 Number of pieces of evidence transported for analysis.	0 pieces transported through 0 courier deployments	120 pieces transported through 36 courier deployments	Project implementation reports	The Nigerian government is committed to providing the equipment and staff resources to support the criminal justice response to terrorism.
Output 4.2 Terrorism cases are effectively prosecuted and adjudicated, while constitutional and fundamental rights are safeguarded.	Terrorism cases are effectively prosecuted and adjudicated, while constitutional and fundamental rights are safeguarded.	4.2.1. Number of terrorism case files prosecuted by Nigerian prosecutors	13 terrorism case files successfully prosecuted by Nigerian prosecutors in 2021	40 terrorism case files successfully prosecuted by Nigerian prosecutors	Public sector administrative data to be requested by the project at least at the beginning and end of implementation	The continued existence of national government political will and prioritization of these issues.
		4.2.2. Number of terrorism suspects cases resolved without full prosecution	7 terrorism cases resolved without conviction in 2021	40 terrorism cases resolved without conviction	Public sector administrative data to be requested by the project at least at the beginning and end of implementation	The Nigerian government is committed to providing the equipment and staff resources to support the criminal justice response to terrorism.
Output 4.3: National officials receive support to enhance their knowledge and skills in the development of rights-based and gender responsive strategies and processes to address the prosecution, rehabilitation and reintegration of persons associated with Boko Haram across the Lake Chad Basin region.	National officials receive support to enhance their knowledge and skills in the development of rights-based and gender responsive strategies and processes to address the prosecution, rehabilitation and reintegration of persons associated with Boko Haram across the Lake Chad Basin region.	4.3.1. Number of officials receiving capacity building assistance; and skills gained through the project activities applicable in their work (disaggregated by gender and agency)	0 trained participants through 0 trainings, with 0% of trained officers reporting excellent, very good, or good knowledge gained	60 persons reached through 2 regional meetings, with 80% of trained officers reporting excellent, very good, or good knowledge gained	Project M&E system: (disaggregated by sex, training topic, agency and location)	The Nigerian government is committed to providing the equipment and staff resources to support the criminal justice response to terrorism. Knowledge and skills gained by beneficiaries are used during and sustained after implementation of the project.

VII. Appendix

a) IOM Organigram

SD3R Organigram - IOM

IOM DDDR Coordinator - Abuja	
IOM Nigeria core mission international staff	
IOM Nigeria core mission national staff	
IOM RO Brussel National Support Staff Cost	
IOM Project Coordinator - Maiduguri	
IOM ICRS Officer - Maiduguri Core Team	
IOM M&E and Reporting Officer - Abuja	
IOM National M&E & Reporting Officer - Maiduguri	
IOM National Liaison and Strategic Officer - Maiduguri	
IOM Snr IM & Database Assistant - Maiduguri	
IOM ICRS Nurse - Maiduguri	
IOM ICRS Assistant-PSS - Maiduguri	
IOM R/Social Cohesion & SEC (2) - Maiduguri	
IOM Outreach Assistant - (2) - Maiduguri	
IOM Project Admin assistant - Maiduguri	
IOM Field Coordination-Socio Assistant - Maiduguri	
IOM OPSC Support Advisor Officer - Gombe	
IOM Socio-economic and Admin Assistant - Gombe	
IOM Field PSS Assistants - Maiduguri, Yola	

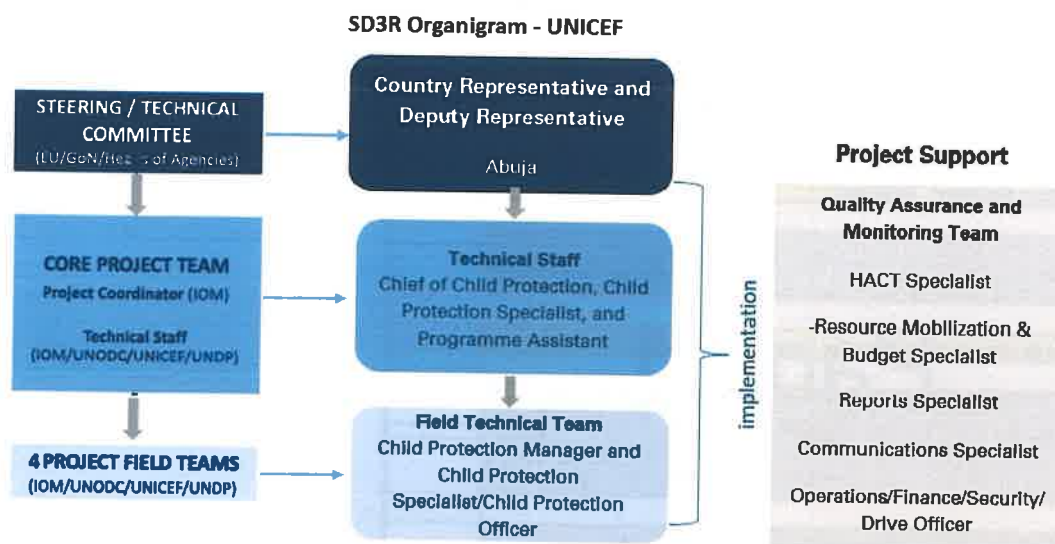
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b) UNDP Organigram

SD3R Organigram - UNDP	
Deputy Resident Representative (Programmes) - Abuja	←
Deputy Resident Representative (Operations) - Abuja	
Head of Sub-Office Maiduguri - Maiduguri	←
Reconciliation / Social Cohesion Officer (Core Mission International Staff) - Maiduguri	←
Community Mobilization and Reintegration Specialist - Maiduguri	←
Community Security / Vigilantes Officer (Core Mission National Staff - Maiduguri	←
Field Team Community Engagement Officers (Core Mission National Staff 2) - Maiduguri	
Project Assistant (Core Mission National Staff) - Maiduguri	←
Procurement Officer (Core Mission National Staff) - Maiduguri	←
DREAM Data Base Mngement Associate (Core Mission National Staff) - Maiduguri	

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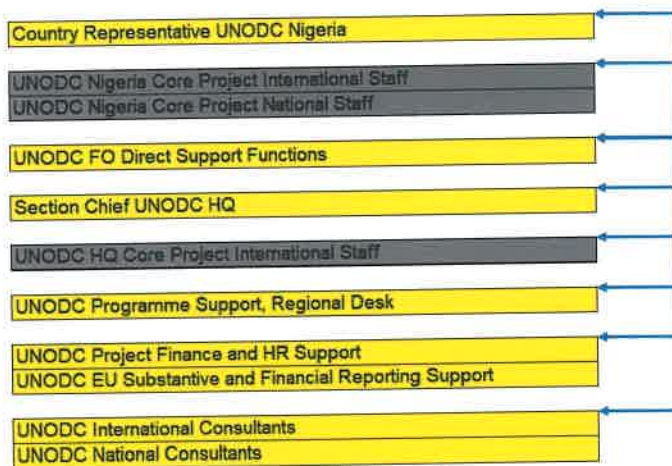
c) UNICEF Organigram



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d) UNODC Organigram

UNODC SD3R Organigram



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