



EUROPEAN UNION

DELEGATION TO THE FEDERAL REPUBLIC OF NIGERIA AND
TO THE ECONOMIC COMMUNITY OF WEST AFRICAN STATES

Head of Cooperation

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Mr. Franz CELESTIN
Chief of Mission
International Organization for Migration (IOM)
11, Haile Selassie Street
Asokoro, Abuja
Nigeria

Project: EU Support for Reconciliation and Reintegration of former armed non-state combatants and Boko Haram Associates (S2R) – FED/2019/408-134

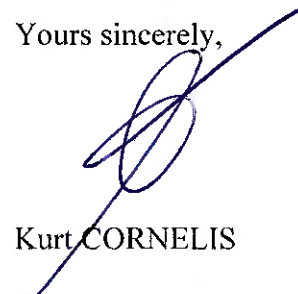
Subject: Transmission of Contribution Agreement for Signature

Dear Mr. Celestin,

Further to our exchange of communication regarding the above titled Action, please find enclosed four (4) originals of the Contribution Agreement, already signed by the EU Delegation. The IOM and partners should each sign all four originals of the Agreement, keep one original each and return one original to the EU Delegation to Nigeria and ECOWAS.

Please hand deliver or use a reliable courier service to avoid any delays or loss of the documents.

Yours sincerely,


Kurt CORNELIS

Enclosures: Four (4) originals of the Contribution Agreement

**EUROPEAN UNION
CONTRIBUTION AGREEMENT**

FED/2019/408-134

(the "Agreement")

The European Union, represented by the European Commission (the "**Contracting Authority**"), first counterparty,

and

International Organization for Migration (IOM)

International Organisation
with its Headquarters at
17, Route des Morillons
Geneva 19, 1211
Switzerland

hereinafter the "**Organisation**"

and

The United Nations Children's Fund (UNICEF)

International Organisation
House 3 United Nations Plaza
10017 New York
United States

and

The United Nations Development Programme (UNDP)

International Organisation
United Nations Plaza 1
10017 New York
United States

, second counterparty, (individually a "Party" and collectively the "Parties") have agreed as follows:

SPECIAL CONDITIONS

Article 1 - Purpose

- 1.1 The purpose of this Agreement is to provide a financial contribution to finance the implementation of the action "*EU Support for Reconciliation and Reintegration of former Armed Non-state Combatants and Boko Haram Associates (S2R)*" as described in Annex I (the "Action"). This Agreement establishes the rules for the implementation and for the payment of the EU Contribution, and defines the relations between the Organisation and the Contracting Authority.
- 1.2 The Action is a Multi-Donor Action and the EU Contribution is not earmarked.



1.3 In the performance of the activities, the Organisation shall:

- a) apply its own accounting, internal control and audit systems which have been positively assessed in the ex-ante pillar assessment. In the event that the ex-ante pillar assessment has raised some reservations, the Organisation shall comply with the ad hoc measures stated in Article 7.
- b) apply its own procurement procedures, as assessed in the ex-ante pillar assessment, its own rules for the award of Grants, as assessed in the ex-ante pillar assessment.

In the performance of the activities, UNICEF and UNDP shall:

- apply their own accounting, internal control and audit systems which have been positively assessed in the ex-ante pillar assessment. In case the ex-ante pillar assessment raised some reservations, UNICEF and UNDP shall comply with the ad hoc measures stated in Article 7.
- apply their own procurement procedures, as assessed in the ex-ante pillar assessment, and their own rules for the award of Grants as assessed in the ex-ante pillar assessment.

The Organisation and the Partners are free to use any Regulations and Rules which have not been subject to an ex-ante pillar assessment to the extent that these Regulations and Rules are not in conflict with the provisions of this Agreement.

1.4 The Action is financed under the EDF.

1.5 The Organisation, UNICEF and UNDP shall each provide a management declaration in accordance with Article 3.10 of Annex II with every progress and final report.

1.6 This Agreement is subject to the provisions of the Financial and Administrative Framework Agreement (FAFA) signed between the European Union, represented by the European Commission, and the United Nations on 29 April 2003, as amended by Addendum No. 1 signed on 26 February 2014 and its further consolidated version applicable as of 1 January 2019.

Article 2 - Entry into Force and Implementation Period

Entry into Force

2.1 The Agreement shall enter into force on the date when the last Party signs.

Implementation Period

2.2 The implementation period of the Agreement (the "Implementation Period") shall commence on: the day after the last Party signs.

2.3 The Implementation Period of the Agreement is **36 (thirty-six) months**.

Article 3 - Financing the Action

3.1 The total cost of the Action¹ is estimated at **EUR** ("Currency of the Agreement") **14,487,516** as set out in Annex III. The Contracting Authority undertakes to provide a contribution up to a maximum of **EUR 14,000,000** (the "EU Contribution").

The final amount will be established in accordance with Articles 18 to 20 of Annex II.

¹ This amount is introduced only for indicative purposes. It is an estimate and its evolution does not condition the EU Contribution.

Remuneration

- 3.2 The remuneration of the Organisation by the Contracting Authority for the implementation of the activities to be implemented under this Agreement shall be 7% of the final amount of eligible direct costs of the Action to be reimbursed by the Contracting Authority.

Interest on pre-financing

- 3.3 Interest generated on pre-financing shall not be due.

Article 4 - Payment Arrangements and Reporting

- 4.1 The pre-financing rate is 100%.
- 4.2 Payments shall be made in accordance with Article 19 of Annex II. The following amounts are applicable, all subject to the provisions of Annex II:

First pre-financing instalment: EUR 5,224,748

Further pre-financing instalments: EUR 8,775,252

following the end of the 1st and 2nd reporting periods, corresponding to the Contracting Authority's part of the forecast budget for the subsequent 12 months.

- 4.3 The Commission intends to progressively introduce an electronic exchange system for the e-management of contracts and agreements (the "System"). The Organisation will be required to register in and use the System to allow for the e-management of Contribution Agreements. The Commission will inform the Organisation in writing at least three months prior to the date of application of the individual components of the System.

As a first step, the information to be provided in accordance with Article 3.7 b) of Annex II has to be processed via the System for all reports. To the extent this part is now operational, the information to be provided in accordance with Article 3.7 b) of Annex II has to be processed via the System for all reports under this Agreement.

As a second step, all documents related to this Agreement (including reports, payment requests and formal amendments as per Article 11.1 of Annex II) will have to be processed via the System (expected for April 2020).

Article 5 – Communication language and contacts

- 5.1 All communications to the Contracting Authority in connection with the Agreement, including reports referred to in Article 3 of Annex II, shall be in English.
- 5.2 Subject to Article 4.3, any communication relating to the Agreement shall be in writing, shall state the Contracting Authority's contract number and the title of the Action, and shall be dispatched to the addresses below.
- 5.3 Subject to Article 4.3, any communication relating to the Agreement, including payment requests and attached reports, and requests for changes to bank account arrangements shall be sent to:

For the Contracting Authority

Head of Delegation

European Union Delegation to Nigeria and ECOWAS

EU Common Embassy Complex

European Union Crescent, off Constitution Avenue

Central Business District

Abuja, Nigeria

For the attention of the Head of Cooperation, Operations Section

Copies of the documents referred to above, and correspondence of any other nature, shall be sent to:

*Head of Delegation
European Union Delegation to Nigeria and ECOWAS
EU Common Embassy Complex
European Union Crescent, off Constitution Avenue
Central Business District
Abuja, Nigeria
For the attention of the Head – Finance, Contracts & Audit Section*

A copy of the reports referred to in Article 3 of Annex II and the reports publications, press releases and updates relevant to the Action referred to in Article 8.6 of Annex II shall be sent to the above address.

For the Organisation

*Mr. Franz Celestin
Chief of Mission
International Organization for Migration
11, Haile Selassie Street
Asokoro, Abuja, Nigeria
Email: FCELESTIN@IOM.INT*

- 5.4 Ordinary mail shall be deemed to have been received on the date on which it is officially registered at the address referred to above.
- 5.5 The contact point within the Organisation, which shall have the appropriate powers to cooperate directly with the European Anti-Fraud Office (OLAF) in order to facilitate the latter's operational activities shall be:

*Mr. Ola Henrikson
Regional Director
International Organization for Migration
Regional Office for the European Economic Area (EEA), the EU and NATO
40, Rue Montoyer
1000 Brussels, Belgium*

- 5.6 All exchanges concerning the Early Detection and Exclusion System shall take place between the Contracting Authority and the authorised person designated by the Organisation, which is:

*Mr. Ola Henrikson
Regional Director
International Organization for Migration
Regional Office for the European Economic Area (EEA), the EU and NATO
40, Rue Montoyer
1000 Brussels, Belgium
Email: OHENRIKSON@iom.int*

Article 6 - Annexes

- 6.1 The following documents are annexed to these Special Conditions and form an integral part of the Agreement:

Annex I: Description of the Action (including the Logical Framework of the Action)
Annex II: General Conditions for Contribution Agreements



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Annex II.a: Provisions applicable only to Multi-Partner Contribution Agreements

Annex III: Budget for the Action

Annex IV: Financial Identification Form

Annex V: Standard Request for Payment

Annex VI: Communication and Visibility Plan

Annex VII: Management Declaration template

- 6.2 In the event of a conflict between these Special Conditions and any Annex thereto, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II including Annex II.a and those of the other Annexes, the provisions of Annex II including Annex II.a shall take precedence.

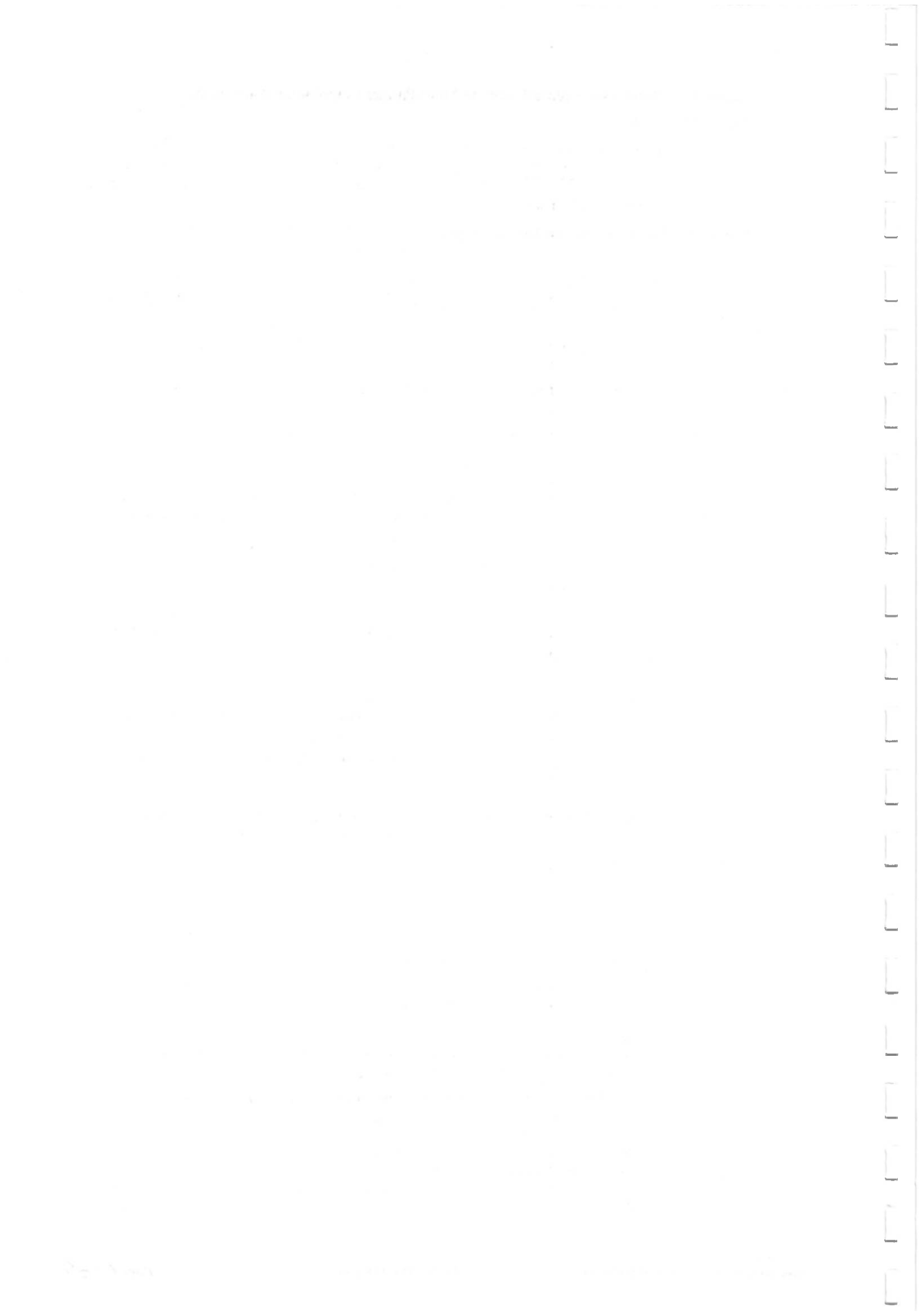
Article 7 – Additional specific conditions applying to the Action

- 7.1 The following shall supplement Annex II:

For costs of a project office:

- 7.1.1 Where the implementation of the Action requires the setting up or the use of one or more project offices, the Organisation may declare as eligible direct costs the capitalised and operating costs of the structure if all the following conditions are fulfilled:

- a) They comply with the cost eligibility criteria referred to in Article 18.1 of Annex II;
- b) They fall within one of the following categories:
 - i) costs of staff, including administration and management staff, directly assigned to the operations of the project office. The tasks listed in the Description of the Action (Annex I), undertaken by staff assigned to the project office will be directly attributable to the implementation of the Action.
 - ii) travel and subsistence costs for staff and other persons directly assigned to the operations of the project office;
 - iii) depreciation costs, rental costs or lease of equipment and assets composing the project office.
 - iv) costs of maintenance and repair contracts specifically awarded for the operations of the project office;
 - v) costs of consumables and supplies specifically purchased for the operations of the project office;
 - vi) costs of IT and telecommunication services specifically purchased for the operations of the project office;
 - vii) costs of energy and water specifically supplied for the operations of the project office;
 - viii) costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of the project office;
- c) Where costs of the project office are declared as actual costs, the Organisation declares as eligible only the portion of the capitalised and operating costs of project office that corresponds to the duration of the Action and the rate of actual use of the project office for the purposes of the Action.
- d) Costs of the project office not declared as actual costs are only eligible if they have been ex ante-assessed by the European Commission.



7.1.2 For the purpose of this Agreement, the Organisation acts as UN Administrative Agent, under the following provisions:

- a) The Organisation shall serve as the administrative interface between the Contracting Authority, other donors and the Participating UN Organisations. The monitoring task established in Article 2.b of Annex II.a shall be implemented in accordance with the mandate of the UN Administrative Agent.
- b) In addition to the tasks described in Article 2 of Annex II.a, the Organisation shall act as Administrative Agent for the UN Organisations and will therefore:
 - i) receive financial contributions from all donors that wish to provide financial support to the Action;
 - ii) administer the funds received, in accordance with its applicable Regulations and Rules, including the provisions relating to winding up the Action and related matters;
 - iii) subject to availability of funds, disburse such funds to each of the Participating UN Organisations in accordance with instructions from the Steering Committee, taking into account the budget set out in the approved programmatic document/Joint Programme Document, as amended in writing by the Steering Committee;
 - iv) consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organisation, as set forth in the TOR/Joint Programme Document, and provide these to each donor that has contributed to the Fund/Programme Account and to the Steering Committee;
 - v) provide final reporting, including notification that the Action has been operationally completed;
 - vi) disburse funds to a Participating UN Organisation for any additional costs of the tasks that the Steering Committee may decide to allocate in accordance with the TOR/Joint Programme Document.
- c) A coordination mechanism (referred to as the "Steering Committee") to facilitate the effective and efficient collaboration between the Participating UN Organizations and the host Government for the implementation of the Fund or Programme shall be established. The detailed description of key roles, responsibilities and functions of the Steering Committee is provided in Annex I ("Description of the Action").
- d) Without prejudice to points 2.b) to 2.k) of Article 2 of Annex II.a), the Organisation shall be solely responsible for the performance of tasks assigned to it in Annex I and in the specific agreement between itself and the Partners.
- e) By derogation from Article 3 of Annex II, the Organisation shall provide the Contracting Authority with the following reports, in the same language as the Agreement, based on the reports provided by each UN Participating Organisation and prepared in accordance with the accounting and reporting procedures applicable to it:
 - i) annual consolidated narrative progress reports to be provided no later than five months (31 May) after the end of the calendar year;
 - ii) annual consolidated financial reports, as of 31 December with respect to the funds disbursed from the Fund/Programme Account, to be provided no later than five months (31 May) after the end of the calendar year;
 - iii) final consolidated narrative report to be provided no later than six months (30 June) after the end of the year following the financial closing of the Action and/or end of implementation period, whichever comes first;
 - iv) in case of Multi-Donor Actions which continue after the end of the implementation period of this Agreement, a final consolidated financial report, based on uncertified final financial statements and final financial reports, to be provided no later than six



months (30 June) after the end of the year following the financial closing of the Action and/or end of implementation period, whichever comes first.

Done in Abuja in four originals in the English language, one for the Contracting Authority, one for the Organisation and one for each Partner.

For the Organisation

Name Franz Celestin

Position Chief of Mission, IOM Nigeria

Signature

Date 05/11/19

For the Contracting Authority

Name **Kurt CORNELIS**
Head of Cooperation

Position **European Union Delegation
to Nigeria & ECOWAS**

Signature

Date

31/10/2019

For UNICEF

Name Peter Hawkins

Position Representative, UNICEF Nigeria

Signature

Date

5/11/2019

For UNDP

Name Mohamed Yahya

Position Resident Representative, UNDP Nigeria

Signature

Date

5/11/2019

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Annex I

Description of the Action

(including the Logical Framework of the Action)

Contract No.: FED/2019/408-134



Contracting Authority: European Commission

EU Support for Reconciliation and Reintegration of Former Armed
Non-State Combatants and Boko Haram Associates
(S2R)

Description of the Action

[11th European Development Fund]

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1. General information

Name of the lead agency	International Organisation for Migration (IOM)
Name of partner agencies	United Nations Development Programme (UNDP) United Nations Children Fund (UNICEF)
Title of the action	S2R - Support for reconciliation and reintegration of former Armed Non-State combatants and Boko Haram associates
Location of the action	Nigeria, North East States, primarily Borno, Yobe and Adamawa
Duration of the action	3 years

2. The Action

2.1 Introduction

Since 2009, nearly 15 million people in Nigeria's North-East have been affected by the conflict with Jama'atu Ahlis Sunna Lidda'awati Wal-Jihad (JAS), a Non-State Armed Group (NSAG)¹, labelled by the media and commonly referred to as "Boko Haram"², and the resulting military operations in North-East Nigeria. In August 2016, the group split into two factions, giving rise to the Islamic State in West Africa Province (ISWAP). The loss of a significant number of adherent fighters led JAS to increase its suicide attacks on civilian gatherings. It routinely engaged in indiscriminate killings, raiding whole villages and abducting women and children. In contrast, ISWAP led more sophisticated, organized and large-scale attacks on military camps and oil exploration sites.

The conflict became particularly intense in 2013, leading to the loss of an estimated 30,000 lives and the displacement of over 1.8 million people. Current numbers of active members within the NSAGs are not known but estimates range from 5,000 to 20,000. The number of detainees under military control is estimated at around 7,000 with the number expected to rise as counter insurgency efforts continue and avenues for surrender become more viable.

The past years have brought significant progress on the military front. NSAGs no longer control vast swathes of territory and have taken to asymmetric warfare to deal with the evolving military campaign. Despite these successes, the number and sophistication of insurgency attacks have been on the rise since early December 2018. The military campaign therefore continues to be essential in the foreseeable future. In addition, those associated³ with NSAGs must see a way out of the groups, be given opportunities for viable alternatives to violent extremism and seek change through peaceful means. In parallel, the process of reconciliation between low-risk former NSAG associates including children and women who have participated in Government-led rehabilitation programmes and the many conflict-affected communities and victims of the groups must start.

From experience to date in the North-East, as well as from all of UNICEF, UNDP and IOM's preparatory work with relevant stakeholders, it is clear that community-based reconciliation and transitional justice processes are important but not sufficient for achieving peace. Besides establishing a minimum level of safety and security in the community, action is required to strengthen individual livelihoods, community social and productive infrastructure and public services before the actual process of reintegration of former NSAG associates can take place. The goal is to promote more just, peaceful, and inclusive communities than before the crisis, herewith reducing the drivers of conflict.

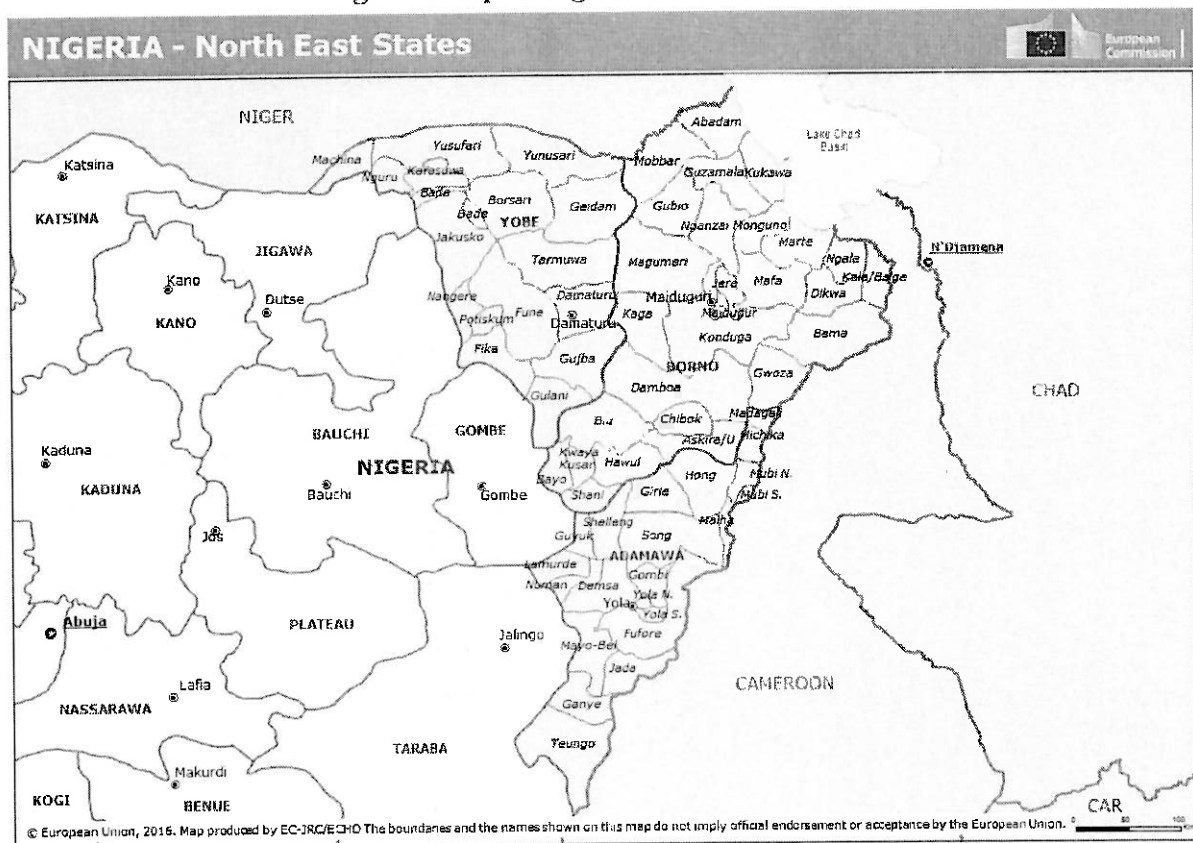
¹ In this Project, JAS, Islamic State in West Africa Province (ISWAP), and other armed groups that oppose the Government of Nigeria through violent means will be referred to as "Non-State Armed Groups" (NSAGs). This excludes vigilantes/CJTF members.

² Boko means 'Western' education; Haram refers to that which is forbidden by Islam. "Boko Haram" is a slogan that JAS members used to chant during rallies. In 2015 Boko Haram was named the deadliest global terrorist organisation.

³ In this Project, the term NSAG associate refers to all persons (regardless of age, relationship or gender) who have had some contact with the JAS/ISWAP (as concluded by the authorities during the screening phase) without presuming or prejudging the nature of their relationship to the armed group in question. Among NSAG associates are surrendees, persons captured or abducted, family members, dependents, former detainees and prisoners. These may be children, men, women, youth and foreign fighters.

However difficult it may seem under present circumstances, 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 NSAGs, are met through effective exit strategies providing sustainable and meaningful civilian roles. This was recognised by the Government of Nigeria, which launched “Operation Safe Corridor” (OPSC), a presidential initiative that provides off-ramping opportunities for low-risk associates through surrender to the security forces. Once their eligibility has been established, adult male low-risk former associates are transferred to a transition centre in Gombe where they participate in a de-radicalization and rehabilitation programme. Women and children are transferred to a transition centre in Maiduguri before their reintegration into the community. The latter are generally considered to be victims with little to no association to NSAGs, however, they too may in fact be perpetrators. As such, they are often met with fear and stigmatisation by the community. This poses a significant challenge for their reintegration process.

Figure 1. Map of Nigeria's North East States

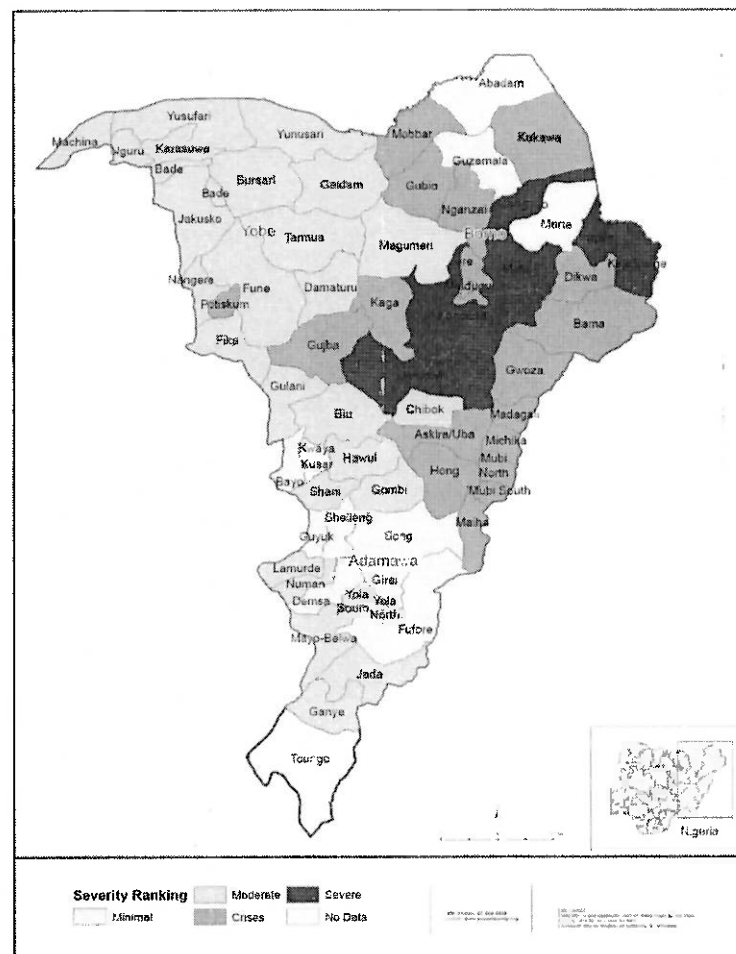


The conflict and counterinsurgency efforts are now the main drivers of continued insecurity in the North-East and have significantly disrupted economic activities leading to a large humanitarian crisis, as illustrated in the Severity Map in Figure 2. A large percentage of agricultural lands have been destroyed and are inaccessible due to military restrictions and the fear of insurgency attacks. Market places and trade routes for an area once known for its bustling cross-border trade were early targets of the NSAGs and have complicated the prospects of reviving the local economy. Concurrently, climate change has further contributed to the disruption of economic, social and cultural life in North-East Nigeria, which has historically been closely tied to Lake Chad. The dwindling and unpredictable water levels over the last decades have jeopardized the livelihoods of millions.

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The task ahead is mammoth, as highlighted by 'The Recovery and Peace Building Assessment' (RPBA) for North East Nigeria which in 2016 estimated peace-building, stability and social cohesion costs at almost US\$ 54 million across Borno, Yobe and Adamawa, while total recovery and peace building costs for the three states were expected to exceed US\$ 5 billion. A more recent document presented by the 4 governments of Nigeria, Niger, Chad and Cameroon at the Oslo II conference in Berlin in September 2018 estimates costs for immediate stabilization and resilience measures in Northeast Nigeria at US\$ 989 million.⁴

Figure 2. North-East severity map (Source: Early recovery sector, September 2018⁵)



Although the crisis and ongoing humanitarian emergency stem from the Boko Haram insurgency, the roots of crisis in North-East Nigeria can be traced much further back. Decades of underdevelopment of the North-East region has gradually eroded capacities to deliver public services, form effective and

⁴ "Government Costing for Strengthening Resilience in the Lake Chad basin." Paper presented by the Governments of Niger, Nigeria, Cameroon and Chad at the Oslo II conference in Berlin. August 2018.

⁵ The indicators used to map and classify severity are: a) Percentage of households without access to basic services; b) Percentage of households without access to income; and c) Percentage of IDPs and returnees in Host Communities to the total LGA population.

1. The first part of the paper is devoted to a general discussion of the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β . It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

2. In the second part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

3. In the third part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

4. In the fourth part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

5. In the fifth part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

6. In the sixth part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

7. In the seventh part of the paper the problem of the existence of solutions of the system of equations (1) for arbitrary values of the parameters α and β is solved. It is shown that the system has solutions for all values of the parameters α and β if the function $f(x)$ is continuous and has a bounded derivative.

responsive governance, and prevent and respond to crises. Importantly, it has generated the perception of marginalisation of the region, which is supported by data as some of Nigeria's lowest human development indicators occur in the three North-Eastern States. The conflict itself has enormously exacerbated the pre-insurgency context of under-development and inequality in the North East. Research points out that while recruitment into NSAGs has been a highly personalised process, often influenced by peers or family members, there are common motivating factors such as an acute sense of grievance against the government, a lack of trust in the police and security apparatus, unequal access to basic services, and a lack of economic opportunities.

2.2 Detention, prosecution and rehabilitation of former NSAG associates

Due to the counter insurgency military offensive, large numbers of people (estimates point to 7,000) have either surrendered or been captured and detained by the Nigerian military since 2015. Subsequently, the Government of Nigeria (GoN) created Operation Safe Corridor (OPSC) in 2015. OPSC is a presidential initiative promoting military and civilian government agency collaboration in a multi-governmental department approach, led by the Nigerian military, for processing surrendered Boko Haram combatants and associates; and determining who is classified as low-risk and eligible for participation in government-run rehabilitation programmes and eventual community reintegration. The initiative includes a 12-month deradicalization and rehabilitation programme in Gombe (Gombe State) for male low-risk NSAG defectors, during which they receive psychosocial support (PSS), livelihoods skills training, and basic medical attention. Upon "graduating" from the programme in Gombe, low-risk former associates are handed over to State authorities. They are initially transferred to a "halfway home" where they receive additional reinsertion services until the link with the community is established and they are fully prepared for the reintegration process in the community. Children encountered during military operations are then placed in the custody of the government, where they go through an initial screening by the security forces. Some are released through into host communities and camps; others are put in protective or administrative custody. Despite the recent deterioration of the security situation in North-East Nigeria, the initiative presents a notable step in providing off-ramping opportunities for low-risk former NSAGs that will enhance long-term peace prospects.

Children captured by or surrendering to the military are usually transferred to a transit centre managed by the Ministry of Women Affairs and Social Development in batches. Since 2016, 938 boys (60 per cent) and 612 girls (40 per cent) associated with armed groups were released from administrative custody and assisted through the transition centre in Maiduguri (Borno State), Bulumkutu Rehabilitation Centre, which is run by the Borno State Ministry of Women Affairs and Social Development (MoW) with the support from UNICEF and IOM. Exposure to violence carries the highest risk of life-long mental health problems for children, including an elevated risk of re-victimization, rejection and violent behaviour. Approximately 10% of the children that have been supported in the rehabilitation centre demonstrate acute psychosocial distress. As part of the programme in Bulumkutu Rehabilitation Centre, children receive socio-economic reintegration support including reinsertion into communities. Affected women, as well as some elderly and sick male, also receive basic reinsertion support at Bulumkutu Rehabilitation Centre, including PSS and basic medical care. Women are generally assumed to be low-risk associates or victims. While this may be true for many, some may actually be a perpetrator rather than a victim, or, in some cases, both. There is therefore a need for fair and transparent monitoring and risk assessments at the community level in case of anyone's categorisation being inaccurate. Currently, all former residents of Bulumkutu Rehabilitation Centre are back in their communities.

The transit centre in Maiduguri provides temporary care and pre-reintegration programmes for women and children following release from military detention or military screening of women and children deemed to have constraints in reintegration in their communities. The Borno State Ministry of Women Affairs and Social Development (MWASD), manages the transit centre, with technical and financial support of UNICEF. The MWASD forms partnerships with other state ministries and UNICEF to provide a wide range of services at the transit centre. Services include, but are not limited to: documentation, family tracing and reunion; medical screening, treatment and referrals; food and nutrition services; water, hygiene and sanitation; security and safety; psychosocial support and counselling sessions; emergency education (temporary learning spaces); non-food items, as well as livelihood and skills training. Each agency has clearly defined roles and responsibilities in accordance with the standards defined in the Standard Operating Procedures and Operational Framework for the transit centre.

Due to the lack of alternatives, Gombe graduates have so far been transferred to the Bulumkutu Rehabilitation Centre in Maiduguri. To avoid mixing of women and children with men, State authorities identified Shokari Centre in Maiduguri as an additional space to receive either low-risk former associates or victims. It was recently decided that the new centre will be used to support affected women and children while Bulumkutu Rehabilitation Centre will continue to be used to transfer Gombe graduates to the State authorities. The centre will be run by the Borno State MoW with support from UNICEF and IOM. Creative associates supported the rehabilitation of the Shokari Centre and IOM provided complementary support by procuring the necessary furniture and other equipment to host up to 150 individuals. The equipment will be installed once the centre is properly staffed and secured. The capacity of the centre is expected to increase to up to 360 individuals over the next few months. Those not considered low-risk are referred to the justice system.

2.2 Reconciliation and reintegration

There has been a lack of clear coordination between the military - in charge of the 'disengagement' part of the process - and the civilian authorities, expected to carry out activities related to the reconciliation and reintegration 'RR' part of the process. There are many instances where released associates have been rejected by their immediate families and communities, including women and children previously abducted. The method of these releases has added to the climate of fear and heightened tensions within communities towards the people released.

Community consultations across the Northeast of Nigeria conducted by the project partners in 2017 and 2018 confirm the need for a comprehensive approach that lays the foundations for successful reintegration through a community-driven and state-owned reconciliation process: "Communities across the Lake Chad Basin showed reluctance to the idea of welcoming Boko Haram fighters back, especially without a proper accountability and justice process. This resentment is stronger amongst youth than elders, but communities are generally in agreement. There is a sense of betrayal of what these fighters have done to their own communities, as well as a widespread fear for what their presence in the community could mean. In the absence of a conflict-sensitive and community-driven approach, including appropriate mechanisms for reconciliation and justice, the risk of revenge killings and further violence is high, as stated by several participants."⁶

The Federal and State Governments of Nigeria do recognise that a unique and comprehensive RR approach is required that encompasses multiple dimensions from accountability for severe human rights violations to community-level reintegration. The Nigerian government has called for this 'RR'

⁶ Perspectives from Local Communities on Stabilization and Building Peace in the Lake Chad Basin. Discussion Paper presented at the Lake Chad Basin Governors' Forum, 8 May 2018.

programme to adopt a human-rights approach in the design of inclusive programmes for reconciliation and community-based reintegration of low-risk former NSAG associates. At the same time, the State Government of Borno supported by UNDP has developed a comprehensive state policy for Reconciliation and Reintegration aligned with these principles and concerns⁷.

2.3 Development of DDDR policies in North-East Nigeria

Following the Recovery and Peacebuilding Assessment (RPBA) undertaken in 2016, the Government of Nigeria developed the 'Buhari Plan' as a comprehensive recovery and stabilisation framework for the northeast. Restoring peace, stability and civil authority in the North-East region is the foremost objective outlined in the plan. International financial institutions, including the World Bank, the African Development Bank, and the Islamic Development Bank, have approved loans adding up to more than \$1 billion. Bilateral donors have committed funding for the North-East worth more than \$500 million. A range of additional and complementary development frameworks – including the Government of Nigeria's Economic Recovery and Growth Plan (2017-2020) and the UN Sustainable Development Partnership Framework (2018-2022) – have also been developed. The North-East Development Commission (NEDC) assented into law on 26 October 2017 and is expected to be operational over the course of 2019 in assuming its functions as the central coordinating body for the implementation of rehabilitation, reconstruction and development activities in North-East Nigeria.

The Lake Chad Basin Commission (LCBC) in 2018 agreed on a 'Regional Stabilisation Strategy'. The process of disarmament to reintegration of people associated with Boko Haram is one of its strategic pillars. The Stabilisation Strategy paper calls for all future interventions to compliment the National Action Plans for the Preventing and Countering of Violent Extremism (PCVE). It also envisages conflict analyses, community security perception studies and climate change fragility assessments which, potentially through the regional governors forum or the intervention's steering committee can be shared between the LCBC and the intervention.

The goal of the Nigerian government's 2017 PCVE Policy Framework and National Action Plan is to build safer communities resilient to violent extremism. IOM supported the development of the Office of the National Security Adviser (ONSA)-led "Disengagement, Disassociation, Reintegration and Reconciliation (DDRR) Action Plan", which outlines the approach to address screening, rehabilitation, reintegration and reconciliation needs. It is aligned to the PCVE national action plan and other relevant national laws, such as 'National Security Strategy 2014' and 'National Counter-terrorism Strategy 2016', 'the Administration of Criminal Justice Act 2015', 'Child Rights Act 2003' and commits to abide by international human rights and humanitarian law.

The EU-IcSP supported DDDR 18-month pilot project, which began in the last quarter of 2018, provides the initial building blocks for the implementation of the Action Plan. It also aims to provide the S2R Action with real-time learning. The joint IOM-UNICEF pilot programme focuses on enhancing the authorities' registration, screening, categorization and referral process for low-risk former Boko Haram associates, supporting the OPSC rehabilitation programme in Gombe through initial infrastructure, including a health clinic and various livelihood facilities, PSS services, and providing individual case management through IOM's information, counselling, and referral services (ICRS) mechanism throughout the reintegration process. Therefore, the pilot project focuses primarily on the "disengagement and disassociation" of low-risk former associates, as well as some initial reintegration activities for those associates who have completed the trajectory at Gombe OPSC Centre. The current

⁷ A clean draft of the Borno Reconciliation and Reintegration Policy has been submitted to the Borno State Government and is expected to be signed in 2019 or latest by 2020.

Action will build on these initial activities by providing comprehensive reintegration and reconciliation support at the community level following low-risk former associates return to the community.

Following the N'Djamena Conference in June 2018, the State Governments in Borno and Adamawa in Nigeria requested the development of a policy for the community-based reconciliation and reintegration of former Boko Haram associates and a Peace and Unity policy, respectively. UNDP has supported the development of these policies. In this context, the Borno State Consultative and Validation Workshops on Community-based Reconciliation and Reintegration were successfully held on 16-18 June and 28-29 November 2018 and provided a dialogue platform for key stakeholders to interchange views, opinions and proposals on the specific issues of the reconciliation and reintegration policy and process in Borno State. State policies are aligned with the national DDRR Action Plan and provide the basis of Reconciliation and Reintegration related implementation in the states, including the proposed activities outlined in this Action.

The proposed intervention is in line with the national DDRR and PCVE plans, the Borno State Reconciliation and Reintegration policy, and a number of EU policies as follows:

- EU Consensus on Development 2017
- EU Global Strategy on Foreign and Security Policy (2016)
- EU Communication on Resilience of 2017
- Policy Framework for a Crisis Approach for the Lake Chad region (2015)
- Joint Humanitarian and Development Framework approach "for building resilience for protection, food and nutrition security in a fragile context" (Abuja, July 2015)
- EU Communication on Social Protection in Development Cooperation of 2012
- EU Gender Action Plan 2016-2020
- EU Strategic Framework and Action Plan on Human Rights and Democracy (2015)

In addition to a consistent approach to reconciliation and reintegration in Nigeria, it will be critical to develop common approaches and standards to disengagement, de-radicalisation and reintegration in the four countries of the Lake Chad Basin. These standards should be aligned to relevant international standards, especially the DDR legal framework, Security Council Resolutions and AUC Operational Guidance Notes, as well as to the specific needs in the Lake Chad Basin. Overall, it needs to be ensured that differences in approaches do not lead to incentives for displacement from one country to the other in order to benefit from better conditions and support. While this will not be within the scope of this intervention, the project however aims to be a successful model for potential contextualised replication / harmonisation / lessons learning in the Lake Chad Basin.

2.3.1 Reintegration of non-state security providers

The Government of Nigeria also recognises that reintegration must include non-state security providers, such as the Civilian Joint Task Force (CJTF) and other vigilante groups. With the absence of effective safety and security at the community level, vigilante groups have provided the link between the security agencies and communities. Their numbers have increased and their roles widened in response to the insurgency. They are operating without a clear legal framework while providing intelligence, checking civilians, screening internally displaced persons (IDPs) and in some cases resolving local-level disputes. Some vigilante groups may be able to reintegrate and return to civilian roles. However, there are concerns

over cases of extrajudicial killings, sexual harassment, exploitation, abuse and extortion by vigilante groups. Anecdotal evidence also suggests a high level of substance abuse. Vigilantes from these groups are viewed as a potential threat to longer term state stability if members are not demobilised and provided with sustainable civilian roles post-conflict.

There are over 3,000 children associated with CJTF identified for return to civilian life who may also have been exposed to high levels of violence. As of December 2018, under the Action Plan to end the use and recruitment of children, CJTF² reported at least 3,708 children (294 girls and 3,414 boys) in their ranks. Out of a total of 3,708 children, the Country Task Force for Monitoring and Reporting interviewed 2,850 children (608 girls and 2,242 boys) and verified 1,646 children as being directly associated and used by the CJTF. UNICEF is supporting the formal separation of children from the CJTF.

A comprehensive policy dialogue is therefore needed as soon as the new government is established to explore and agree on approaches to improve community security and to develop viable ways to address the issues related to non-state security providers. At the same time, continuous engagement with non-state security providers will support the development of future options to be considered by policy-makers.

2.4 Lessons learned in the area of reconciliation and reintegration

Within the last decade the nature of internal conflicts has increasingly blurred the lines between what constitutes a soldier, rebel, insurgent or civilian. Programmes are now being implemented in non-permissive security environments with incomplete situational intelligence. The new wave of DDRR programming moves away from narrowly conceived interventions towards activities connected to national development plans. Experimental, multi-sectoral design in the context of highly localised political and economic expediencies coupled with real-time impact research is currently considered 'best practice'.

Building on its global experience in addressing the specific challenges of those defecting or disassociating from designated violent extremism groups, most notably in Somalia, IOM established a DDRR programme to support government efforts in Nigeria as part of a regional Lake Chad Basin strategy to address the effects of Boko Haram and Islamic State West Africa. It is focused on supporting the affected governments in strengthening disassociation incentives for individuals who were exposed to violent extremism. The programme has four pillars: 1) Assessment, Context Analysis, and National Planning; 2) Technical 'Upstream' Government Support; 3) Individual Case Management; and 4) Community-Based Reconciliation. Under the first pillar, the programme supported the Government of Nigeria develop a DDRR Action Plan. IOM will also support the Government of Nigeria implement five out of ten outcomes of the Action Plan. Under the second pillar, IOM is supporting the Government of Nigeria to strengthen the registration, screening, categorization, and referral process of suspected NSAG associates. This includes the development of a protocol, training, and establishment of a database structure for deep field locations and detention centres that will be managed by the Joint Investigation Committee (JIC). This will facilitate their release to communities or referral to the rehabilitation programme for eligible individuals or judicial system. This structure is complemented by the database structure that was established by IOM for the Gombe and Maiduguri transition centres. This will support registration and data collection from low-risk former NSAG associates to facilitate their rehabilitation and reintegration process. The rehabilitation programme is also strengthened through capacity building of staff at both transition centres and construction of the required infrastructure. In Gombe, IOM has constructed and equipped various livelihood facilities and a skills acquisition centre as well as a health clinic. Under the third pillar, IOM is supporting the reintegration process of individuals that have completed the

rehabilitation programmes in Gombe and Maiduguri. Under the fourth pillar, IOM established a pilot reconciliation platform in Gwoza town, which is currently being rolled out in eight additional communities.

UNICEF has extensive experiences working in the geographical area as well as with the population affected by the conflict in North East Nigeria. Moreover, UNICEF also has technical expertise in the areas of mental health and psychosocial support service (MHPSS) as well as reintegration of children associated with armed groups including the survivors of conflict-related sexual violence. UNICEF has been providing humanitarian response since mid-2014. Since July 2014, UNICEF's Child Protection in Emergency (CPiE) programme has expanded both scope and scale of interventions. Interventions include resilience building of children and adolescents; providing community-based protection; psychosocial support services; family tracing and reunification or alternative care support for children separated from their families as well as social reintegration services to children released from armed forces or armed groups and survivors of conflict-related sexual violence. In 2017 and 2018, UNICEF and its implementing partners provided community-based reintegration services for 9,884 persons (6,082 in 2017 and 3,802 in 2018) formerly associated with non-state armed groups and other vulnerable children in the communities. UNICEF is also supporting the Borno State Ministry of Women Affairs and Social Development to run a transit centre for women and children exiting military detention, and survivors of physical and sexual violence. The centre has so far received children and women released from military detention. From September 2016 to date 1,163 children (734 boys, 429 girls) and 763 caregivers (340 women and 423 men) were received at the transit centre following their release from the Giwa military barracks detention facilities and accessed services including shelter, water, sanitation hygiene, psychosocial support, basic literacy, reproductive and other health services. The children were supported with individual and peer group support, small-scale economic empowerment initiatives and referral to available support services. The reintegration programme engaged with communities from the IDP camps and host communities to provide a constructive forum in which community leaders and members could discuss the challenges to reintegration, using local radio stations to help disseminate messages of tolerance and acceptance for returning girls and women.

UNDP's ongoing programming in Northeast Nigeria is built on conflict-sensitive interventions aiming to strengthen peace-building, reconciliation, community resilience & recovery as well as community security. Accordingly, the programme is structured into 2 main pillars gradually implemented since the beginning of 2017 in over 30 communities across Borno, Adamawa and Yobe. The community resilience pillar funded by the EU, Japan, USAID, Canada and Switzerland provides comprehensive community recovery packages ("Integrated Community Stabilization Packages") based on a carefully devised process of engagement with the communities, its various representative groups and local authorities. Supporting all households in the community, interventions include emergency employment & livelihoods, basic services, local governance and infrastructure reconstruction. The community stabilization and security pillar funded by the German government and implemented cross-border in the affected regions of the Lake Chad Basin supports – on a pilot basis – the reestablishment of rule of law and civilian policing mechanisms in target communities, strengthens traditional peace-building mechanisms and engages with non-state security providers (vigilantes) on questions of human rights and human rights abuses, sexual and gender-based violence, and conflict mitigation and mediation.⁸

⁸ See: Training Manual for Capacity Building and Civic Engagement for Civilian JTF and Vigilante Groups, UNDP Nigeria, June 2018.

In response to the increasing number of low-risk Boko Haram associates making their way back to the community at their own initiative, Neem Foundation launched the Yellow Ribbon Initiative. The initiative focuses on the de-radicalisation of children and youth used by Boko Haram and has four components. Firstly, psychological support services and counselling aims to enhance the emotional and social wellbeing of children, provide them with coping skills to relief psychological distress, and positively influence their sense of belonging within their communities. Secondly, creative engagement music, dance, crafts, painting, and drama seeks to address psychological distress, challenge the radical ideology of extremist groups, and promote a greater sense of community and national identity. Thirdly, through weekly sports training and peace mentorship, football is used as a platform to strengthen social cohesion and resilience within the community, promote personal development and growth, encourage pro-social thinking and behaviour, and educate young men and women on non-violent strategies for responding to conflict. Finally, religious engagement throughout the programme is used to promote peace building and reconciliation. Other international partners working on reconciliation and reintegration in North-East Nigeria include International Alert, Search for Common Ground, and Mercy Corps.

The following paragraphs summarize some of the key lessons learned which have informed the participating agencies' programmatic approach to reconciliation and reintegration on North-East Nigeria and the Lake Chad Basin. The lessons were developed based on extensive community consultations in 2018, after roughly two years of gradual implementation of existing programmes.

- For reintegration to be successful it needs to go hand-in-hand with community-level reconciliation to promote an increased understanding for and acceptance of low-risk former associates and victims. This became particularly apparent when the first batch of Gombe graduates were transferred to the community without preparing the community for their arrival. They were rejected by the communities and forced to return to Bulumkutu Rehabilitation Centre until communities agreed to their return.
- Experience has shown that differences can be reconciled and a gradual increase in trust between parties can be achieved by allowing community structures, religious practices, local customs and values to guide the reconciliation process. This is particularly important in the Nigerian context, as harmful / exclusionary traditional practices may have been motivating factors for joining NSAGs. This needs to be assessed in more detail through localised political economy, gender-sensitive and conflict analysis. In addition, monitoring (warning) and reporting mechanisms are to be set up. Therefore, inclusive community-based reconciliation and reintegration committees need to be supported in deciding on the type of reconciliation approach, activities and timelines, assisted to choose approaches that adhere to international human rights law. Approaches may vary in the different areas of the three States.
- UNICEF experience in Nigeria highlighted a number of key lessons which confirm that with the package of sustained support, reintegration is possible. Peer group support sessions 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. 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 opportunities for all children, not only those directly affected by the conflict.
- Part of what is driving opposition against reintegration seems to be economic realities and a lack of perceived fairness or justice at the community level. The economic realities of many of the communities in North-East Nigeria are that there are very limited opportunities for making a living. With a lack of income-generating activities, the question many communities will ask

themselves is what reintegrated combatants would do. Unemployment and food insecurity are two very real challenges that the region contends with, and the notion of bringing former fighters back into communities presents added competition for both livelihoods and food. In this context, reintegration of former fighters is in many communities, particularly in Nigeria, perceived as unjust, given that efforts are targeted towards former Boko Haram members, whereas victims of the conflict and conflict affected communities are still suffering.

- The immediate concern of communities is -- for obvious reasons - focussed on livelihoods and security. Therefore, reconciliation and reintegration interventions need to be embedded in a discussion also addressing these factors.
- Community engagement has proven to be a process of gradual trust-building between stakeholders which cannot be fast-tracked. Done in the right way, however, it can support the creation of a common vision for the future and lay foundations for reconciliation and reintegration interventions.
- Community vigilante groups are a critical stakeholder in the reintegration process, but not always perceived as needing reintegration at the community level. Across North-East Nigeria, calls for increased support in terms of training, equipment and finances, to these groups were abundant. They are in many cases perceived as the most effective, and sometimes the only, protection that communities have against Boko Haram. However, since these groups are critical to the counter-insurgency operations, there are also reports of them feeling increasingly frustrated by the lack of support from government for their efforts and sacrifices. Although their role continues to be important, as stated by focus group discussants across the region, some members of these groups are increasingly looking towards life after supporting the armed engagement against Boko Haram. This presents an opportunity, but also risks. There are expectations that these groups will be compensated in some way by the government, given their commitment and sacrifice in counter-insurgency operations. Increased vocational training, skills acquisition initiatives and possible integration efforts with formalized security structures should therefore be explored for members of vigilante groups. At the same time, a full disarmament and demobilization process would be impossible without jeopardizing community security. A balance needs to be struck between providing concrete assurances that these groups have a future in a post-insurgency setting, whilst allowing them to continue to play the crucial role they are reportedly playing in communities across the Lake Chad Basin.

Global lessons include:

- The adoption of the Security Council Resolution 1325 on women and peace and security on 31 October 2000, reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peacebuilding and post conflict reconciliation and stresses the importance of their equal participation in the peacebuilding process. It calls upon all parties to conflict to take special measures to protect women and girls from SBV, including rape during armed conflict and to end impunity for these crimes. The Government of Nigeria adopted the UNSCR SC1325 National Plan of Action on Women, Peace and Security in 2013. The Plan is framed against the so called 5Ps – prevention, participation, protection, promotion and prosecution. This plan is currently under review, with a view to updating the document to include current issues of peace and security in Nigeria, including in the North East, and violent extremism, into this framework. Justice for Children is one of the key priorities of UNICEF WCARO Regional Strategy 2018-2021⁹. The Strategy adopts a comprehensive access to justice-approach, with a special focus on the rights of child victims and witnesses (prevention, combatting impunity and the strengthening of victim assistance programmes), and on diversion

⁹ See priority No. 5 – Justice for Children.

and alternatives to detention for children in conflict with the law. Further, the protection of the rights of children engaged with armed groups, included those called “violent extremist” groups, poses a challenge to UNICEF, particularly in WCAR Lake Chad Basin. With respect to child justice the Government of Nigeria ratified the Convention on the Rights of the Child on 19 April 1991 and has used the standards contained in the Convention as the framework for the drafting of the Child Rights Act 2003. It has also adopted the optional protocol of the Convention on Child Rights related to the participation of children in armed conflicts.

- Experience in countries such as Rwanda, Uganda, Mozambique and Sierra Leone shows that cleansing rituals, and religious and traditional ceremonies can be effective in building trust and in promoting reconciliation and forgiveness. Experience in North-East Nigeria shows the importance of livelihoods. However, there is not one size that fits all due to the complex and highly contextualised nature of DDRR. Regardless, community-level reconciliation should be supported by transparent and accountable federal-led prosecution of the senior leadership and grave human rights violators.
- Temporary self-exile, oath taking (restrictive or adjudicative, in extreme cases swearing on the Holy Qur'an), dialogue, truth-telling, a public acknowledgement of guilt, denouncing one's crime and asking for forgiveness are among the possible approaches. The approach that will inform this intervention will be identified during the inception phase. Sensitisation and determining the activities/services that will support localised reconciliation and reintegration should start as soon as feasible at the community level, including camp or host community settings where communities have not been able to return to their village or place of origin due to security and movement restrictions.
- Other lessons show that reintegration initiatives need to be anchored in broader stabilisation and reconciliation efforts. The participating agencies acknowledge the primary role of national actors in such reconciliation and reintegration efforts and have often played the role of a convener and supporter of the process, supporting national actors and counterparts in integrated assessments and strategy development.
- Experience also shows that achieving sustainable reintegration remains the most crucial and challenging aspect of the disengagement process. This requires supporting reintegration at multiple levels - the individual, family, and community and paying attention to its multi-faceted dimensions – economic, social psychosocial and political. It also requires support to former low-risk associates *and* the receiving communities through a dual targeting approach. Programmes need to be time-bound and well-resourced, as well as consider context-specific factors and gender dimensions. Finally, in contexts without peace agreements and formally agreed transitional justice mechanisms, attention to the legal framework that will underpin reintegration efforts as well as careful risk analysis and mitigation measures are fundamental.

Table 1. Lessons on Reintegration of Former Fighters from UN programmes

Afghanistan	Haiti	Somalia	Sudan	Kosovo
Disbandment of Illegal Armed Groups (DIAG) and Afghanistan Peace and Reintegration	Community Violence Reduction (CVR) with the UN mission Community Security	Rule of Law/Youth for Change (Y4C) with ILO, UNICEF	Darfur Community-Based Reintegration and Stabilisation Programme (DCBRSP)	ICRS/Reintegration Fund & Kosovo Protection Corps Training Programme

Programme (APRP)				
APRP built on DIAG and focused on the Taliban, encouraging members to renounce violence and terrorism, to live within the laws of Afghanistan and join a constructive process of reintegration and peace. Encompassed elements of mediation, reconciliation and community-based approaches.	The programme emerged from the acknowledgement that the context did not require DDR but a community violence reduction approach bringing together gun control, anti-organized crime initiatives, catch up education and training, access to social services and justice, family engagement and community reconciliation.	The programme targeted youth-at-risk involved in violence, including with Al-Shabaab and in piracy. It contributed to rehabilitation through non-formal education, tools and trainings on social skills, rule of law and civic education. By the end of 2013, over 2,075 youth, including 329 women benefitted from social rehabilitation and integration.	Following the reintegration of over 30,000 ex-combatants under the CPA, of which 17% were women, the Darfur programme now supports the reintegration of ex-combatants, including women and those with disabilities in Darfur through livelihoods and psychosocial support and community-based quick-impact projects.	Following the UN Security Council Resolution 1244 in June 1999, reintegration assistance was provided to former combatants of the Kosovo Liberation Army (KLA) through the ICRS approach and supported the newly created Kosovo Protection Corps (KPC) with vocational training.
LESSONS show that reintegration of ex-combatants does not need to take place solely in the context of a peace agreement and a formal DDR process, though security, reputational and other risks need to be carefully considered. Reintegration should not be a standalone programme. It requires solid anchoring in a broader stabilisation initiative, and linkages with peace-making, economic recovery, and justice mechanisms. Strong communication and public information are key to success.	LESSONS highlight that integration is currently best achieved through coordinated programming rather than structural integration. DDR implementation presupposes certain criteria in place such as the existence of a peace agreement and political commitment to end the violence that did not exist. CVR and CS are better suited to deal with fragmented, youth criminal groups found in the country using a community-based approach.	LESSONS demonstrate the importance of combining approaches such as restorative justice and reintegration: - Outreach, mediation and identification; - Rehabilitation and personal development (psychosocial and family/community reconciliation); - Community service, through labor intensive projects as reparation; - skills development (, literacy and numeracy) - Mentorship and case management are key, provided in a gender responsive manner.	LESSONS point to further action needed to stimulate rural economies and the importance of including natural resource management in projects. Challenges to assist those with disability can be overcome by pooling resources and capacities among civil society organisations and local NGOs. Preparatory assessments for the participation of women associated with armed groups, leading to understanding their vulnerabilities and capacities are fundamental.	LESSONS emphasize that Supporting former combatants as one of the specific beneficiary group during a post-conflict period is important and necessary for both security and human resource development considerations. Leaving some former combatants unassisted due to financial limitations can be one of the highest security risk to the peace process. Vocational training is truly effective only if there are adequate employment opportunities within the local labour market for absorbing the graduates of such courses. Micro-enterprise schemes are likely to have substantial knock-on impacts on the local economy through the

				provision not only of a regular income but also employment opportunities to former combatants' extended families.
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In 2017 the European Commission published an external evaluation of IcSP, which included developing good practice notes relevant to DDRR projects. This Action has been designed in relation to the lessons learned such as reframing programmes to the context and conflict analysis, providing sustainable exit strategies and addressing the root causes of the conflict, ensuring complementarity and linkages with other programmes.

Specific to Nigeria, the EU's 'Tomorrow is a New Day' project was designed to support community reconciliation in Nigeria's Delta region and influence wider conflict dynamics to support the 2009 Presidential Amnesty and DDR process. Key lessons learned include:

- Applying a fixed model in communities where there are major differences in the context, the conflict dynamics and the relations between the communities and ex-militants is not effective
- Reintegration is a process requiring sustained efforts from both the communities and ex-militants, with ongoing and effective communication with the wider constituency
- The bottom-up and context-specific approach demonstrated that community-led processes can effectively contribute to community cohesion and reintegration
- Local capacity needs nurturing and care employed to ensure local leaders and representatives engaged on the initiative are genuinely community representatives, not gatekeepers
- Strategic alliances with key stakeholders at the federal and state level are necessary for wider and sustainable impact
- In a context of underdevelopment and persistent poverty, a multi-sectoral approach is necessary with an increased focus on linking the participating communities into substantial economic development initiatives to see a real 'peace dividend'.

3. Action Strategy

3.1 Theory of Change

This Action aims to contribute to the stabilisation of selected areas in Adamawa, Borno and Yobe States by **enhancing community preparedness for reintegration and reducing rejection and stigmatisation of former associates** that will prepare the ground for **community-based healing and reconciliation**. This will be supported by restorative justice processes and social impact projects that will be formulated through a community-led approach, possibly including the reconstruction of social and productive infrastructure as a form of restitution and reparation.

In the “detention (through surrender or capture), screening, prosecution, rehabilitation and reintegration” (SPRR) cycle, **sustainable alternatives to violence and social cohesion** need to be strengthened through restoration of individual livelihoods of low-risk former associates, selected community members and non-state security providers under the multiple-targeting approach (in close coordination with other EU and donor programmes). Security will also be enhanced through **CJTF and vigilante groups**

disarmament and demobilization in close coordination with other agencies and donors working on security / community policies. In this process, **capacity development support** to the Federal and State Government, security forces and civil society to oversee reconciliation and reintegration will be key.

The **Theory of Change** of the Action is formulated as follows:

If communities are sensitised and psychologically and socio-economically prepared and supported, before and during the reintegration of low-risk associates, including children, then the rejection and stigmatisation of associates will reduce, *because* communities' access to reliable and transparent information on the process as well as their participation in dialogue will help to address fear and mistrust and foster deep listening.

If locally-appropriate transitional or restorative justice mechanisms are developed at the community level, then people's sense of grievance will be reduced and communities will begin to heal, *because* it creates an enabling environment for community grievances to become apparent and injustices to be addressed.

If a stratified community-led cluster approach is adopted to provide economic, psychological and socio-political alternatives to former associates, vigilantes and the most vulnerable 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 disarmed, demobilised, and reintegrated then a conducive environment for reconciliation and reintegration is promoted because community security is further enhanced, additional alternatives to violence are created for a key-risk group, and legitimate state authority is strengthened in target areas.

If inclusive, responsive and accountable structures to manage DDRR activities are created between and across the various levels of government and communities, then the state's legitimacy will begin to be restored and prospects enhanced for a long-term peace dividend, *because* they enhance trust between the citizens and the government.

If reintegration and reconciliation of former armed non-state combatants and Boko Haram associates is community-driven and contributing 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, assuming that:

- The members of the communities in targeted geographic areas where reintegration is to take place have a minimum sense of safety and security (i.e. do not immediately fear attacks or abductions by NSAGs. Mitigation strategies will be put in place as this risk is high);
- The state supports responsive and accountable DDRR processes;
- A multi-targeted, community-based approach is adopted to address the needs of low-risk former NSAG associates, non-state security providers, and vulnerable community members;
- The cross-sectoral and multi-targeted approach from rehabilitation to community-led reintegration contributes to addressing the drivers of the conflict; and
- Communities in targeted geographic areas experience the return of local government service provision and support.

3.2 Action Approach

An important lesson learned from recent reintegration attempts is that a lack of community preparation greatly complicates reintegration of low-risk former NSAG associates. This Action, therefore, has been designed with various community preparation components, as follows:

- A widespread advocacy and awareness campaign;
- A comprehensive, integrated set of activities focusing on reconciliation and reintegration platforms and committees and volunteer groups (the latter specifically working on social cohesion activities);
- A focus on community-based and led reconciliation and restorative justice processes;
- A focus on the provision of community-level “peace dividends” in the form of community-led social impact project that help to build resilience to violence; and
- A multiple targeting approach, where selected community members received targeted assistance (along with low-risk former NSAG associates and CJTF/vigilante group members).

3.2.1 Simultaneous individual targeting and community focus

The Action will support community-based reintegration of former associates, and those CJTF and vigilantes who opt to return to civilian life. Prior to reintegration the Action will support communities to prepare for reintegration (particularly of former associates) through preparatory consultation, sensitisation campaigns; psychosocial support, social cohesion, reconciliation, and restorative justice processes; as well as social impact projects.

Multiple targeting approach

In addition to supporting the provision of targeted (or individual) reintegration services to low-risk former NSAG associates, the Action will ensure CJTF and vigilantes who opt to return to civilian life and selected vulnerable community members are also targeted, ensuring the most marginalised are included and the selection criteria is gender, disability and conflict sensitive. The core team will regularly coordinate action with the State Governments and other organisations working on the reintegration of IDPs and refugees.

Staggered approach

A staggered approach will be used for communities in selected geographic areas, selected based on criteria such as a) community readiness for reconciliation and reintegration and b) community safety and security.

Beneficiaries

There are various groups of beneficiaries. The first group benefits from targeted (individual) reintegration support and consists of low-risk former NSAG associates and CJTF / vigilante group members (described in more detail in the next paragraph) and selected community members. The second group is the population of the selected communities in targeted geographic areas who will benefit from social impact projects, livelihood support, and support for reconciliation and restorative justice processes. A third group consists of community volunteers and members of the reconciliation and reintegration committees or platforms who will receive training to effectively perform their roles. The fourth and last group consists of Federal, State and LGA functionaries who are primarily the partners of the Action, but they will also receive training and benefit from increased organisational effectiveness.

Adults targeted for reconciliation and reintegration support. Unless decided differently, with the EU and relevant authorities prior agreement, the following adults are eligible for reintegration support under this Action:

- Low-risk former NSAG associates who have been screened by authorities and immediately released or sent to centre-based rehabilitation and graduated from these programmes
- Former NSAG associates who returned directly to their community and are considered low-risk by the members of the relevant reconciliation and reintegration committee or platform, and other relevant bodies determined through consultation within the communities and local authorities. While conclusive data is missing, there is anecdotal evidence that a considerable group of former NSAG associates already has or will attempt to informally reintegrate. Low-risk associates could be targeted either directly or through the multiple-targeting approach (to be determined through discussions with the relevant partners and authorities during the Inception Phase);
- Select CJTF and vigilante group members who wish to pursue an alternative livelihood or whose group is disbanded in the vetting process.

Children targeted for reconciliation and reintegration support. The Action will target the following groups of child beneficiaries:

- Girls and boys associated with Boko Haram including child survivors of conflict related sexual violence;
- Girls and boys kept in administrative custody due to their alleged association with Boko Haram;
- Girls and boys associated with the CJTF.

The Action will ensure the provision of reintegration services consistent with international law governing children in armed conflict. Children should, at all times, be able to access their rights, including formal and non-formal education, family unity, dignified livelihoods and safety from harm. During the implementation phase, UNICEF shall promote Paris Principle section 8.7, which states that “children who have been associated with armed forces or armed groups should not be prosecuted or punished or threatened with prosecution or punishment solely for their membership of those forces or groups” and section 8.8 “children accused of crimes under international or national law allegedly committed while associated with armed forces or armed groups are entitled to be treated in accordance with international standards for juvenile justice”. The Action will directly and indirectly contribute to the realisation of fundamental children’s rights. Children have the right to be protected from recruitment and use by armed groups (Article 38 UN Convention on the Rights of the Child 1989 and the Optional Protocol on the Involvement of Children in of Armed Conflict 2000) and to be protected from sexual violence (Article 19 UNCRC). Children who have suffered these violations of their rights have a right to be supported to rehabilitate and reintegrate into their communities (Article 39 UNCRC).

Specific needs groups. The Action will ensure that girls, women, elderly, disabled and chronically ill who are low-risk former NSAG associates or CJTF / vigilante group members have full access to reintegration services, including skills development programmes. During the Inception Phase, the core team will identify specific reintegration requirements for specific needs groups, recognising the different experiences, roles and responsibilities of each group.

Caseload and indirect beneficiaries. The best estimate for the caseload for targeted assistance at the time of writing is around 10,000, including 2,000 adult low-risk former NSAG associates and 400 child former NSAG associates. In addition, 2,000 adult non-state security providers and 800 children associates with CJTF will be targeted. Furthermore, 4,800 other vulnerable community members will be targeted

through the dual targeting approach, including 800 children (see table 2). These figures are inclusive of beneficiaries whose assistance is partially provided through referrals or other donor-funded projects.

The participating agencies are opting for an area-based approach to ensure complementarity and stronger cohesion between each agency's contribution towards the overall Action. By focusing on a small number of specific geographic areas, the Action is more likely to make an impact than if the resources were spread thinner. Successful area-based programmes could also serve as a pilot that will ultimately set the example for future interventions.

During the Action, the participating agencies foresee thus to work in 5 geographic areas to implement reconciliation and livelihoods activities as well as social impact projects. However, the project integrates the required flexibility to adjust or change target areas as required due to a change in the situation on the ground or a legitimate request from counterparts and / or beneficiaries.

Accordingly, the geographic areas will be selected during the Inception Phase. Factors that will determine the selection of geographic target areas include 1) the number of returning low-risk former NSAGs (adult and children), 2) number of reintegrating CJTFs, 3) community readiness, 4) security situation, and 5) government priorities. The geographic areas that will be targeted under the Action will be shared and discussed with the low-risk former associates in a timely manner to ensure they can make an informed decision with regards to their area of settlement.

Based on the estimated numbers of selected community members, low-risk former associates, vigilantes and their families who will be directly assisted by this Action, as well as members of the selected communities, the Action will reach a minimum of 250,000 indirect beneficiaries.

Table 2. Beneficiary breakdown by type and number

Beneficiary type	Beneficiary number
Direct beneficiaries	
Adult low-risk former NSAG associate	2,000
Child former NSAG associate	400
Adult CJTF / vigilantes	2,000
Child CJTF	800
Adult community members	4,000
Child community members	800
Indirect beneficiaries	
Reconciliation and reintegration committees or platforms, livelihoods, social impact projects, community outreach	250,000

3.2.2 Do-no-harm and conflict sensitivity

Widespread disunity and tensions in conflict-affected communities in the three States pose challenges for programmatic interventions. These dynamics risk undermining the outcome and overall attainability of results under this programme if not properly addressed. To ensure that this Action considers these dynamics and leverages the connectors in target communities for enhanced peace-building impact, the agencies' interventions will be based on a thorough gender-sensitive conflict and political economy analysis during the inception phase and repeated regularly throughout the implementation of the Action to ensure local dynamics are thoroughly understood.

The participating agencies will uphold the 'do no harm' principle staying alert to the possible adverse impact of programme implementation. The Action will also ensure that the delivery of services does not further marginalise and stigmatise the beneficiaries and, by as far as possible, mainstream these services into general community support mechanisms. The delivery of services will also be subject to confidentiality, safety, respect, non-discrimination, and the best interests of each beneficiary, including those of the child when applicable. Conflict sensitivity and do-no-harm principles are built into this wider approach by continuously assessing risks and the changing conflict dynamics at the local, regional, and national level. Given the high sensitivity of demobilization and reintegration programmes, do-no-harm will be a cornerstone of this project.

As part of the community-based approach, the Action will also target community members (children and adults) that have not been associated with NSAGs or vigilantes/CJTF in all programme interventions and activities proposed. Any relevant implementing partners will also be sensitised of the Action's multiple targeting approach. This will aim to prevent the perception of community members that those who joined NSAGs vigilantes/CJTF are being "rewarded" for their negative behaviour, while they receive little to no assistance. The participating agencies are well-aware of the dangers associated with implementing reconciliation and reintegration activities in a conflict zone. The agencies will, therefore, take every necessary precaution to ensure that the implementation process is transparent, credible and based on merit. The Action will pay adequate attention to the sensitivity of the beneficiaries including gender dynamics, local and external partners, and consultants who will work on the programme to avoid harming the peace it seeks to achieve. Activities related to children will be guided by principles of the best interests of the child and non-discrimination. Robust and accountable safeguarding mechanisms will be put in place in participating agencies to ensure protection against sexual exploitation and abuse. Appropriate capacity building support will be provided for any sub-contacted local agencies to put safeguarding procedures in place, if absent.

3.2.3 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 youth have also lacked educational opportunities, employment or livelihood abilities. Therefore, many youth 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.

3.3 Action Objectives and Activities

3.3.1 Inception Phase

The Action will involve an Inception Phase of approximately 4-6 months. To ensure and measure progress toward the overall and immediate objectives, a comprehensive set of methodologies, selection criteria and assessments will be harmonised, designed and executed by the lead and partner agencies and community-based organisations (CBOs) / national and international non-governmental organisations (NGOs) who implement the activities. At the end of the Inception Phase, the core team will produce an Action Inception Report that includes detailed description of and planning for the M&E framework (with more detailed targets for monitoring), selection criteria, methodologies, case management systems and assessments. The report will be submitted to the EU and Action Steering Committee for approval. Below we provide a list of activities to be conducted during the Inception Phase, followed by more detail on the selection criteria, assessments, and case management system.

Table 2. Inception Phase Activities

Proposed Activities	Lead Agency
Support Research and Learning Approach	
- Designing selection criteria, methodology, and evidence gathering with a view toward replicating and scaling up	Core team
Support Definition of Selection Criteria	
- Support the relevant authorities in defining selection criteria for geographic locations where the Action will operate	Core team

Proposed Activities	Lead Agency
- Define the selection criteria for vulnerable and at-risk community members to be included under the multiple targeting approach	Core team
Support Monitoring & Evaluation Framework	
- Set up a monitoring system, including logframe and relevant monitoring tools	Core team
- Plan data collection and analysis for the Action cycle	Core team
Support Development of Methodology / SOPs	
- Define the detailed activities, roles and responsibilities of the Action to ensure alignment with existing relevant EU and other donor funded initiatives	Core team
- Develop a process/methodology to ensure an inclusive selection of members to represent the community in reconciliation and reintegration platforms (including the selection of representatives for the Ward or District platforms)	Core team
- Define methodology of reconciliation and reintegration process for adult and child former associates and CJTF / vigilantes group members	Core team
- Define the community engagement methodology for the reconciliation and reintegration process	Core team
- Advocate for the signing of the handover protocol for children encountered by the Nigerian Security Agencies to civilian authorities	UNICEF
- Develop a concept on linkages between traditional mediation systems and the formal justice chain, and on how to channel perpetrator cases to the appropriate formal justice institution.	UNDP
Support Development of Case Management Systems	
- Set up / strengthen relevant adult and child case management systems and databases for low-risk former NSAG associates, selected community members, and members of CJTF / vigilante groups	IOM (adults), UNICEF (children), UNDP (CJTF / vigilantes)
Support Baseline Assessments	
- Map and assess selected communities through comprehensive community assessments and baseline perceptions survey	Core team
Produce Action Inception Report	
- Write a report based on activities conducted during Inception Phase, including updated versions of the workplan and the logical results framework with more specific detail on indicators, number of beneficiaries and timeline	Core team

Selection Criteria

During the Inception Phase, the core team will work with the government in defining criteria for the selection of geographic areas where the Action will operate. Criteria may include level of safety and security, government commitment to the return of local authorities, community receptivity to reconciliation and reintegration, desired areas of return for former associates¹⁰, and non-duplication. The

¹⁰ Based on the Case Management or ICRS database and provided by detention, transit and rehabilitation centres. In light of the limited access, livelihood opportunities, basic services and government control/security in rural areas, and on preliminary interview data, there is a clear possibility that many of the former associates will choose to integrate or resettle in urban areas.

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Action will employ a staggered approach to community selection, in order to ensure that available resources are not spread too thin. The core team will also define criteria for selecting vulnerable and at-risk community members who will be included in the Action's activities under the multiple targeting approach.

Assessments and Mapping Exercises

The assessments and mapping exercises to be conducted during the Inception Phase will include the following:

- Mapping of existing activities of relevant international actors.
- Community political economy and conflict and security analysis
- Mapping existing community decision-making bodies and platforms
- Assessing existing and required social and productive infrastructure and absorption capacity of communities to identify potential opportunities and challenges of community-based reintegration
- Community labour market and economic opportunity mapping, including the availability and quality of reintegration service providers
- Baseline (perception) surveys to assess reception readiness

Some of these assessments are also being done under the pilot DDDR project and will therefore feed into the S2R Action. The findings and analysis of the assessments will be included in the inception phase report as annexes.

Case Management Systems

Over many years of experience in various countries, IOM has developed a comprehensive case management system known as the Information, Counselling, and Referral Services (ICRS) approach, which aims to facilitate the reintegration of former combatants and their dependents. In addition to enabling profiling, community sensitisation, and individual case management for each participant, ICRS aims to enhance the absorption capacity of the receiving communities to reduce tensions over scarce resources. In addition to ensuring more sustainable socio-economic reintegration, this also has a positive effect on the overall reconciliation process at the community level.

For this Action, the Case Management systems will be developed during the Inception Phase. IOM has already established and operationalised an ICRS database for the individual case management of low-risk former NSAG associates. Based on data provided by the detention, transition and rehabilitation centres, UNICEF will build on the existing Child Protection Information Management System (CPIMS) and will support the Government and I/NGOs in setting up a case management system and database for associated children. UNDP will support relevant state authorities (presumably the Borno state Ministry of Justice, to be confirmed by the Governor) to establish a similar system for non-state security providers such as the CJTF and vigilantes. The case management systems and ICRS database for associated children and adults will include selected children and adults from the receiving communities to be included in the activities under the multiple targeting approach. The different database systems will exchange general information and statistics which could be relevant for the implementation of this Action, ensuring data protection standards are always respected.

3.3.2 Objective 1: Reduced Rejection and Stigmatisation of Former Associates

Objective 1: Reduced rejection and stigmatisation of former associates

Output 1: Communities are sensitised and prepared for reconciliation and reintegration

Table 3. Objective 1 Activities

Proposed Activity	Lead Agency
Create or strengthen community platforms / committees to engage in dialogue, develop activities, and set up support mechanisms	UNDP and IOM
Assess and develop capacities of community platforms in priority skills such as conflict management and mediation and provide tailored support through CSOs	UNDP and IOM
Support the GoN in informing communities about the reconciliation and reintegration process through participatory radio round table discussions and children-led radio shows.	UNICEF
Conduct community outreach activities to prepare communities, families, and other stakeholders for reconciliation with and reintegration of adult and child former associates. Support age gender appropriate transformative dialogues sessions and participatory community theatre activities.	UNDP and IOM for adults; UNICEF for children

Create / strengthen community platforms

The Borno State policy on reconciliation and reintegration emphasizes the importance of communities having a lead role in the process. This requires consistent, dynamic and innovative community engagement and dialogue throughout the planning, implementation and decision-making process. Based on information gathered during the Inception Phase on whether community-based leadership platforms/committees that have reintegration and reconciliation absorption capacity and interest exist in selected communities, UNDP in close collaboration with IOM (as co-lead for this activity) will establish a conceptual framework for community-based reconciliation and subsequently work with community-based organisations (CBOs) and local NGOs to create and/or strengthen platforms to engage in Action-related consultation and decision making. They will also work with communities to ensure that the platforms are inclusive, with representation from groups such as credible traditional and religious leaders, women, youth, people with disabilities, CJTF and vigilante groups, hunters, and any other relevant groups in each community. Supporting this inclusive process will set the foundation for sustainable reconciliation and reintegration in the community. Guided by UNDP and IOM, the CBOs and local NGOs will help develop the capacity of the community platforms in conflict management and mediation through, for example, training workshops or on-going coaching, which will strengthen awareness of and capacity in preventing and countering violent extremist (PCVE), preventing and referring SGBV cases, PSS capacities, promoting reconciliation, among others.

These community platforms will provide the building blocks to support community-based reconciliation and reintegration. Furthermore, the strengthening of these platforms is part of a longer-term process to help communities develop the skills to manage dialogue and foster deep listening, which should create an enabling environment for other community grievances to become apparent and injustices to be addressed. Grievances linked to the drivers of the conflict or caused by the conflict will feed into

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community-led social capital and cohesiveness projects and transitional/restorative justice processes, which will be supported by Objectives 2, 3 and 4.

Information campaign

The foundations for reconciliation and reintegration need to be complemented by a widespread consultation, information, sensitisation and awareness-raising campaign to address fear and mistrust among low-risk former NSAG associates, persons who have remained in territory previously controlled by NSAGs, internally displaced persons and members of non-state security providers. The public information campaign, which will be led by UNICEF, will provide communities with information on the rehabilitation, reconciliation, and reintegration process, ensuring more transparency throughout the process and proactively managing expectations. It will also emphasize the community-based nature of the reconciliation and reintegration activities and the multiple targeting approach. The campaign may involve identifying media to channel information through, developing content for radio programmes and traditional festivals, designing pamphlets, and targeting social media, clubs, associations, traditional ceremonies and religious gatherings. It will also involve creating a safe space for community members to obtain information and ask questions about the reconciliation and reintegration process.

Prepare communities for reconciliation

Before the reconciliation and reintegration process is implemented, it is important for communities to have discussions about forgiveness, tolerance, and acceptance. The reintegration process will only be successful if communities are prepared to accept low-risk former NSAG members back into the community. Guided by UNDP and IOM, the selected CBOs and local NGOs will support credible local actors to conduct community outreach initiatives to prepare communities, families and other stakeholders for reconciliation with and the reintegration of adult and child low-risk former NSAG associates. At the same time, UNICEF and its implementing partners will prepare the communities and families to receive children and women returning from captivity. Community-led participatory activities in selected communities will support reintegration of boys and girls associated with armed groups. Individual and family support and dialogue to mitigate against the risk of secondary trauma resulting from rejection, stigmatisation and violence by communities and families, and reduce the risk of future radicalization and consequently conflict. They will promote dialogue, develop community activities and establish support mechanisms to prepare and sensitise families, communities and vigilantes for reconciliation and reintegration. As suggested in the Borno State Reconciliation and Reintegration Policy, this will likely include working with religious institutions and leaders to support alternative narratives and inter-faith activities, and craft messages about the importance of tolerance and forgiveness, which will be disseminated through the media, radio broadcasts and call-in shows, preaching in the mosque, etc. In selected communities, it will likely also include setting up discussion forums and town hall meetings so community members feel like they have a voice in the process and a space to discuss their needs in preparing for reconciliation.

3.3.3 Objective 2: Community reconciliation and healing

Objective 2: Increased community healing and reconciliation and decreased sense of injustice
Output 2: Community-level transitional / restorative justice mechanisms are developed

Table 4. Objective 2 Activities

Proposed Activity	Lead Agency
Work with communities to develop transitional and restorative justice mechanisms for community healing and reconciliation	UNDP
Identify and train community members to undertake reconciliation and restorative justice processes	UNDP
Support the conduct of community reconciliation and restorative justice sessions	UNDP
Design and implement community healing activities	UNDP and IOM
Support the community platform to decide on social impact projects as a form of community reparations and incentives for reconciliation	UNDP and IOM

Development and implementation of transitional justice mechanisms

As described in the Borno State Reconciliation and Reintegration Policy, for reintegration to be successful it needs to go hand-in-hand with community-level reconciliation to promote an increased understanding for and acceptance of low-risk former associates and victims. Experience in other countries has also shown that differences can be reconciled and a gradual increase in trust between parties can be achieved by allowing community structures, religious practices, local customs and values to guide the reconciliation process. For example, experience in countries such as Rwanda, Uganda, Mozambique and Sierra Leone shows that cleansing rituals and religious and traditional ceremonies are effective in building trust and promoting reconciliation, and, in the long run, forgiveness.

Therefore, to facilitate reconciliation in communities prior to the reintegration of low-risk former NSAG associates, UNDP and IOM in partnership with selected CBOs and local NGOs will initiate a comprehensive community engagement process during which the team will support the development and strengthening of locally-appropriate reconciliation and transitional/restorative justice mechanisms. The CBOs / NGOs will also be guided to conduct, in partnership with community platforms set up in Objective 1, targeted capacity building efforts related to the development of locally-appropriate transitional/restorative justice mechanisms. The community platforms will decide on the type of reconciliation approach, activities and timelines they would like to implement in their community. Accordingly, support will be provided to platforms to ensure that the chosen approaches adhere to international human rights law and do not reinforce any traditional exclusionary, discriminatory or harmful practices.

Considering the local context and situation, the chosen reconciliation approach may vary across different areas of Borno, Yobe, and Adamawa States. Possible locally-appropriate approaches may include temporary oath taking (restrictive or adjudicative, swearing on the Holy Qur'an), self-exile, dialogue, truth-telling, a public acknowledgement of guilt, denouncing one's crime, asking for forgiveness, or conduct community-prioritised public services through restorative justice mechanisms. A dialogical approach to conflict resolution used by Kanuri in Borno, known as *Sawari* or *Ci kumo ye Duto*, has already been successfully used to reintegrate former Boko Haram members' wives. While these individuals are likely to fall outside of the scope of this project, if not based in the areas the project will operate in, these are important lessons to consider when planning for reconciliation activities in this Action.

Project partners will work with members of these community platforms to ensure that the reconciliation mechanisms are gender and conflict sensitive and will enhance community cohesiveness and victims' healing. Through capacity building in restorative justice principles, approaches and techniques, UNDP will also support community platforms to ensure that justice mechanisms adhere to national and international law and meet the specific needs and rights of juveniles. They will also ensure that the transitional/restorative justice approach at the community level has capacity to absorb the complexity of the victim/perpetrator dynamic, with mechanisms to channel any suspected or known primary perpetrators to the authorities/criminal justice system, potentially via the Human Rights Commission.

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UNDP will provide support to the community platforms in carrying out the chosen transitional/restorative justice mechanisms when former low-risk NSAG associates begin reintegrating into the community. This may involve supporting platforms in preparing for and holding community events or dialogue sessions, where activities such as truth-telling, oath taking, and asking for forgiveness can take place.

Finally, reconciliation will only be sustained if “bottom-up” processes, as described here, and “top-down” processes, including efforts towards “political” reconciliation with willing NSAGs to end the violent conflict, take place simultaneously. Therefore, community-level reconciliation and mechanisms to refer serious perpetrators to the Human Rights Commission will serve as a complement to Federal-led prosecution and other possible formal mechanisms, such as truth commissions and peace commissions (recognizing the limits of prosecution and the heavy burden on the formal courts system). It may also work alongside official Sulhu ‘Courts’ in Islamic communities, if and when they are established. However, whichever formal mechanisms the government may adopt the programme will aim to build strategic alliances with key stakeholders at the federal and state level which will be necessary for wider and sustainable impact.

Community healing activities

UNDP and IOM will work with community platforms to determine the type of broader healing activities that are needed to accompany the transitional / restorative justice process in each community. Depending on the community’s needs, this could take the form of supporting community healing dialogues, providing individual counselling after restorative justice ceremonies, training community “healers” to bring people together, among other activities identified by community platforms.

Identify community-led social impact projects

UNDP and IOM will also support a community reparations approach to addressing grievances. In collaboration with local NGOs and CBOs, they will support community platforms in developing an inclusive decision-making process to select social impact projects that will benefit the whole community as part of community reconciliation incentives. This will enable the achievement of objectives 3 and 4.

3.3.4 Objective 3: Increased Sustainable Alternatives to Violence and Increased Social Cohesion

Objective 3: Sustainable alternatives to violence increased

Output 3.1: Conflict-sensitive community-prioritised livelihoods are created for the most vulnerable, low risk associates and non-state security providers

Output 3.2: Stratified community-led activities increase community cohesiveness and coping mechanisms for the most vulnerable, low risk associates and non-state security providers

Table 5. Objective 3 Activities

Proposed Activity	Lead Agency
Ensure immediate identification, documentation, tracing, and reunification (IDTR) of all child former NSAG/CJTF associates’ families takes place	UNICEF
Support profiling of child former NSAG/CJTF associates for reconciliation and reintegration process	UNICEF
Ensure the provision of community-based (multiple targeting) economic reintegration services for children and adults: Vocational training; Business	IOM for adults; UNICEF for children

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start-up support; Small grants, cash for work; among others	
Support the community to design and implement social impact projects.	IOM / UNICEF / UNDP, depending on the nature of the project
Support provision of community livelihood schemes (loan and savings associations, micro finance schemes, cooperatives creation, value-chain development, etc.)	UNDP
Provide community-based social reintegration services for adults and children: PSS, referral to formal/informal education, medical referrals, among others	IOM for adults; UNICEF for children
Define and support community-level activities to promote cohesion (drama, storytelling, sports, recreation activities, cultural events, arts, among others)	UNDP

Tracing Families and Operationalizing Case Management Systems

IOM and UNICEF will ensure that the immediate identification, documentation, tracing, and reunification (IDTR) of all adult and child former associates' families takes place. They will also strengthen the case management systems (ICRS and CPIMS) that were already set up previously. An important piece of the operationalization is ensuring the inclusion of selected community members in targeted geographic areas in the case management systems. Research indicates that communities view potential reintegration support as "reward" packages for insurgents. To mitigate the community's perception in targeted geographic areas that perpetrators of the conflict are receiving more than the victims, IOM and UNICEF will ensure that the Action's conflict-sensitive, multi-targeted approach is properly implemented. Particular care will be paid to the timing and preparedness of people to be placed together, low-risk former NSAG associates and vigilantes in particular. However, evidence from other conflict-affected countries has demonstrated that productively working together can motivate self-initiated reconciliation between former enemies.

Community-based economic and social reintegration

Under this Action, IOM and UNICEF aim to provide ICRS support to adult and child low-risk former NSAG associates. Former associates will be profiled by individuals who receive capacity building trainings from IOM and UNICEF in the use of the ICRS database for adults and CPIMS database for children. The profiling will gather information on individual capacities, past income generating activities, and reintegration needs. Based on the assessment of the profiles and existing opportunities in the communities in targeted geographic areas (informed by the economic, labour market, and service providers assessments conducted during the Inception Phase), IOM and UNICEF will support each case with the development of a tailored reintegration strategy and community-focused workplan. These strategies may include support for education, vocational training, skills and business training, apprenticeships and mentoring, business start-up kits, micro-finance programmes and group-based development services, and referral to income generating opportunities. These activities are currently ongoing for adults with funding under the EU pilot project as well as the UK and Netherlands-funded, and will be expanded under this Action.

IOM and UNICEF will also provide community-based social reintegration services for adults and children. Many low-risk former NSAG associates and victims have experienced trauma as a result of their interactions with the NSAGs and/or prolonged periods of detention. To ensure that these individuals can come to terms with their experiences in a safe environment with trained professionals, they will be

provided with PSS services (which have been tested out during the rehabilitation process under the EU DDDR pilot). PSS services may include psychological first aid (PFA), bereavement support, individual and group counselling, support groups, conflict mediation, informal education, sensitisation (e.g. SGBV, life skills, personal hygiene and health), and recreational activities.

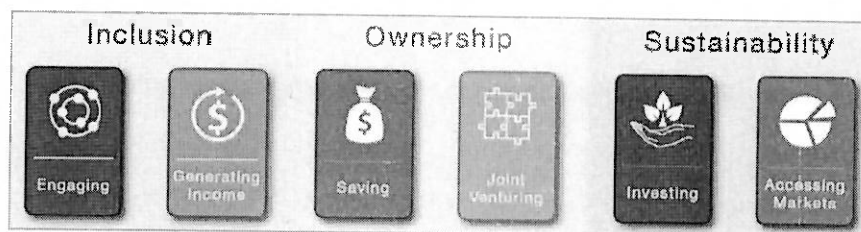
As part of individual case management support, former associates, their families and communities will continue to be provided with social reintegration services such as PSS, substance abuse treatment, counselling, formal/informal education, and medical attention / referrals. Services will be implemented by mobile teams or through referral to qualified other actors. Under this Action, the social reintegration activities will take a whole-of-society approach, acknowledging the mental distress among those living in crisis. A particular focus will be on youth, to weaken the potential cycle of trauma-related violence. The Action will link, where relevant, to other EU and donor projects where PSS provision is already in place, or to new activities, for example in education, to include schools in trauma-related service provision. The participating agencies note that there is a strong link between psychological well-being and the ability to obtain and retain work opportunities.

The Action will also seek to leverage opportunities afforded by the wide range of EU and other donor projects with appropriate livelihood components, given the high levels of unemployment and lack of livelihood opportunities, including agricultural, in the North-East in general. Recent evaluations into pilot community cohesion projects in the North-East have demonstrated that livelihood schemes had the single largest beneficial effect on reducing the perception of community problems.

Community livelihoods programming

UNDP will also take the lead in supporting the provision of community livelihood schemes, for example savings and loan associations, micro-finance schemes, creation of cooperatives and value-chain development. Using the "3x6 approach", emergency employment and development efforts (such as cash for work) will be linked to future sustainable livelihoods and self-employment opportunities. As shown in Figure 5, it consists of three organizing principles (inclusion, ownership, and sustainability) and six fundamental steps (engaging, generating income, saving, joint venturing, investing, and accessing markets), which are implemented in three distinct phases.

Figure 5. Overview of the 3x6 Approach



For more information, please refer to:

http://earlyrecovery.global/sites/default/files/3x6_toolkit_building_resilience_through_jobs_and_livelihoods.pdf

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Community social cohesion activities

The stigma of association with NSAGs affects both men and women and has incentivised narratives of coercion and abduction, rather than address the structural violence in the North-East, the intergenerational breakdown, and the ideological appeal of an anti-state movement. This Action recognises that sustainable reintegration will require a wide range of activities, which will all contribute to building community social cohesiveness, in close and continual consultation with the communities in targeted geographic areas. Community cohesion activities, guided by UNDP in close collaboration with IOM and implemented by local NGOs and CBOs, will complement social impact activities and need to be inclusive of current and former vigilantes and low-risk former NSAG associates as well as community members, particularly the most vulnerable and "at risk". Project partners will work with the reconciliation and reintegration committees or platforms to develop and support community-level activities that will promote social cohesion and create inter-community linkages. Activities will be determined by the platforms based on what they think their community needs, but examples may include recreational activities, cultural events, art and drama programs, creation of sports teams and tournaments, storytelling events, etc.

3.3.6 Objective 4: Non-state Security Providers are Disarmed and Demobilised

Objective 4: Non-state security providers are disarmed and demobilised/disengaged

Output 4: Process developed for non-state security providers to be disarmed, demobilised and reintegrated (DDR)

Table 6. Objective 4 Activities

Proposed Activity	Lead Agency
Support profiling of adult and child former associates and CJTF members for reconciliation and reintegration	UNDP
Engage relevant stakeholders in a policy dialogue on community safety and security planning	UNDP
Support the design and implementation of a disarmament, (weapons collection / management) demobilisation and reintegration process for selected CJTF and vigilante groups.	UNDP
Develop a communication strategy dedicated to addressing awareness of SALW in the selected regions.	UNDP
Identify and support state level efforts to regulate producers of artisanal arms.	UNDP
Conduct weapons Registration, Tracing and marking of arms within the project targeted communities in line with ISACS Standards.	UNDP
Conduct training on stockpile management and armoury security for security agencies and vigilante groups within selected communities.	UNDP
Refer adults and children former CJTF / vigilante group members to reconciliation processes and reintegration support	UNDP for adults; UNICEF for children
Ensure inclusion of CJTF component in the DDDR Action Plan	IOM

Security policy research and discussions

As a first step in this intervention area, UNDP will support research as well as policy dialogue at the community, state and federal level on issues of community safety and security, particularly in reference to

non-state security providers. This dialogue will address issues related to demobilising non-state security providers, including how to ensure that there is no security vacuum at the community level. Research and dialogue will also look into possibilities for the professionalization of these non-state security providers. In particular, UNDP will support discussions around the possible vetting of non-state security providers, and of whether and how vetted groups or individuals who have not committed grave human rights abuses can be reintegrated, including through professionalization to continue to provide security to communities, should research and dialogue indicate that this is necessary and desired.

This intervention area will require close liaison with security sector transformation and access to justice initiatives that are already ongoing or planned for the North-East. The UK, for example, is planning to support the development of community policing in the North-East. The EUTF's MCN programme has recently developed a number of Community Peace and Safety committees with an ambition to scale up in other areas of the North-East. It is also supporting the development of Voluntary Policing Sector groups, which include vigilantes. This Action will liaise closely with the MCN project to incorporate lessons learned on non-state security provision. Close consultation will also be required with the authorities and communities in targeted geographic areas on whether a state level mandate needs to be developed outlining the role and oversight mechanisms of non-state security providers until their complete demobilisation is possible.

Weapons registration and Disarmament

In close collaboration with the Presidential Committee on Small Arms (PRESCOM) and the Ministry of Interior, UNDP will support the relevant state-level authorities in developing a communication strategy dedicated to addressing awareness of SALW in the geographic target areas. This strategy will be backed by targeted awareness and sensitization targeted at cross border communities, vigilantes and state security.

In addition, state level efforts to regulate producers of artisanal arms in targeted States will be supported in collaboration with the Presidential Committee on Small Arms (PRESCOM) and the Ministry of Interior. This includes registration, tracing and marking of arms within the project targeted communities in line with ISACS Standards. Where possible, the project will also conduct training on stockpile management and armoury security for security agencies and vigilante groups within selected communities.

DDR for non-state security providers

In consultation with communities and vigilante commanders in targeted geographic areas, UNDP will support the authorities to develop an efficient disarmament and demobilisation process and weapons collection/management system for selected CJTF and vigilante groups, in conjunction with wider community safety and security planning. Partial or entire demobilisation of non-state security providers will only be possible in government-controlled areas given that the insurgency is ongoing. Activities will therefore take place in the same locations as reconciliation and reintegration activities. Activities may need to be staggered in line with security needs; for example, initial activities may be focused more towards vigilante arms control and management than disarmament, depending on the context in each location.

UNDP will encourage the participation of former CJTF and vigilante group members in community-level restorative justice processes, and support their access to reintegration assistance, including through opportunities described in Objectives 2 and 3. Disengagement of children from the CJTF and other vigilante groups will be prioritised. UNICEF will take the lead on channelling children into the case management system and economic and social reintegration programming.

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3.3.7 Objective 5: Trust Strengthened between Citizens and Government

Objective 5: “Strengthened trust between citizens and government”

Output 5: Inclusive, responsive and accountable structures to manage DDDR activities are created between and across the various levels of government and communities

Table 7. Objective 5 Activities

Proposed Activity	Lead Agency
Conduct annual community perceptions surveys	IOM
Conduct capacity gap analysis and needs mapping to develop a capacity strengthening plan at the Federal and State level for the successful steering of the DDDR process	IOM
Provide capacity development support as per the plan at the state and federal levels, including establishment of effective communication channels.	UNDP, IOM, and UNICEF
Support coordination and oversight bodies at state and community level.	UNDP
Support relevant government institutions in the conduct of monitoring activities to ensure DDDR interventions are mutually reinforcing	IOM
Support state authorities in the evaluation of DDDR interventions and identification of lessons learned to be shared with other relevant federal and regional bodies	IOM
Conduct workshops on lessons learned with relevant authorities and reconciliation and reintegration committees or platforms	IOM and UNICEF

The Action will support building capable and effective governance structures which will ensure a coherent and coordinated reconciliation and reintegration (RR) process at State and Federal levels under the overall guidance of ONSA. Activities will be aligned with the national DDDR Action Plan and the Borno State Reconciliation and Reintegration Policy. The Action will support the relevant State-level governance bodies in mapping out the reintegration and reconciliation intervention and monitoring activities to ensure they are mutually reinforcing, and results are evaluated for future planning. The overall goal of these efforts is to strengthen citizens’ trust in the authorities and to increase state legitimacy. The governance bodies will be supported to share lessons learned with other relevant state, federal and regional bodies.

Strengthen Capacities for the management of the DDDR process

The participating agencies will support the government in conducting a capacity gap analysis and needs assessment to determine the required capacity development, substantive, human resource, logistical and capacity development needs of the relevant government authorities at the Federal, State, and local level, in coordination with other agencies with relevant assessments. Based on this analysis and assessment, the Action will support the development of a Capacity Strengthening Plan, which will outline topics and skills to be covered in workshops and trainings, any **critical** equipment that needs to be provided or refurbished for government counterparts involved in the reconciliation and reintegration process and a plan to support authorities in establishing any government structures necessary to develop and carry out the process. It is envisaged that the majority of support provided will be technical and be at the state and local level.

To support capacity development of Federal authorities, IOM will organise a series of Federal-level workshops to build capacity on oversight, guidance, and support of community-based reconciliation and

reintegration. Based on the implementation framework of the national DDDR Action Plan, the workshops will be focussed on building the capacities of relevant national-level ministries, departments, and agencies (MDAs) that are part of the Action Plan's steering committee (Operation Project Team), in relation to supporting state level activities.

At the State and LGA level, the Action will strengthen coordination, oversight, guidance, and support capacities to community level reconciliation and reintegration procedures through a series of workshops and trainings.

Support transparent oversight of the DDDR process

The Action will support relevant government institutions, CBOs and local NGOs in the conduct of monitoring activities to ensure DDDR interventions are mutually reinforcing and in line with key principles guiding the process. Through these measures, the project aims at promoting transparency and gradually building trust of stakeholders and the general public. In addition to monitoring the implementation of the Action, annual community perception surveys will be conducted to assess their readiness for reintegration and reconciliation.

Aiming at regularly analysing and documenting experiences and lessons, the project will support state authorities in the independent evaluation of DDDR interventions and identification of lessons learned. These lessons will be shared with relevant local, federal and regional stakeholders and will continuously inform the implementation of the Action.

Facilitate interaction between government and communities

To enhance the trust between communities in targeted geographic areas and different government levels, the Action will facilitate regular forums for civil society to interact with the different levels of government, such as town hall meetings, dialogues, and consultations. For example, they may organize regular consultations between civil society, the media, community representatives, traditional and religious leaders, and the governance mechanism established to implement the reconciliation and reintegration process. These interaction platforms will support civil society's ability to participate in the process, ensuring their voice is heard. Furthermore, it is important for civil society to feel like their concerns are taken seriously and are being addressed by the relevant government authorities. Therefore, the participating agencies will develop post-consultation action plans to address key issues coming out of the consultation process.

3.4 Action Sustainability

The Action is fully aligned to Federal and State legislation, policy, programmes and action plans. The Action is a means that helps reduce the current fragmentation of (and provide important good practice and lessons learned for) reconciliation and reintegration processes in North-East Nigeria.

The case management systems for former adult and child low-risk NSAG associates, and CJTF-vigilantes will be housed in the mandated State Ministries. While the role of the lead and partner agencies in setting-up and operationalising the systems will initially be significant, a strong focus will be placed on handing over the systems to the mandated Ministries and their staff which will be successful only with considerable capacity development activities (planned particularly under specific objectives 3 and 5).

The provision of reintegration services will be based, as much as feasible, on the needs and desires of the targeted individual. The ICRS, during the counselling phase (and based on solid opportunity, market and value chain assessments) will place emphasis on ensuring the needs and desires are aligned to existing or future economic opportunities to avoid trained individuals entering into a market where a) their small business will not prosper or b) employment cannot be found.

The efforts to set-up or strengthen reconciliation and reintegration committees or platforms will focus on the needs of the community-based reconciliation and reintegration processes. However, contracted implementing partners will ensure the committees and platforms are trained and supported with a view to decide on social capital and cohesiveness projects and transitional/restorative justice processes.

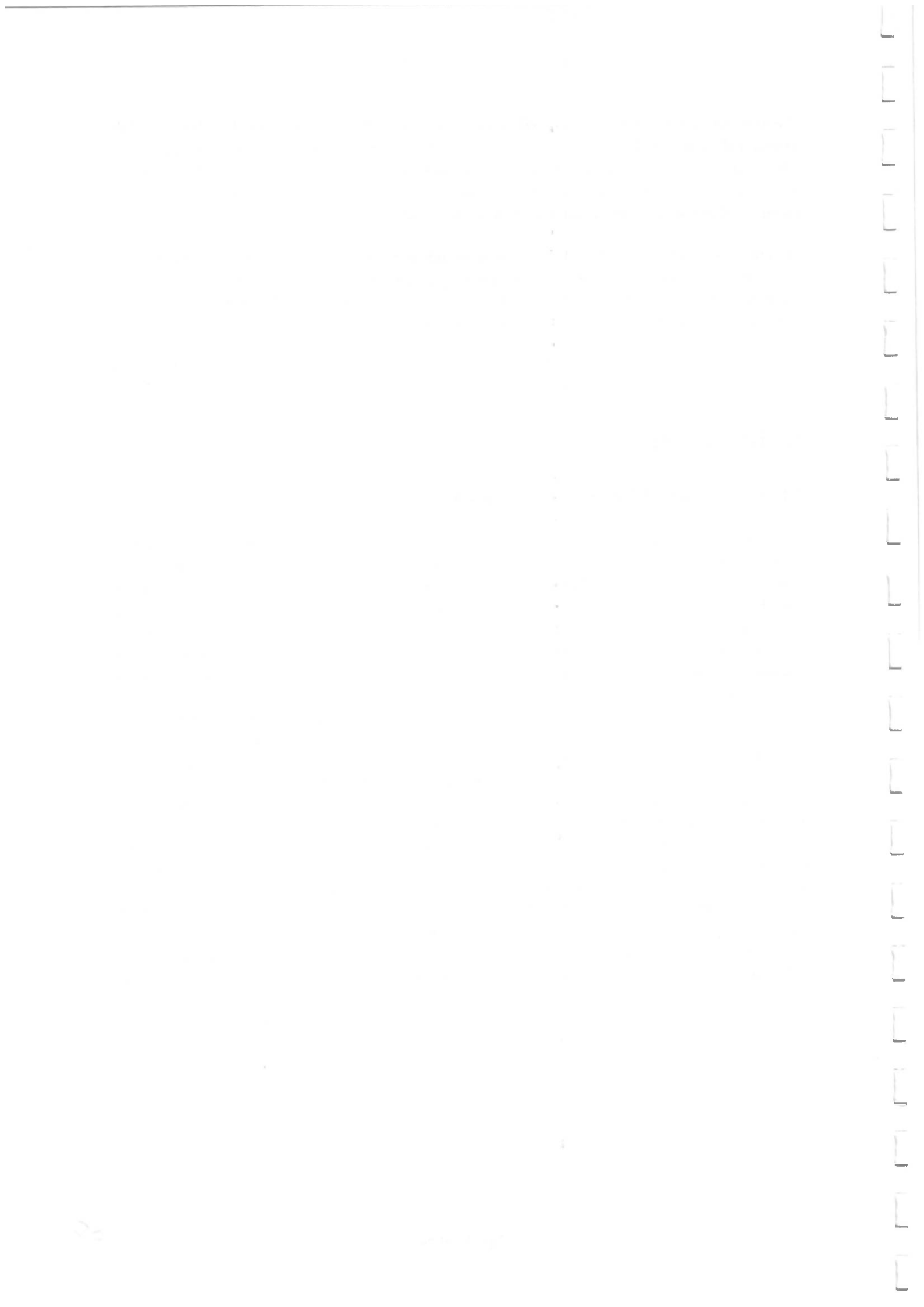
The social impact projects funded under this Action will be selected by the respective reconciliation and reintegration committees or platforms in close coordination with the Local and State Government.

4. Methodology

4.1 Description of Integrated Approach

Successful implementation of this Action will depend on a well-coordinated and sequenced implementation of activities. Implementation of this Action will be done through an integrated “inter-agency” approach that consists of joint planning, joint implementation and joint M&E. There will be one overall management mechanism, which will be made up of representatives from all three agencies. Lead agencies have been designated for specific areas within the proposal (described in more detail below) and are responsible for conceptual leadership in these areas. These lead agencies have been determined by assessing each agency’s experience in Nigeria and globally, but each agency’s expertise will be drawn on for all components of the Action. All agencies are equal partners with joint strategic decision-making. Additionally, all core and field teams will be integrated, consisting of staff from the three agencies.

This integrated approach is a new way of working on Reconciliation and Reintegration in Nigeria, as well as globally. This can serve as an example of productive agency collaboration, in which multiple agencies bring their areas of expertise and vast experience to the design and implementation of a crucial program. The Action will be stronger as a result of this integrated approach, since together the lead and partner agencies can draw on lessons learned by all three agencies in their work thus far in Nigeria and other relevant contexts. The proposed intervention is in line with the EU's Global Strategy for Foreign and Security Policy of 2016 and will support Nigeria's integrated approach and the Humanitarian-Development,-Peace Nexus work of the EU. This means a broad range of cross-cutting and mutually reinforcing activities will be necessary, in implementation of the Nexus approach to enhance the impact of the EU's current 600 million plus Euro comprehensive support for the North East. The intervention will create multi-sectoral and multi-programmatic synergy where geographically and thematically relevant.



4.2 Management arrangements

4.2.1 Steering Committee

The S2R Steering Committee (SC), based in Abuja, is the Action's decision-making body and provides strategic leadership and oversight. In particular, the SC:

- Ensures the implementation is in accordance with the objectives, approach and scope of the Action as defined in this document;
- Ensures the Action is implemented in line with EU's contractual requirements as set out in the present Contribution Agreement;
- Approves proposed strategic and operational changes to Action, based on the dynamic operating environment; and
- Reviews the annual work plans, budgets, quarterly reviews (*or briefings/summaries/updates-as relevant) and annual progress and final reports.

The members of the Steering Committee will be made up of the EU, relevant donors, agencies, and government representatives (including ONSA, Ministry of Budget and National Planning and representatives from Borno, Yobe and Adamawa states). Additional details will be defined in the terms of reference (to be developed during the Inception Phase).

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 S2R Action manager and his or her team will provide the Secretariat to the Steering Committee.

4.2.2 Technical Committee

The Action will be guided through a Steering Committee that will be based in Abuja and consist of representatives of the EU as the donor of the Action, the Government of Nigeria, and Heads of Agencies. The Steering Committee will be supported by a Technical Committee 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; and
- Regularly interact with the core team to monitor the progress of the Action.

The terms of reference of the Steering Committee and Technical Committee will be developed during the inception phase of the Action.

4.2.3 Implementation arrangements

The rehabilitation, reconciliation and reintegration process in Nigeria is 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.

The arrangements between UNICEF, UNDP and IOM to efficiently and effectively coordinate S2R implementation are as follows:

Type of Activity	Lead Agency
Assessments	Core team
Information campaign	UNICEF
Capacity development	
• Federal	IOM & UNICEF
• State, LGA, Communities	UNDP & UNICEF
Case management (ICRS)	
• Children	UNICEF
• Adult low-risk former NSAG associates	IOM
• Non-state security providers	UNDP
Targeted reintegration services & Individual livelihoods	
• Low-risk former NSAG associates	IOM (adults) & UNICEF (children)
• Non-state security providers	UNDP (adults) & UNICEF (children)
Community engagement and support	
• Housing rehabilitation & CfW for individual livelihoods	IOM
• Rehabilitation/refurbishment of basic social services	UNICEF
• Community service infrastructure construction	UNDP
• Reconciliation, social cohesion and restorative justice	UNDP & IOM
• Community livelihoods support - value chains & cooperatives, VSLAs, micro-credit livelihood schemes	UNDP

All three agencies aim to sub-contract the implementation of some or all activities to local Non-Governmental Organisations (NGOs) and Community-Based Organisations (CBOs). The agencies will budget for capacity development support of the selected NGOs and CBOs.

Subject to EU and Steering Committee approval, the implementation arrangements outlined in this section can be changed to reflect the Government of Nigeria's priorities as well as the dynamic political and operating environment in North-East Nigeria.

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4.2.4 Organisational structure and team

The Action will have an indicative integrated core team, located in Maiduguri and led by a Project Coordinator, which will oversee the field-based implementation of the project. It will consist of¹¹:

Position	Agency	Staff Type
Project Coordinator	IOM	International
Monitoring & Evaluation and Reporting Officer	IOM	National
Finance/Admin Officer	IOM	National
ICRS Officer	IOM	International
Reconciliation / Social Cohesion Officer	IOM	National
Senior project Assistant	IOM	National
Driver	IOM	National
Project Assistant	UNDP	National
Community Security / Vigilantes Officer	UNDP	National
Driver	UNDP	National
Reconciliation / Social Cohesion Officer	UNDP	International
Child Protection Specialist	UNICEF	International
Communication Specialist (awareness raising)	UNICEF	International
Programme Associate	UNICEF	National

Project Coordinator: Carries overall responsibility for the management and implementation of the Action. He or she will be fully dedicated for 33 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 (backoffice support), who oversees the entire IOM Nigeria DDDR portfolio.

Monitoring & Evaluation and Reporting Officer: Carries overall responsibility for monitoring, evaluation, and reporting activities related to this Action. He or she will be fully dedicated for 35 months of this Action. As such, the salary of the Monitoring & Evaluation and Reporting Officer will be fully 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.

Finance/Admin Officer: Carries overall responsibility for all financial and admin related activities of this Action. He or she will be fully dedicated for 35 months of this Action. As such, the salary of the Finance/Admin Officer will be fully financed through this Action. The Finance/Admin Officer will be recruited by IOM and have a direct reporting line to the Project Coordinator of this Action.

¹¹ Agencies will finalize the structure of the core team and Field Teams based on the final budget.

ICRS Officer: Carries overall responsibility for the management and implementation of the ICRS component of this Action, as specified under Outcome 3. He or she will be fully dedicated to this Action. The salary of the ICRS Officer will be fully financed for 32 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 (backoffice support) who oversees the entire IOM Regional ICRS portfolio.

Reconciliation/Social Cohesion Officer (IOM): Carries overall responsibility for the management and implementation of the IOM-specific reconciliation / social cohesion activities of this Action, as specified under Outcome 1-3. 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.

Senior Project Assistant: Provides overall support for the implementation of the Action. He or she will be fully dedicated for the duration of this Action. As such, the salary of the Senior Project Assistant will be fully 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.

Driver: Carries responsibility for transportation by road of the core team of this Action. He or she will be fully dedicated for the duration of this Action. As such, the salary of the driver will be fully financed through this Action. The Driver will be recruited by IOM and have a direct reporting line to the Senior Project Assistant of this Action.

Reconciliation/Social Cohesion Officer (UNDP): In collaboration with other partners, the Officer is responsible for 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.

Community Security/Vigilante Officer: Carries out all functions and responsibilities 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 s/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.

Project Assistant: Carries out support functions 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 33 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

Driver: Carries responsibility for transportation by road of the core team of this Action. He or she will be fully dedicated for 30 months of this Action. As such, the salary of the driver will be fully financed through this Action. The Driver will be recruited by UNDP and have a direct reporting line to the Project Assistant of this Action.

Child Protection Specialist: Responsible for 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. The Child Protection Specialist (CPS) 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.

Communication Specialist (awareness raising): Responsible for the implementation of the social reintegration and advocacy component of the Action with the guidance of CPS and CPiE manager. The Communication Specialist will coordinate the advocacy efforts with relevant stakeholders including with the Nigerian Security Forces, State government and ONSA. He or she will also be responsible for coordinating and implementing joint communication and visibility plan developed with the support of the EU. He or she will be fully dedicated for 30 months of this Action.

Programme Associate (P-1): Responsible for fund management including fund transfer to implementing partners of this joint Action. He or she will be responsible for budget preparation, procurement of supplies and services in line with UNICEF approved financial procedures including IIACT. He or she will have the overall responsibility for all finance-related activities of this Action that are specific to UNICEF. He or she will be partly dedicated (50%) to this Action and part of the salary of the PA will be charged through this Action. The PA will directly report to the CPS.

In addition, **three field-based teams** will implement 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.

In addition, backoffice support will be provided by the following indicative staff members that will be partially funded by this Action:

Position	Agency	Staff Type
IOM Chief of Mission	IOM	International
DDRR Coordinator	IOM	International
Programme Officer	IOM	International
DDRR Officer	IOM	International

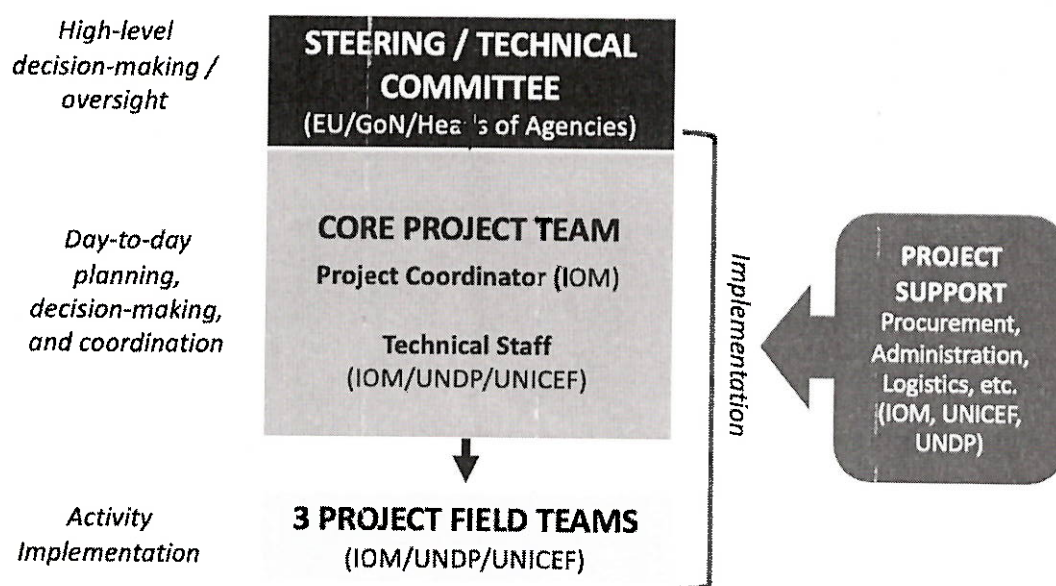
M&E and Reporting Officer	IOM	International
Regional ICRS Manager	IOM	International
ICRS team	IOM	National
Database Officer	IOM	International
PSS Officer	IOM	International
Project assistant	IOM	National
Project assistant	IOM	National
IOM Nigeria core mission international staff	IOM	International
IOM Nigeria Core mission national staff	IOM	National
RO Brussel Support	IOM	Regional
Procurement Officer Abuja	UNDP	National
Deputy Country Director	UNDP	International
Deputy Country Director	UNDP	International
Head of Sub-Office Maiduguri	UNDP	International
Child Protection manager	UNICEF	International
Child Protection Specialist	UNICEF	International
Child Protection Specialist	UNICEF	International
Child Protection Specialist	UNICEF	International

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 include furniture and computer equipment for 37 staff members, radios, phones and tabs for 53 staff members, two vehicles, per diem for staff travel abroad, within the State, and to Abuja, as well as staff coming from the IOM regional office in Brussels, international air fares and local transportation, office rent and maintenance, consumables/office supplies, communication, electricity and maintenance, security costs, miscellaneous, and vehicle costs, fuel, and maintenance.

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Figure 6. Proposed organisational structure



4.3 Risks and risk mitigation measures

The overall risk level is high due to the general volatility of the situation, especially as it relates to security and access in a volatile environment; and the fact that the readiness for communities to engage in reconciliation and reintegration activities is still relatively low. Partner agencies will regularly assess risks and continuously implement a risk mitigation strategy. The donor and programme stakeholders (including communities) will be informed of changes in risks and consulted on mitigation actions. For more details, please refer to the risk identification and mitigation matrix below.

Risks	Risk Level	Mitigation Measures
The security situation is volatile and could delay implementation and activities	High	- An area-based approach will analyse security trends before selection. - Close coordination with the authorities, including the security sector to mitigate risk. - Flexible programming to allow scale up/down of activities and resources in different areas.

Stakeholders (including staff or low-risk associates) are targeted by those within communities resistant to reintegration and/or exposed to traumatic events	High	- Conflict sensitivity analysis of all activities by International Agent. - Regular political economy analysis to inform localised activities. - Monitoring (warning) and reporting mechanisms to be set up. - Appropriate psychosocial support services to be available.
International Organisation's staff targeted by insurgents	Medium	- Monitoring and analysis of insurgency tactics and attacks in liaison with security specialist (I)NGOs, relevant community committees, the security sector and government officials. - High physical security standards such as compounds, vehicles, communications, including detailed security operating procedures. - Appropriate security training and resource support to any sub-contracted local agencies and high-risk stakeholders.
Insurgents target communities where social cohesion activities begin to reduce their influence or recruitment ability	Medium	Mechanisms monitoring insurgents influence and trends must be developed to provide timely information to the governance structures, in liaison with security specialist (I)NGOs, relevant community committees, the security sector and government officials.
Misappropriation or misuse of resources	High	- International Organisation to have sufficient methods and resources to ensure efficient monitoring at field level. - Careful selection of sub-contracted agencies. - Appropriate financial and technical capacity building support to any sub-contracted local agencies. - Careful selection of community representatives.
Lack of political engagement or cooperation due to 2019 elections	High	- Wide stakeholder engagement including those in opposition at a variety of levels. - Consolidated peace and stability donor messaging.
Lack of cooperation or engagement by communities	Medium	- Regular political economy and conflict sensitivity analysis' to ensure activities are both appropriate and appropriately timed. - Activities to build resilience within the communities, with adequate coping mechanisms initially prioritised. - Careful selection of communities with continual monitoring to adapt activities as necessary.
Recidivism or criminal activity by project beneficiaries	Low	- Staggered approach to ensure support and monitoring mechanisms are in place. - Adaptive iterative programming to allow flexibility of activities in response to ongoing monitoring and analysis.
Sexual exploitation and abuse by (or of) agency staff at post	Low	- Robust and accountable safeguarding mechanisms are in place in the lead agency and all of their international partners. - Appropriate capacity building support to any sub-contracted local agencies to put safeguarding procedures in place, if absent.
Activities have unintended negative consequences or do not meet IHL or HR principles	Low	- All activities must be risk assessed and monitored to ensure human rights violations are not committed or divisions within communities are not exacerbated. - Adaptive programming ensures activities can be halted



4.4 Monitoring, reporting and evaluation

4.4.1 Monitoring

The participating agencies (led by JOM) will establish a permanent 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.

The EU may undertake additional monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews). All monitoring exercises would be carried out in accordance with Article 10 of the Annex II to the present Contribution Agreement (General Conditions).

4.4.2 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 EU and 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 for accountability and learning purposes at various levels, taking into account in particular the fact that the log frame work 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. 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 10 of the Annex II to the present Contribution Agreement.

4.4.3 Reporting

Within the annual cycle

- Based on the initial risk analysis, a risk log will be activated in the IOM system and regularly updated by reviewing the external environment that may affect the programme implementation.
- A Programme lessons-learned log will be activated and regularly updated to ensure on-going learning and adaptation by the core and field teams, and to facilitate the preparation of the lessons-learned section in the Annual and Final Reports;
- Other activities as will be stipulated in the Monitoring Plan to be elaborated during the Inception Phase including comprehensive community pre-assessments, client and community perception surveys for communities in all targeted geographic areas, and following these assessments and surveys programme interventions, identification and implementation monitoring; and
- The progress and final reports to the EU will be prepared in accordance with the standard reporting requirements set in Article 3 of the General Conditions (Annex II to EU-IOM-UNDP-UNICEF Contribution Agreement).

Annually

- On behalf of the participating agencies, an Annual Progress Report will be prepared by IOM and shared with the Action Steering Committee. As a minimum requirement, the Annual Review Report will follow the standard format, covering the whole year with updated information for each of the above elements, as well as a summary of results achieved against pre-defined annual targets and indicators at the output level; lessons learned and
- Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be replaced by the final evaluation.

Joint Field Visits with Donors

Technical Committee will organise at least one joint field monitoring visit per year, involving representatives from UNICEF, UNDP, IOM as well as EU 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.

4.5 EU Visibility

EU communication and visibility is a legal obligation for all EU funded external Actions. This Action therefore contains communication and visibility measures which shall be based on the specific Action Communication and Visibility Plan.

4.6 Partnership Strategy

The lead and partner agencies will partner with CBOs as much as possible to ensure that the Action has a strong grassroots ownership component. They will also support the development of the committees outlined in the Borno State Reconciliation and Reintegration Policy, including the District Community-based Reconciliation and Reintegration Committees and the Borno State Community-based Reconciliation and Reintegration Committee. They will facilitate coordination between the Federal and State level, including: ONSA, the Chief of Army Staff, the North-East Development Commission and the Ministry of Budget and National planning at the Federal level; the Governor's office, Ministry of Justice and Ministry of the Interior at the State level; and the Borno State Ministry for Reconstruction, Rehabilitation, and Resettlement.

5. Logical Framework

Please refer to Annex C.

6. DDDR experience and capacities in Nigeria

6.1 IOM experience

Since its first engagement in DDR work in Mozambique in 1992, IOM has developed expertise in the disciplines of DDR and Security Sector Reform, specifically in supporting individual and community needs for socio-economic reintegration in countries such as Colombia, Somalia, Central African Republic, Democratic Republic of Congo, Kyrgyzstan, Serbia, Sierra Leone, South Sudan, Sri Lanka, Mali, Kenya, Bosnia and Herzegovina, Iraq, and Uganda. These operations have assisted thousands of former combatants and their dependents to return to civilian life after many years of conflict and have, as such, contributed to national and regional reconciliation and stabilization.

The DDDR programme in Nigeria was established in early 2017 as part of a regional Lake Chad Basin strategy to address the effects of Boko Haram and Islamic State West Africa. It is focused on supporting the affected governments in strengthening disassociation incentives for individuals who were exposed to violent extremism. The programme has four pillars: 1) Assessment, Context Analysis, and National Planning; 2) Technical 'Upstream' Government Support; 3) Individual Case Management; and 4) Community-Based Reintegration and Reconciliation. IOM is an active member of the Inter-Agency Working Group on DDR and has a strong presence in all affected regions in the North-East through a multitude of projects implemented by more than 400 staff in two sub-offices in Maiduguri, Borno and Yola, Adamawa, and permanent presence in Damaturu, Yobe State.

Under pillar 1, IOM supported the Government of Nigeria develop a National DDDR Action Plan, which was endorsed by the National Security Advisor in August 2018. In January 2019, an Operation Project Team (OPT), comprised of 15 ministries and government agencies, was launched for the overall implementation, monitoring and evaluation of the DDDR Action Plan. IOM will provide support for monitoring and evaluation and organise technical workshops with responsible agencies on the implementation of each Action Plan component.

IOM has been providing technical 'upstream' government support to the two government-run rehabilitation centres for low-risk former NSAG associates and victims in Gombe and Maiduguri. In the OPSC Gombe Centre, IOM has established livelihood facilities and built staff capacities in the delivery of

psychosocial support and psychological first aid to improve socio-economic reintegration prospects for programme beneficiaries. Currently, IOM is strengthening the health care facilities at the centre and preparing the deployment of an ICRS team to further strengthen reintegration support. In Bulumkutu Rehabilitation Centre in Maiduguri, IOM has provided direct psychosocial support services and is currently preparing the provision capacity building support. In support of a Government-led profiling, screening, categorization and referral system, IOM has developed a comprehensive registration and profiling database, which will receive inputs from various field-based data entry points. The first fully operational data centre was established by IOM in the OPSC Gombe Centre.

To strengthen individual case management, IOM provided ICRS support to the first batch of 85 graduates from the OPSC Gombe Centre, including registration and socio-economic profiling, medical screening, family tracing and reunification, individual and family psychosocial and psychological support, business plans counselling, and community awareness raising. IOM will continue to provide ICRS support as the caseload increases. Furthermore, IOM started conducting a labour market assessment in Borno State, as part of the information services that will be provided to ICRS beneficiaries.

To promote community-based reintegration and reconciliation, IOM is piloting a reconciliation process in Gwoza LGA, Borno State, to inform and strengthen future reintegration processes. Support for community-based reintegration and reconciliation will be further strengthened through this Action and other donor-funded projects.

6.2 UNDP experience

UNDP has been a key partner in reintegration / DDR since 1991, supporting national governments and stakeholders in formulating strategies, planning and managing programmes in both mission and non-mission contexts. By 2010, UNDP was supporting reintegration-DDR of ex-combatants with armed forces and groups in 22 countries around the world.

UNDP co-chairs with DPKO the Inter-Agency Working Group (IAWG) on DDR and has played a key role in the development of UN DDR frameworks as well as the concept of reintegration.. Although the UN guidance focuses on DDR in post-conflict contexts, UNDP has also flexibly supported reintegration efforts in conflict-affected contexts over the years. These were notably in Haiti through the joint development of the community violence reduction (CVR)/Community Security (CS) approach with the UN mission, Afghanistan through the Disbandment of Illegal Armed Groups (DIAG) and the Afghanistan Peace and Reintegration Programme (APRP), Somalia through Rule of Law/Youth for Change initiatives and Sudan Darfur Community-Based Reintegration and Stabilisation Programme (DCBRP) and non-mission areas through the Community Stabilisation and Security Programme (C2SP). To offer guidance and support for reintegration practitioners operating in the more protracted conflicts, where armed groups are linked to criminal networks and associated with violent extremism and radicalisation, UNDP has been leading the IAWG in devising new standards for these contexts and creating an integrated reintegration mechanism.

UNDP's Nigeria Country Office has been working with and supporting the Government of Nigeria with its efforts towards national development at all levels since the 1960s. Today, it is managing a total annual programme budget of US\$ 70 million. UNDP initiated its crisis response in North-East Nigeria in 2014 by launching a number of pilot initiatives for early recovery, stabilisation, livelihoods, conflict prevention and peacebuilding, reconciliation and social cohesion. It has worked in close partnership with the Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) in Borno, and the National/State

1. The first part of the paper discusses the importance of the study of the history of the United States. It is argued that a knowledge of the past is essential for a full understanding of the present and for the development of a sound policy for the future. The author points out that the study of history is not only a means of satisfying a natural human curiosity but also a way of gaining a deeper insight into the human mind and the human condition.

2. The second part of the paper deals with the question of the role of the individual in history. It is argued that the individual is not a mere passive recipient of the forces of history but an active participant in the process. The author points out that the actions of individuals, even the actions of a single individual, can have a profound effect on the course of history.

3. The third part of the paper discusses the question of the relationship between the individual and the state. It is argued that the individual is not a mere subject of the state but a citizen with certain rights and responsibilities. The author points out that the state is not a mere instrument of the individual but a body with a life of its own.

4. The fourth part of the paper deals with the question of the role of the state in society. It is argued that the state is not a mere passive observer of the social process but an active participant in it. The author points out that the state has a duty to protect the rights of its citizens and to promote the general welfare of the community.

5. The fifth part of the paper discusses the question of the relationship between the state and the church. It is argued that the state and the church are not two separate entities but two aspects of the same reality. The author points out that the state is the secular arm of the church and the church is the spiritual arm of the state.

6. The sixth part of the paper deals with the question of the role of the church in society. It is argued that the church is not a mere passive observer of the social process but an active participant in it. The author points out that the church has a duty to promote the moral and spiritual welfare of its members and the general welfare of the community.

7. The seventh part of the paper discusses the question of the relationship between the church and the state. It is argued that the church and the state are not two separate entities but two aspects of the same reality. The author points out that the church is the spiritual arm of the state and the state is the secular arm of the church.

8. The eighth part of the paper deals with the question of the role of the state in the life of the individual. It is argued that the state is not a mere passive observer of the individual's life but an active participant in it. The author points out that the state has a duty to protect the rights of its citizens and to promote the general welfare of the community.

9. The ninth part of the paper discusses the question of the relationship between the state and the individual. It is argued that the state and the individual are not two separate entities but two aspects of the same reality. The author points out that the state is the secular arm of the individual and the individual is the spiritual arm of the state.

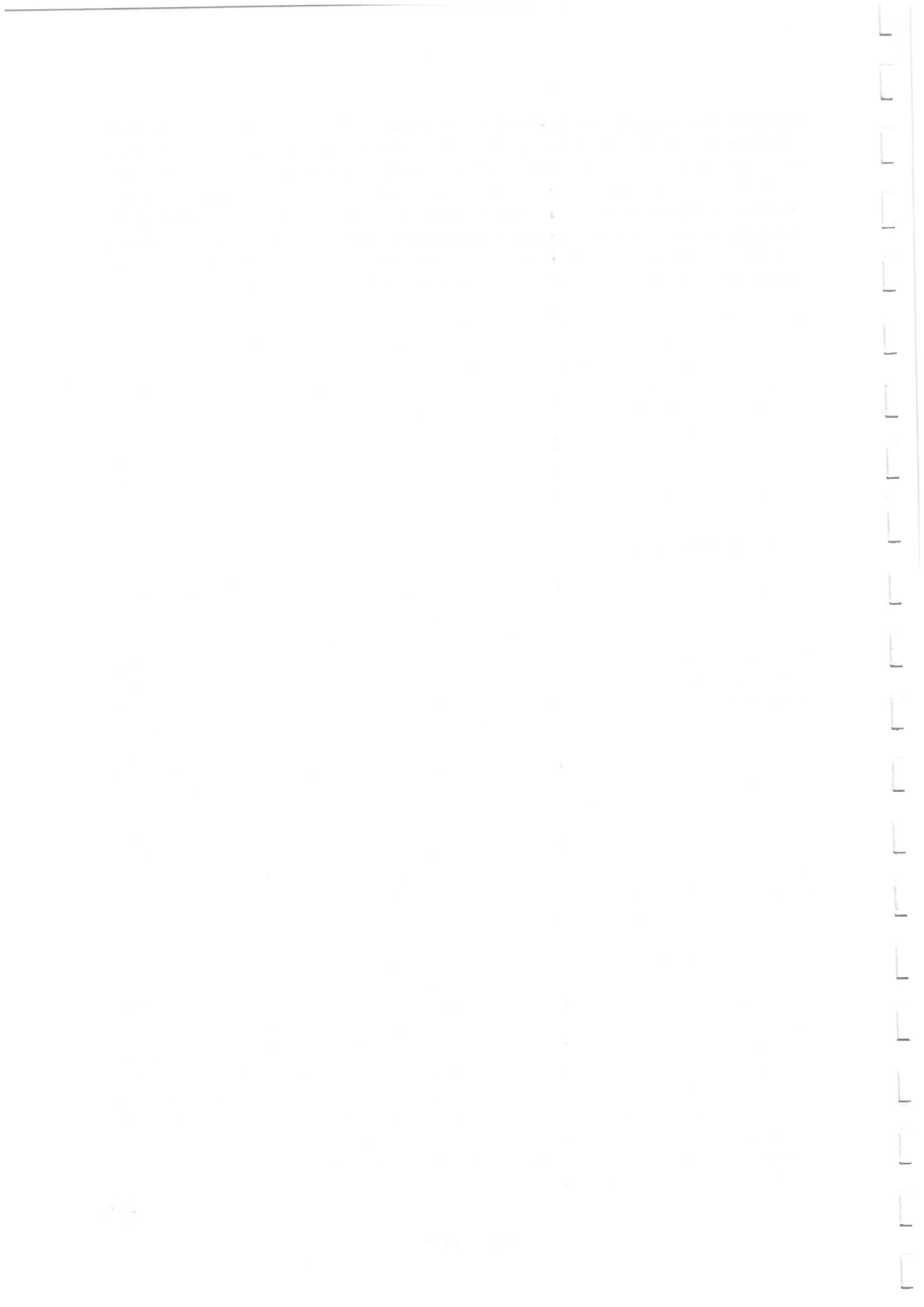
Emergency Management Agency (NEMA/SEMA) in Adamawa and Yobe, with financial support from the European Union, the Governments of Japan, Germany, Norway, and Switzerland, USAID as well as Nigeria Humanitarian Fund. These pilots since have evolved into a programme for the North-East, with a US\$ 20 million annual budget, consisting of the following initiatives: Integrated Regional Stabilisation of the Lake Chad Basin, Integrated Community Stabilisation in North-East Nigeria, Preventing and responding to violent extremism in Nigeria (Implemented in all of Nigeria, with a North-East chapter), Conflict Prevention and Peacebuilding programme (Implemented in all of Nigeria, with a North-East chapter) and Sustainable Waste Management and Environmental Protection in Borno State.

In March 2017, UNDP officially established a sub office in Maiduguri, Borno (the epicentre of the Boko haram crisis) coordinating and managing activities in Borno and the rest of the affected States in the North East. Currently, there is a team of six international and 10 national staff working from the office in Maiduguri and implementing UNDP's current activities in the North-East within UNDP Nigeria's overall programme of support on Governance & Peacebuilding; Inclusive Growth and Sustainable Development. With the establishment of this office, UNDP Nigeria has launched an integrated community stabilisation pilot in Ngwom, Mafa LGA and Kimba, Biu LGA. Processes and components described in the present document have been tested in these pilots, with the intention to further develop these into a regional response covering the Lake Chad Basin.

6.3 UNICEF experience

UNICEF is the global lead of the Child Protection Area of Responsibility (CP AoR) and has demonstrated worldwide leadership in supporting child protection actors in humanitarian settings with needs analysis, planning, programming, advocacy and resource mobilization. UNICEF co-chairs the Paris Principles Steering Group with Save the Children and is a member of the Inter-Agency Working Group (IAWG) on DDR. In 2013, UNICEF developed Primero™ an open source software platform that helps humanitarian and development workers manage protection-related data, more coherently and cost-effectively with tools that facilitate case management, incident monitoring and family tracing and reunification. Globally, UNICEF has supported the release of over 52,000 children in the last five years. UNICEF Headquarters co-chairs the Global Coalition for Reintegration with the OSRSG-CAAC, which seeks to mobilize sustained, predictable, and long-term resources for children in armed conflict.

UNICEF Nigeria is the third largest office in the world, with over thirty years of experience building partnerships with government and civil society to implement programmes that promote and protect children's rights throughout the country. Since July 2014, establishing a permanent and growing presence in Maiduguri in 2015 covering Adamawa, Borno and Yobe states. With funding support from the European Union (EU), EU Trust Fund, Swiss Development Fund, the Governments of Japan, Germany, Norway, US, USAID and UNICEF National Committees of Belgium, France, Spain, Swedish SIDA as well as Nigeria Humanitarian Fund, UNICEF's Child Protection in Emergency (CPiE) programme continues to expand both scope and scale of interventions. Support includes: resilience building of children and adolescents; providing community-based protection; psychosocial support services; family tracing and reunification or alternative care support for children separated from their families and social reintegration services to children released from non-state armed forces and groups as well as for survivors of conflict-related sexual violence. UNICEF also co-chairs the CTFMR with the Resident Coordinator to monitor and report on grave violations against children in line with UN Security Council resolutions on children and armed conflict, documenting of 1,288 incidents of killing and maiming, affecting 12,609 children (4,063 boys, 2,938 girls and 5608 of unknown sex) between 2015 – 2018, as well as provision of awareness and messages on dangers of landmines and improvised explosive devices.



UNICEF's CPIE programme is now operational across north-east Nigeria, largely focusing on 17 LGAs in Borno State, with plans to further expand geographic coverage in coming years to reach vulnerable and at-risk children in newly accessible LGAs. Since April 2017, UNICEF and the Nigerian Chief of Army Staff (COAS) have been engaged in high-level advocacy to reach an agreement to reduce the timeframe for the handover children captured and held in military detention on allegations of association with Boko Haram, from currently stated six months to 72 hours, to civilian authorities to facilitate their safe returns and reintegration to their communities. While agreement has not been reached to date, sustained advocacy has resulted in the release of 1,162 children (743 boys, 419 girls) in 2017 and 2018.

In September 2017, UNICEF, in partnership with Borno State Ministry of Justice, signed an Action Plan with CJTF to put in place measures to end and prevent the recruitment and use of children by CJTF within 12 months. Under the signed Action Plan, UNICEF commits to provide financial and technical resources to support CJTF and Borno State government to implement the Action Plan, including: capacity building of CJTF on child rights and child protection; facilitating the release and reintegration of children associated with CJTF; monitoring and reporting the UN Security Council on compliance of CJTF with the provisions of the Action Plan, among others. To date 833 children (including, 139 girls) separated from the file and ranks of CJTF.

UNICEF is also supporting the Borno State Ministry of Women Affairs and Social Development to manage a transit centre for women and children exiting military detention, and survivors of physical and sexual violence, to support their return and reintegration into their communities. The centre has so far received 1,902 children and women released from administrative military detention since September 2016, this includes 1,587 children (971 boys, 616 girls) and 315 women. It continues to serve a critical role as 'convergence hub' for service delivery to women and children affected by conflict.

7. Definitions of Key Terms and Concepts

Boko Haram. Also known as Jama'atu Ahlus Sunnah Lidda'awati wal Jihad (JAS) or Islamic State in West Africa (ISWA), is a term commonly used to refer to the network of violent extremist cells, originally founded by Mohammed Yusuf, responsible for the insurgency in the North East of Nigeria, as well as scores of terrorist acts across the country and West Africa. "Boko Haram" is not a homogenous group. In this Action, therefore, the various factions of Boko Haram and other armed groups, are referred to as "Non-State Armed Groups (NSAGs)".

Non-State Armed Group associates. In the context of screening, prosecution, rehabilitation and reintegration, it is critical to note that the term "associate", "association" or "associated to" is used broadly to mean **all persons** (regardless of actual age, relationship, gender etc.) whom the Federal and State authorities have some responsibility or authority over (i.e. through custody or otherwise), and whom the authorities believe had some contact with an NSAG without presuming or prejudging the nature of their relationship to the armed group in question¹².

Screening. Screening refers to the initial process of determining the main profile of a person associated with an armed 'terrorist' group in the custody of authorities to recommend a particular treatment, such as detention for further prosecutor investigation, centre-based rehabilitation or reintegration back into communities.

¹² In this respect, the term should be distinguished from usage in the context of Disarmament, Demobilization and Reintegration (DDR), where it applies only to persons involved with the armed force or group in a support capacity, including family members (versus a person who had a combat role).

Prosecution. Prosecution is the act of officially accusing someone of committing an illegal act by bringing a case against that person in a court of law¹³.

Rehabilitation. The set of measures undertaken in a prison or detention-like conditions and centres aimed to support the transition from being associated with NSAGs to a citizen of the community, abandoning the use of violent means to achieve change, generating income to cater for families' needs and avoiding recidivism. Rehabilitation interventions can also be supported or continued at the community level, through reintegration programmes.

Reconciliation. There is no universally accepted definition of reconciliation. There is some agreement on that it entails a complex set of processes that involve building or rebuilding relationships, often in the aftermath of massive and widespread human rights violations. It can occur at the individual, interpersonal, socio-political, and institutional levels and be described as "incipient" if it is based on coexistence with little or no trust, respect and shared values, or "consolidated" if it is based on the restoration of dignity, reversing structural causes of marginalization and discrimination, and restoring victims to their position as right bearers and citizens. In the context of this Action the following considerations are relevant:

- Reconciliation is a process, not an end-state - The primary emphasis of reconciliation should be as a process of relationship-building. Such de-emphasis of reconciliation as an end-state of harmonious existence avoids the risks of raising unreal expectations of harmony and perfect peace, and of putting pressure, especially on victims, to forgive for the sake of peace.
- Reconciliation and forgiveness - At the interpersonal level, a fuller and a more profound process of reconciliation is possible, which involves emotional interaction, and which may indeed lead to a meaningful end-state of a wholly reconciled and harmonious relationship. If this involves forgiveness, it is bestowed as the unforced gift of a victim, earned by the offender, and its timing is in the control of the victim.
- "Political" reconciliation - At the broader societal or political level, what is required is a more pragmatic, and less ambitious, process involving the development of effective working relations: "political reconciliation." This does not require forgiveness or mutual love. It begins as grudging coexistence and, by gradually nurturing basic respect both for new institutions and for former enemies, aims to develop the habits of operating the shared processes and institutions of society and politics.
- Reconciliation and justice are not oppositional. Instead, justice is a core – perhaps, even the core – dimension of reconciliation, along with truth-seeking, healing, reparations and development. If justice is defined multidimensionally, to include not only crime-and-punishment but also the restoration of broken relationships and the underpinning of equality of treatment, of fairness, of access, of the rule of consensual law, then it is possible to relocate the so-called trade-off between reconciliation and justice as a less problematic calculus between different (and complementary) aspects of justice.
- Bottom-up and top-down! Bottom-up, "cultural" reconciliation processes operate at the small-scale interpersonal or grass-roots level, and have a complementary relationship to top-down, "structural" processes which take place within, and based on, the legitimacy of state-wide institutions. The complementarity between the two is essential and suggests that their interaction,

¹³ There is a prima facie obligation to consider prosecution (i.e. "bringing terrorists to justice" in SCR 1373, SCR 2178, SCR 2396). Therefore, reintegration projects shall recognise this obligation and ensure its adherence to relevant legal frameworks while ensuring that reintegration needs are addressed early and contextually. Where appropriate, projects may look beyond prosecution to explore transitional justice approaches, including informal justice systems such as indigenous courts and councils of elders.



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rather than their merely parallel existence, might enhance the strength of both. Their interface can only be located in civil society.

Transitional Justice. Comprises the full range of processes and mechanism associated with a society's attempts to come to terms with a legacy of large-scale past abuses, to ensure accountability, serve justice and achieve reconciliation. These may include both judicial and non-judicial mechanisms, with differing levels of international involvement (or none at all) and individual prosecutions, reparations, truth-seeking, institutional reform, vetting and dismissals, or a combination thereof.

Reintegration. The set of economic, social, psychosocial/health, security measures undertaken at the community level, aimed to support those formerly associated with an armed 'terrorist' group to re-join their families or communities, becoming a member of society and a citizen and, gaining sustainable employment and income. Participants in reintegration programmes can be: surrendees, persons captured and or victimised or abducted, and family members (or dependents). Among these may be: children, women, youth, foreign fighters, and former detainees or prisoners¹⁴.

Community-based reintegration. In general, community-based reintegration programmes have the following components:

- Multiple targeting - Simultaneously targets individual low-risk former NSAG associates and members of their communities of return;
- low-risk former NSAG associates engage in socio-economic activities that benefit the community as a whole; and
- Area-based approaches where the whole community (instead of specific groups) is targeted (for example, with the (social impact projects, value chain and marketing support for community products)

Child reintegration. Securing the political, legal, economic and social conditions needed for children to maintain life, livelihood and dignity and ensuring that children can access their rights, including formal and non-formal education, family unity, dignified livelihoods and safety from harm. Special attention will be paid to girls particularly those who may have been survivors of conflict-related sexual violence.

Terrorism. There is no universally agreed definition of terrorism. The United Nations Security Council Resolution 1566 (2004) defines terrorism as: "Criminal acts, including against civilians, committed with the intent to cause death or serious bodily injury, or taking of hostages, with the purpose to provoke a state of terror in the general public or in a group of persons or particular persons, intimidate a population or compel a government or an international organisation to do or to abstain from doing any act."

Violent extremism. There is no universally accepted definition of the term violent extremism. The term has most often been used to refer to the beliefs and actions of people who support or use ideologically

¹⁴ The term 'reintegration' as an all-encompassing term embraces all the different terms used by post-conflict DDR programmes around the world: 'rehabilitation', 'resettlement', 'return' and sometimes also 'reconciliation'. More recently, the term 'reintegration' has also been used in preventing violent extremism strategies to support the reintegration of 'former extremists'. In the international counter-terrorism framework, 'reintegration' is part of a comprehensive approach, including prosecution, rehabilitation and reintegration. There is a prima facie obligation to consider prosecution (i.e. bringing terrorists to justice" in SCR 1373, SCR 2178, SCR 2396). Therefore, reintegration projects shall recognise this obligation and ensure its adherence to relevant legal frameworks while ensuring that reintegration needs are addressed early and contextually. Where appropriate, projects may look beyond prosecution to explore transitional justice approaches, including informal justice systems such as indigenous courts and councils of elders.

motivated violence to further social, economic, or political objectives. The drivers of violent extremism are complex and multifaceted, shaped by “push factors” or conditions/contexts conducive to violent extremism and “pull factors” or pathways to radicalisation. Conditions/contexts conducive to violent extremism range from i) lack of socioeconomic opportunities; ii) marginalisation and discrimination; iii) poor (local and national) governance, violations of human rights and the rule of law; and iv) prolonged and unresolved conflicts. Pathways to radicalisation are shaped by several factors: i) individual backgrounds and motivations; ii) collective grievances and victimisation; iii) distortion and misuse of beliefs, political ideologies and ethnic and cultural differences; and iv) leadership and social networks.

Countering Violent Extremism and Preventing Violent Extremism. Although the terms Countering Violent Extremism (CVE) and Preventing Violent Extremism (PVE) are often used inter-changeably, CVE is mostly used to refer to reducing terrorist threats through non-coercive approaches mainly on opposing the activities of existing violent extremists. On the other hand, PVE also includes preventative measures, such as tackling push and pull factors and often also comprises reintegration initiatives. In the United Nations, the term violent extremism has always been qualified by ‘as and when conducive to terrorism’.

Radicalisation (to violent extremism and terrorism). There is no universally accepted definition of radicalisation. The concept is often unclear, ambiguous and cannot be understood on its own. As an ideology, radicalism challenges the legitimacy of established norms and policies, but it does not, in itself, lead to violence or terrorism. Radicalism can, and often does, refer to a diverse range of people who are working for legitimate causes in their communities. It is also commonly accepted that there is no single driver of radicalisation. Radicalization does not equate with terrorism, but the terms violent radicalisation or religious radicalisation have become commonly used in the contexts of terrorism. In this context, the phrase radicalisation to terrorism and violent extremism has been introduced.

Disengagement (from violent extremism and terrorism). Disengagement refers to a behavioural change, such as leaving a group or changing one’s role within it. It does not necessitate a change in values or ideals but requires relinquishing the objective of achieving change through violence. A person who disengages is not necessarily radicalised (as can be the case, for example, of a person who was abducted by a terrorist group) or de-radicalised (i.e. while the person no longer engages in violent behaviour, he or she still believes in the ideology of the terrorist group he or she belonged to).

De-radicalisation (from violent extremism and terrorism). De-radicalisation centres around giving up or softening of an individual’s ideology and involves cognitive changes, i.e. a fundamental change in understanding. In practice, de-radicalisation programmes target radicalised individuals at different stages of the extremist “life cycle”: immediately before joining a group or network, as active members, or following their exit. There is no evidence so far of the effectiveness of the so-called ‘de-radicalisation’ programmes. Research indicates results are possible if ex-combatants receive support to abandon violent means to achieve change and are provided with alternative means to engage in political, social and economic transformation.

Psychosocial Support (PSS). PSS is a range of activities and interventions that aim to promote and support the mental and emotional well-being of individuals, families and communities and to help them build and maintain their self-esteem and reinforce resilience.

Indicative logframe matrix

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Sources of data	Assumptions
Impact (Overall Objective)	Community-driven reintegration and reconciliation of former armed non-state combatants and Boko Haram associates contributes to enhanced peace and stability in the North East	1. Status of peace and stability in the North East	1.1 UN situational reports	<i>Not applicable</i>
Outcome(s) Specific Objective 1	Reduced rejection and stigmatisation of former associates	1.1 Percentage of community members willing to accept low-risk associates settle (disaggregated by sex) 1.2 Percentage of low risk associates facing stigmatisation	1.1 Development partners reports 1.2 ICRS data	Election outcomes do not substantially change State and National DDDR plans
Outcome(s) Specific Objective 2	Increased community healing and reconciliation and decreased sense of injustice	2.1 Status of community perceptions of justice (disaggregated by sex) 2.2 Status of community perceptions of reconciliation (disaggregated by sex)	2.1 State Reconciliation and Reintegration Ministry reports 2.2 State Social Services programme reports and ICRS data	The communities want to be involved in transitional/restorative justice activities The security situation will allow for sustained access and implementation of activities

Outcome(s) Specific Objective 3	Sustainable alternatives to violence increased	3.1 Extent to which members in the community perceive of their socio-economic and mental and physical well-being (disaggregated by sex). 3.2 Extent to which members in the community perceive community cohesiveness (disaggregated by sex).	3.1 Multi-sector needs assessments (REACH) and state ministries service programme reports 3.2 Development partners security reports	The security situation will allow for sustained access and implementation of activities, including the demobilisation of vigilantes
Outcome(s) Specific Objective 4	Non-state security providers are disarmed and demobilised/disengaged	4.1 Status of collected weapons control and management	4.1 Ministry of Interior and/or Defence reports	The security situation will allow for sustained access and implementation of activities
Outcome(s) Specific Objective 5	Strengthened trust between citizens and government	5.1 Status of community perceptions of government effectiveness and accountability	5.1 Selected community surveys	Election outcomes do not substantially change state and National DDRR plans
Outputs	1. Communities are sensitised and prepared for reconciliation and reintegration	1.1 Number of Reintegration and Reconciliation platforms/committees (members disaggregated by sex) 1.2 Extent of community awareness of reintegration and reconciliation activities including OSC process (disaggregated by sex)	1.1 Reports from development partners 1.2 Selected community surveys	The security situation will allow for sustained access and implementation of activities in

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			selected LGAs
	2. Community-level transitional/restorative justice mechanisms are developed	2.1 Number of stakeholders attending transitional/restorative justice training (disaggregated by sex) 2.2 Number of cases processed through the mechanisms set up within the community (disaggregated by sex)	2.1 Reports from training providers 2.2 Reports from development partners
	3.1 Conflict-sensitive community-prioritised livelihoods are created for the most vulnerable, low risk associates and non-state security providers	3.1.1 Numbers of beneficiaries in long term employment (disaggregated by sex) 3.1.2 Numbers of beneficiaries completing market-orientated training programmes (disaggregated by sex) 3.1.3 Number of beneficiaries receiving entrepreneurial /self-employment grants or credit (disaggregated by sex)	3.1 – 3.4 Reports from development partners
	3.2. Stratified community-led activities increase community cohesiveness and coping mechanisms for the most vulnerable, low risk associates and non-state security providers	3.2.1 Extent of levels of understanding between intra-and inter economic, cultural and faith-based sectors of the community 3.2.2 Numbers of beneficiaries receiving specialist support (substance abuse, SGBV, trauma) 3.3.3 Number of community-led social cohesion projects 3.3.4 Percentage levels of perceived resilience	3.2.1 Selected community surveys 3.2.2 – 3.2.3 Reports from development partners 3.3.4 Selected community surveys

	4. Process developed for non-state security providers to be disarmed, demobilised and reintegrated (DDR)	4.1 Database of non-state security providers developed in selected communities 4.2 Number of community safety and security research projects 4.3 Status of SOPs development and implementation 4.4 Number of non-state security providers weapons collected	4.1 -4.2 Reports from development partners 4.3-4.4 Reports from Ministry of Interior and/or defence	
	5. Inclusive, responsive and accountable structures to manage DDRR activities are created between and across the various levels of government and communities	5. 1 Number of coordination and oversight bodies at state and community level (members disaggregated by sex) 5.2 DDRR information management system developed 5.3 Community members extent of involvement in DDRR structures at the varying levels	5.1-5.2 Reports from development partners 5.3 Selected community surveys	

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Workplan¹

Inception Phase (4-6 Months)							
Objectives and proposed activities	Lead agency(ies)	M1	M2	M3	M4	M5	M6
Designing selection criteria, methodology, and evidence gathering with a view toward replicating and scaling up	Core team						
Support the relevant authorities in defining selection criteria for geographic locations where the Action will operate	Core team						
Define the selection criteria for vulnerable and at-risk community members to be included under the multiple targeting approach	Core team						
Set up a monitoring system, including logframe and relevant monitoring tools	Core team						
Plan data collection and analysis for the Action cycle	Core team						
Define the detailed activities, roles and responsibilities of the Action to ensure alignment with existing relevant EU and other donor funded initiatives	Core team						
Develop a process/methodology to ensure an inclusive selection of members to represent the community in reconciliation and reintegration platforms (including the selection of representatives for the Ward or District platforms)	Core team						
Define methodology of reconciliation and reintegration process for adult and child former associates and CJTF / vigilantes group members	Core team						
Design methodology for early warning system/monitoring of associates (OSC and returnees) with the authorities/community security platforms							
Define the community engagement methodology for the reconciliation and reintegration process	Core team						
Design sensitization methodology for communities	Core team						
Draft the Action Communication and Visibility Plan	Core team						
Advocate for the signing of the handover protocol for children encountered by the Nigerian Security Agencies to civilian authorities	UNICEF						

¹ This workplan is tentative and will be confirmed during the inception phase of the Action.

Inception Phase (4-6 Months)						
Objectives and proposed activities	Lead agency(ies)	M1	M2	M3	M4	M5
Develop a concept on linkages between traditional mediation systems and the formal justice chain, and on how to channel perpetrator cases to the appropriate formal justice institution.	UNDP					
Set up / strengthen relevant adult and child case management systems and databases for former NSAG associates, selected community members, and members of CJTF / vigilante groups	IOM, UNICEF, Core team					
Map and assess selected communities through comprehensive community assessments and baseline perceptions survey	Core team					
Write report on activities conducted during Inception Phase, with updated versions of the workplan and the logical results framework with more specific detail on indicators, number of						

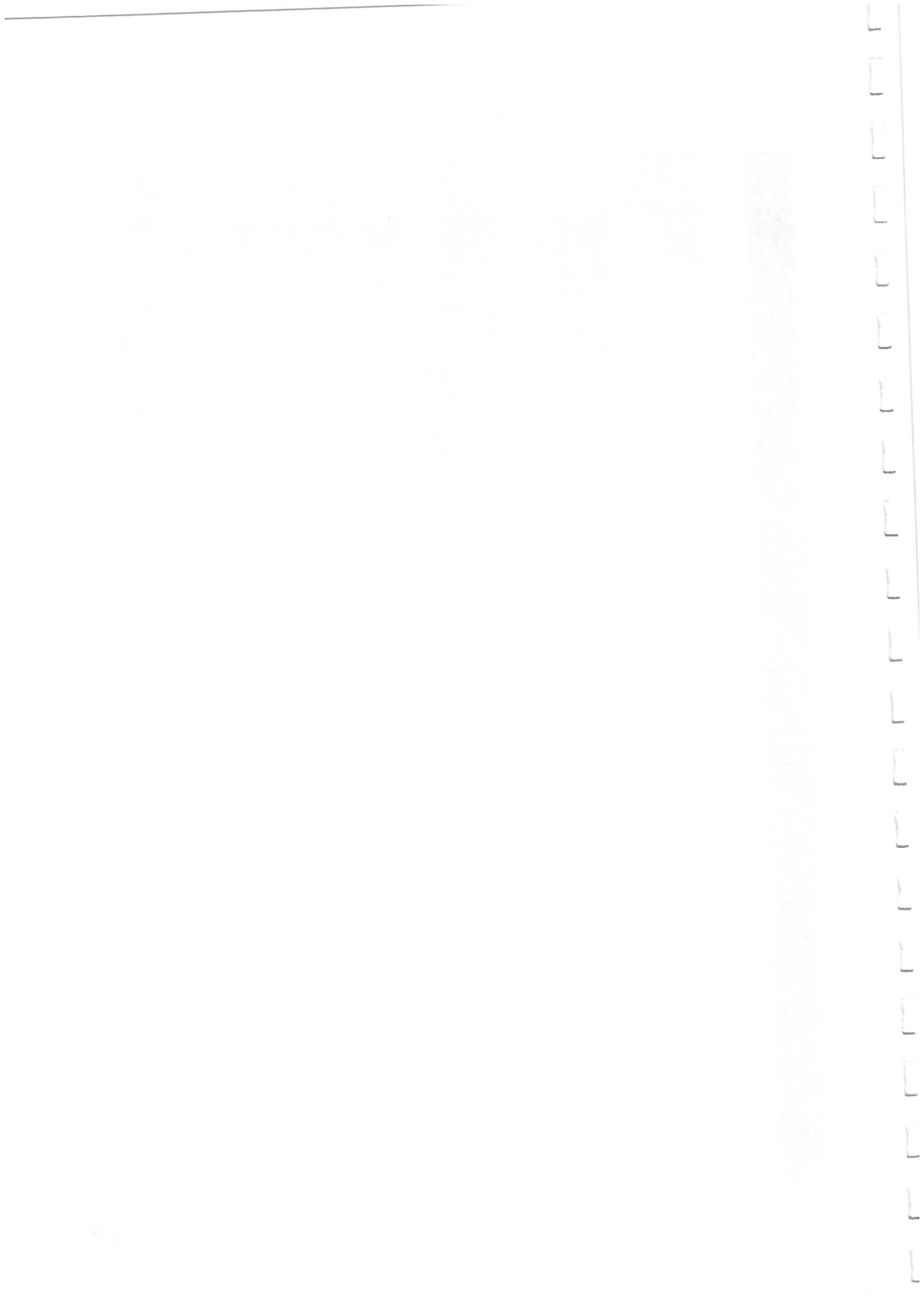
Year 1 Workplan						
Objectives and proposed activities	Lead agency(ies)	M7	M8	M9	M10	M11
Specific Objective 1: Reduced rejection and stigmatisation of low risk associates						
Create or strengthen community platforms / committees to engage in dialogue, develop activities, and set up support mechanisms	UNDP and IOM					
Assess and develop capacities of community platforms in priority skills such as conflict management and mediation and provide coaching through CSOs.	UNDP and IOM					
Support the GoN in informing communities about the reconciliation and reintegration process through participatory radio round table discussions and children-led radio shows.	UNICEF					
Conduct community outreach activities to prepare for reconciliation with and reintegration of adult and child former associates. Support age gender appropriate transformative dialogue sessions and participatory community theatre activities.	UNDP, IOM, UNICEF					
Specific Objective 2: Increased community healing and reconciliation and decreased sense of injustice						
Work with communities to develop transitional and restorative justice mechanisms for community healing and reconciliation	UNDP					

Year 1 Workplan

Objectives and proposed activities

Lead agency(ies)	M7	M8	M9	M10	M11	M12
Identify and train community members to undertake reconciliation and restorative justice processes	UNDP					
Support the conduct of community reconciliation and restorative justice sessions	UNDP					
Design and implement community healing activities	UNDP, IOM					
Support community platform to decide on social impact projects as a form of community reparations and incentives for reconciliation.	UNDP, IOM					
Specific Objective 3: Sustainable alternatives to violence increased and social cohesion enhanced						
Ensure immediate identification, documentation, tracing, and reunification (IDTR) of all child former NSAG/CJTF associates' families takes place	UNICEF					
Support profiling of child former NSAG/CJTF associates for reconciliation and reintegration process	UNICEF					
Ensure the provision of community-based (multiple targeting) economic reintegration services for children and adults: Vocational training; Business start-up support; Small grants, cash for work, among others	IOM, UNICEF					
Support the community to design and implement social impact projects	IOM, UNICEF, UNDP					
Support provision of community livelihood schemes (e.g. loan and savings associations, micro-finance schemes, cooperatives creation, value-chain development, etc.)	UNDP					
Provide of community-based social reintegration services for adults and children: PSS, referral to formal/informal education, medical referrals, among others	IOM, UNICEF					
Define and support community-level activities to promote cohesion (drama, storytelling, sports, recreation activities, cultural events, arts, among others	UNDP					

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Year 1 Workplan											
Objectives and proposed activities		Lead agency(ies)	M7	M8	M9	M10	M11	M12			
Specific Objective 4: Non-state security providers are disarmed and demobilised/disengaged											
Support profiling of adult and child former associates and CJTF members for reconciliation and reintegration		UNDP									
Engage relevant stakeholders in a policy dialogue on community safety and security planning		UNDP									
Support the design and implementation of a disarmament, (weapons collection / management) demobilisation and reintegration process for selected CJTF and vigilante groups.		UNDP									
Develop a communication strategy dedicated to addressing awareness of SALW in the selected regions.		UNDP									
Identify and support state level efforts to regulate producers of artisanal arms.		UNDP									
Conduct weapons Registration, Tracing and marking of arms within the project targeted communities in line with ISACS Standards.		UNDP									
Conduct training on stockpile management and armoury security for security agencies and vigilante groups within selected communities.		UNDP									
Refer adults and children former CJTF / vigilante group members to reconciliation processes and reintegration support		UNDP, UNICEF									
Ensure inclusion of CJTF component in the DDRR Action Plan		IOM									
Specific Objective 5: Strengthened trust between citizens and government											
Conduct annual community perceptions surveys		IOM									

Year 1 Workplan							
Objectives and proposed activities	Lead agency(ies)	M7	M8	M9	M10	M11	M12
Conduct capacity gap analysis and needs mapping to develop a capacity strengthening plan at the Federal and State level for the successful steering of the DDDR process	IOM						
Provide capacity development support as per the plan at the state and federal levels, including establishment of effective communication channels.	UNDP, IOM, UNICEF						
Support coordination and oversight bodies at state and community level.	UNDP						
Support relevant government institutions in the conduct of monitoring activities to ensure DDDR interventions are mutually reinforcing	IOM						
Support authorities in the evaluation of DDDR interventions and identification of lessons learned to be shared with other relevant federal and regional bodies	IOM						
Conduct workshops on lessons learned with relevant authorities and reconciliation and reintegration committees or platforms	IOM and UNICEF						

Annex II

General Conditions for Contribution Agreements

Contract No.: FED/2019/408-134

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ANNEX II - General Conditions for Contribution Agreements

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Article 1: Definitions

- Action:** the cooperation programme or project partly or wholly financed by the EU, which is carried out by the Organisation as described in Annex I. Where reference is made to the Action or part of the Action financed by the EU Contribution, this refers both (i) to activities exclusively financed by the EU Contribution and (ii) to activities jointly co-financed by the EU.
- Contractor:** a natural or legal person with whom a Procurement Contract has been signed.
- Days:** calendar days.
- Early Detection and Exclusion System:** a system set up by Regulation (EU, Euratom) No 2015/1929 of 28 October 2015 on the financial rules applicable to the general budget of the Union (OJ L 286/1, 30.10.2015), which includes information on the early detection of risks threatening the EU financial interests, on the cases of exclusion from EU funding of legal and natural persons and on the cases of imposition of financial penalties.
- End Date:** the date by which the Agreement ends, i.e. the moment of the payment of the balance by the Contracting Authority in accordance with Article 19 or when the Organisation repays any amounts paid in excess of the final amount due pursuant to Article 20. If any of the Parties invokes a dispute settlement procedure in accordance with Article 14, the End Date shall be postponed until the completion of such procedure.
- Final Administrative Decision:** a decision of an administrative authority having final and binding effect in accordance with the applicable law.
- Final Beneficiary:** a natural or legal person ultimately benefitting from the Action.
- Force Majeure:** any unforeseeable and exceptional situation or event beyond the Parties' control which prevents either of them from fulfilling any of their obligations under the Agreement, which may not be attributed to error or negligence on either part (or on the part of the Grant Beneficiaries, Partners, Contractors, agents or staff), and which could not have been avoided by the exercise of due diligence. Defects in equipment or material or delays in making them available cannot be invoked as force majeure, unless they stem directly from a relevant case of force majeure. Labour disputes, strikes or financial problems of the Organisation cannot be invoked as force majeure by the defaulting Party.
- Grant:** a direct financial contribution by way of donation given by the Organisation or a Partner to finance third parties activities.
- Grant Beneficiary:** a natural or legal person to whom a Grant has been awarded. Grant Beneficiaries can sub-grant and procure for the implementation of their activities.

Grave Professional
Misconduct:

any of:

a violation of applicable laws or regulations, in particular the Organisation's Regulations and Rules, or ethical standards of the profession to which a person or entity belongs, including any conduct leading to sexual or other exploitation or abuse, or
any wrongful conduct of a person or entity which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence.

Indicator:

the quantitative and/or qualitative factor or variable that provides a simple and reliable means to measure the achievement of the Results of an Action.

Internal
Control System:

a process applicable at all levels of management designed to provide reasonable assurance of achieving the following objectives:

- a) effectiveness, efficiency and economy of operations;
- b) reliability of reporting;
- c) safeguarding of assets and information;
- d) prevention, detection, correction and follow-up of fraud and irregularities;
- e) adequate management of the risks relating to the legality and regularity of the financial operations, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

International
Organisation:

an international public-sector organisation set up by international agreement (including specialised agencies set up by such organisations), or an organisation assimilated to international organisations in accordance with the EU Financial Regulation.

Member State
Organisation:

an entity established in a Member State of the European Union as a public law body or as a body governed by private law entrusted with a public service mission and provided with adequate financial guarantees from the Member State.

Multi-Donor Action:

an Action co-financed by the EU Contribution (whether or not earmarked) and other donor(s).

Outcome:

the likely or achieved short-term and medium-term effects of an Action's Outputs.

Output:

the products, capital goods and services which result from an Action's activities.

Partner:

an entity implementing part of the Action and being a party to the relevant Contribution Agreement together with the Organisation.

Procurement Contract:

a contract signed between the Contractor and either the Organisation or a Partner under which the Contractor provides services, supplies or works.

Regulations and Rules:

regulations, rules, organisational directives, instructions and other parts of the regulatory framework of the Organisation.

Result:

the Output or Outcome of an Action.

Sound Financial

Management:

a principle overarching the implementation of this Agreement, namely economy, effectiveness and efficiency (including all aspects of internal control). The principle of economy requires that resources used in the pursuit of the implementation of the Action shall be made available in due time, in appropriate quantity and quality and at the best price. The principle of effectiveness concerns the attainment of the specific objectives and the achievement of the intended results. The principle of efficiency concerns the best relationship between resources employed and results achieved.

Article 2: General obligations

Implementation of the Action

- 2.1 The Organisation is responsible for the implementation of the Action described in Annex I, regardless of whether the activities are performed by the Organisation itself, a Contractor or a Grant Beneficiary. Both Parties will endeavour to strengthen their mutual contacts with a view to foster the exchange of information throughout the implementation of the Action. To this end, the Organisation and the Contracting Authority shall participate in coordination meetings and other jointly organised common activities, and the Organisation shall invite the European Commission to join any donor committee which may be set up in relation to the Action.

Responsibility

- 2.2 The Organisation shall be responsible for the performance of the obligations under this Agreement with a due degree of professional care and diligence, which means that it shall apply the same level of duty and care which it applies in managing its own funds. The Organisation shall respect the principles of Sound Financial Management, transparency, non-discrimination and visibility of the European Union in the implementation of the Action.
- 2.3 The Organisation shall have full financial responsibility towards the Contracting Authority for all funds, including those unduly paid to or incorrectly used by Contractors or Grant Beneficiaries. The Organisation shall take measures to prevent, detect and correct irregularities and fraud when implementing the Action. To this end, the Organisation shall carry out, in accordance with the principle of proportionality and its positively assessed Regulations and Rules, ex-ante and/or ex-post controls including, where appropriate, on-the-spot checks on representative and/or risk-based samples of transactions, to ensure that the Action financed by the EU Contribution is effectively carried out and implemented correctly. The Organisation shall inform the European Commission and the Contracting Authority of irregularities and fraud detected in the management of the EU Contribution and the measures taken. Where funds have been unduly paid to or incorrectly used by Contractors or Grant Beneficiaries, the Organisation shall take all applicable measures in accordance with its own Regulations and Rules to recover those funds, including, where appropriate, by bringing legal proceedings and by endeavouring to assign claims against its Contractors or Grant Beneficiaries to the Contracting Authority or the European Commission. Where the Organisation has exhausted such measures and the non-recovery is not the result of error or negligence on the part of the Organisation, the Contracting Authority will consider the amounts that could not be recovered from Contractors and/or Grant Beneficiaries as eligible costs.

Other obligations

- 2.4 The Organisation undertakes to ensure that the obligations stated in this Agreement under Articles 2.6, 5-Conflict of interests, 7-Data protection, 8-Communication and Visibility, 16-Accounts and archiving and Article 17-Access and financial checks apply, where applicable, to all Contractors and Grant Beneficiaries.

- 2.5 The Organisation shall notify the Contracting Authority and the European Commission without delay of any substantial change in the rules, procedures and systems applied in the implementation of the Action. This obligation concerns in particular (i) substantial changes affecting the pillar assessment undergone by the Organisation or (ii) those that may affect the conditions for eligibility provided for in the applicable legal instruments of the EU. The Parties shall use their best efforts to resolve amicably any issues resulting from such changes. The Contracting Authority reserves the right to adopt or require additional measures in response to such changes. In the event an agreement on such measures or other solutions cannot be reached between the Parties, either Party may terminate the Agreement in accordance with Article 13.3.
- 2.6 The Organisation shall promote the respect of human rights and respect applicable environmental legislation including multilateral environmental agreements, as well as internationally agreed core labour standards. The Organisation shall not support activities that contribute to money laundering, terrorism financing, tax avoidance, tax fraud or tax evasion.
- 2.7 Where the European Commission is not the Contracting Authority, it shall not be a party to this Agreement, with the consequence that rights and obligations are conferred upon it only where explicitly stated. This is without prejudice to the European Commission's role in promoting a consistent interpretation of the terms of this Agreement.

Article 3: Obligations regarding information and reporting

General issues

- 3.1 The Organisation shall provide the Contracting Authority with full information on the implementation of the Action. To that end, the Organisation shall include in Annex I a work plan at least for the first year of the Implementation Period (or the whole Implementation Period where it is less than one year). The Organisation shall submit to the Contracting Authority progress report(s) and a final report in accordance with the provisions below. These reports shall consist of a narrative part and a financial part.
- 3.2 Every report, whether progress or final, shall provide a complete account of all relevant aspects of the implementation of the Action for the period covered. The report shall describe the implementation of the Action according to the activities envisaged in Annex I as well as the degree of achievement of its Results (Outcomes or Outputs) as measured by corresponding Indicators. The report shall be drafted in such a way as to allow monitoring of the objective(s), the means envisaged and employed. The level of detail in any report shall match that of Annexes I and III.
- 3.3 Where the overall action of the Organisation lasts longer than the Implementation Period of this Agreement, the Contracting Authority may request – in addition to the final reports to be submitted pursuant to Article 3.8 - the final reports of the overall action, once available.
- 3.4 Any alternative or additional reporting requirement shall be set out in the Special Conditions.
- 3.5 The Contracting Authority may request additional information at any time, providing the reasons for that request. Subject to the Organisation's Regulations and Rules, such information shall be supplied within thirty (30) days of receipt of the request. The Organisation may submit a duly motivated request to extend the 30-day deadline.
- 3.6 The Organisation shall notify the Contracting Authority without delay of any circumstances likely to adversely affect the implementation and management of the Action, or to delay or jeopardise the performance of the activities.

Content of the reports

- 3.7 The progress report(s) shall relate directly to this Agreement and shall at least include:
- a) summary and context of the Action;
 - b) actual Results: an updated table based on a logical framework matrix including reporting of Results achieved by the Action (Outcomes or Outputs) as measured by their corresponding Indicators, agreed baselines and targets, and relevant data sources;
 - c) information on the activities directly related to the Action as described in Annex I and carried out during the reporting period;
 - d) information on the difficulties encountered and measures taken to overcome problems and eventual changes introduced;
 - e) information on the implementation of the Visibility and Communication Plan (Annex VI) and any additional measures taken to identify the EU as source of financing;
 - f) a breakdown of the total costs, following the structure set out in Annex III, incurred from the beginning of the Action as well as the legal commitments entered into by the Organisation during the reporting period;
 - g) a summary of controls carried out and available final audit reports in line with the Organisation's policy on disclosure of such controls and audit reports. Where errors and weaknesses in systems were identified, an analysis of their nature and extent, as well as information on corrective measures taken or planned, shall also be provided;
 - h) where applicable, a request for payment;
 - i) work plan and budget forecast for the next reporting period.
- 3.8 The final report shall cover the entire Implementation Period and include:
- a) all the information requested in Article 3.7 a) to h);
 - b) a summary of the Action's receipts, payments received and of the eligible costs incurred;
 - c) where applicable, an overview of any funds unduly paid or incorrectly used which the Organisation could or could not recover itself;
 - d) the exact link to the webpage where, according to Article 22.1, information on Grant Beneficiaries and Contractors is available;
 - e) if relevant, details of transfers of equipment, vehicles and remaining major supplies mentioned in Article 9;
 - f) where the Action is a Multi-Donor Action and the EU Contribution is not earmarked, a confirmation from the Organisation that an amount corresponding to that paid by the Contracting Authority has been used in accordance with the obligations laid down in this Agreement and that costs that were not eligible for the EU Contribution have been covered by other donors' contributions;
 - g) where applicable, a request for payment.
- 3.9 The Organisation shall submit a report for every reporting period as specified in the Special Conditions starting from the commencement of the Implementation Period, unless otherwise specified in the Special Conditions¹. Reporting, narrative as well as financial, shall cover the whole Action, regardless of whether this Action is entirely or partly financed by the EU Contribution. Progress reports shall be submitted within sixty (60) days after the period covered by such report. The final report shall be submitted, at the latest, six (6) months after the end of the Implementation Period.

Management declaration

- 3.10 Every progress and final report shall be accompanied by a management declaration in accordance with the template included in Annex VII, unless Article 1.5 of the Special

¹ By default, the reporting period is every 12 months as from the commencement of the Implementation Period.

Conditions states that an annual management declaration shall be sent to the European Commission headquarters, separately from the reports provided under this Agreement.

Audit or control opinion for organisations other than International Organisations/Member State Organisations

- 3.11 In case the Organisation is neither an International Organisation, nor a Member State Organisation, the Organisation shall provide an audit or control opinion in accordance with internationally accepted audit standards, establishing whether the accounts give a true and fair view, whether the control systems in place function properly, and whether the underlying transactions are managed in accordance with the provisions of this Agreement. The opinion shall also state whether the audit work puts in doubt the assertions made in the management declaration mentioned above.
- 3.12 Such audit or control opinion shall be provided up to one (1) month following the management declaration sent with every progress or final report, unless Article 1.5 of the Special Conditions states that the management declaration and the audit or control opinion shall be sent annually to the European Commission headquarters separately from the reports provided under this Agreement.

Currency for reporting

- 3.13 The reports shall be submitted in the Currency of the Agreement as specified in Article 3 of the Special Conditions.
- 3.14 The Organisation shall convert legal commitments, the Action's receipts and costs incurred in currencies other than the accounting currency of the Organisation according to its usual accounting practices.

Failure to comply with reporting obligations

- 3.15 If the Organisation is unable to present a progress or final report, together with the accompanying documents, by the deadline set out in Article 3.9, the Organisation shall inform the Contracting Authority in writing of the reasons. The Organisation shall also provide a summary of the state of progress of the Action and, where applicable, a provisional work plan for the next period. If the Organisation fails to comply with this obligation for two (2) months, following the deadline set out in Article 3.9, the Contracting Authority may terminate the Agreement in accordance with Article 13, refuse to pay any outstanding amount and recover any amount unduly paid.

Article 4: Liability towards third parties

- 4.1 The European Commission shall not, under any circumstances or for any reason whatsoever, be held liable for damage or injury sustained by the staff or property of the Organisation while the Action is being carried out, or as a consequence of the Action. The European Commission shall not therefore accept any claim for compensation or increase in payment in connection with such damage or injury.
- 4.2 The European Commission shall not, under any circumstances or for any reason whatsoever, be held liable towards third parties, including liability for damage or injury of any kind sustained by them in respect of or arising out of the implementation of the Action.
- 4.3 The Organisation shall discharge the European Commission of all liability associated with any claim or action brought as a result of an infringement of the Organisation's Regulations and Rules committed by the Organisation or Organisation's employees or individuals for whom those employees are responsible, or as a result of a violation of a third party's rights in the context of the implementation of the Action.

Article 5: Conflict of interests

- 5.1 The Organisation shall refrain, in accordance with its Regulations and Rules, from any action which may give rise to a conflict of interests.
- 5.2 A conflict of interest shall be deemed to arise where the impartial and objective exercise of the functions of any person implementing the Agreement is compromised.

Article 6: Confidentiality

- 6.1 The Contracting Authority and the Organisation shall both preserve the confidentiality of any document, information or other material directly related to the implementation of the Action that is communicated as confidential. The confidential nature of a document shall not prevent it from being communicated to a third party on a confidential basis when the rules binding the Parties, or the European Commission when it is not the Contracting Authority, so require. In no case can disclosure put in jeopardy the Parties' privileges and immunities or the safety and security of the Parties' staff, Contractors, Grant Beneficiaries or the Final Beneficiaries of the Action.
- 6.2 The Parties shall obtain each other's prior written consent before publicly disclosing such confidential information unless:
- a) the communicating Party agrees in writing to release the other Party from the earlier confidentiality obligations; or
 - b) the confidential information becomes public through other means than in breach of the confidentiality obligation by the Party bound by that obligation; or
 - c) the disclosure of confidential information is required by law or by Regulations and Rules established in accordance with the basic constitutive document of any of the Parties.
- 6.3 The Parties shall remain bound by confidentiality for five (5) years after the End Date of the Agreement, or longer as specified by the communicating Party at the time of communication.
- 6.4 Where the European Commission is not the Contracting Authority, it shall nonetheless have access to all documents communicated to the Contracting Authority, and shall maintain the same level of confidentiality.

Article 7: Data Protection

The Organisation shall ensure an appropriate protection of personal data in accordance with its applicable Rules and Procedures. Personal data shall be:

- processed lawfully, fairly and in a transparent manner in relation to the data subject;
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes;
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- accurate and, where necessary, kept up to date;
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; and
- processed in a manner that ensures appropriate security of the personal data.

Article 8: Communication and visibility

- 8.1 The Organisation shall implement the Communication and Visibility Plan detailed in Annex VI.
- 8.2 Unless the European Commission requests or agrees otherwise, the Organisation shall take all appropriate measures to publicise the fact that the Action has received funding from the EU. Information given to the press and to the Final Beneficiaries, as well as all related

publicity material, official notices, reports and publications shall acknowledge that the Action was carried out "with funding by the European Union" and shall display the EU logo (twelve yellow stars on a blue background) in an appropriate way. Publications by the Organisation pertaining to the Action, in whatever form and whatever medium, including the internet, shall carry the following disclaimer: "This document was produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union." Such measures shall be carried out in accordance with the Communication and Visibility Requirements for EU External Action² published by the European Commission, or with any other guidelines agreed between the European Commission and the Organisation.

- 8.3 If, during the implementation of the Action, equipment, vehicles or major supplies are purchased using the EU Contribution, the Organisation shall display appropriate acknowledgement on such vehicles, equipment or major supplies, including the display of the EU logo (twelve yellow stars on a blue background). Where such display could jeopardise the Organisation's privileges and immunities or the safety of the Organisation's staff or of the Final Beneficiaries, the Organisation shall propose appropriate alternative arrangements. The acknowledgement and the EU logo shall be of such a size and prominence as to be clearly visible in a manner that shall not create any confusion regarding the identification of the Action as an activity of the Organisation, nor the ownership of the equipment, vehicles or major supplies by the Organisation.
- 8.4 If, pursuant to Article 9.5, the equipment, vehicles or remaining major supplies purchased with the EU Contribution have not been transferred to the local authorities, local Grant Beneficiaries or Final Beneficiaries when submitting the final report, the visibility requirements as regards this equipment, vehicles or major supplies (in particular display of the EU logo) shall continue to apply between submission of the final report and the end of the overall action, if the latter is longer. Where the Organisation retains ownership in accordance with Article 9.6, the visibility requirements shall continue to apply as long as the relevant equipment, vehicles or remaining major supplies are used by the Organisation.
- 8.5 Unless otherwise provided in the Special Conditions, if disclosure risks threatening the Organisation's safety or harming its interests, the European Commission and the Contracting Authority (if other than the European Commission) may publish in any form and medium, including on its internet sites, the name and address of the Organisation, the purpose and amount of the EU Contribution.
- 8.6 The Organisation shall ensure that reports, publications, press releases and updates relevant to the Action are communicated to the addresses stated in the Special Conditions upon their issuance.
- 8.7 The Parties will consult immediately and endeavour to remedy any detected shortcomings in implementing the visibility requirements set out in this Article. This is without prejudice to measures the Contracting Authority may take in case of substantial breach of an obligation.

Article 9: Right to use results and transfer of equipment

Right to use

- 9.1 Ownership of the results of the Action shall not vest in the Contracting Authority. Subject to Article 6, the Organisation shall grant, and shall act to ensure that any third party concerned grants the Contracting Authority (and the European Commission where it is not the Contracting Authority) the right to use free of charge the results of the Action, including the reports and other documents relating to it, which are subject to industrial or intellectual property rights.

² Communication and Visibility in EU-financed external actions – Requirements for implementing partners (Projects), available at: https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf

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- 9.2 Where the results mentioned in Article 9.1 include pre-existing rights and the Organisation cannot warrant the Contracting Authority (and the European Commission where it is not the Contracting Authority) the right to use such results, the Organisation shall inform in writing the Contracting Authority (and the European Commission, where it is not the Contracting Authority) accordingly.

Transfer

- 9.3 The equipment, vehicles and remaining major supplies purchased with the EU Contribution shall be transferred to or remain with local authorities, local Grant Beneficiaries or Final Beneficiaries, at the latest when submitting the final report.
- 9.4 The documentary proof of those transfers shall not be presented with the final reports, but shall be kept for verification for the duration and along with the documents mentioned in Article 16.2.
- 9.5 By way of derogation from Article 9.3, the equipment, vehicles and remaining major supplies purchased with the EU Contribution in the framework of actions which continue after the end of the Implementation Period may be transferred at the end of the overall action. The Organisation shall use the equipment, vehicles and remaining major supplies for the benefit of the Final Beneficiaries. The Organisation shall inform the Contracting Authority on the end use of the equipment, vehicles and remaining major supplies in the final report.
- 9.6 In the event that there are no local authorities, local Grant Beneficiaries or Final Beneficiaries to whom the equipment, vehicles and remaining major supplies could be transferred, the Organisation may transfer them to another action funded by the EU or - exceptionally - retain ownership of the equipment, vehicles and remaining major supplies at the end of the Action or the overall action. In such cases, it shall submit a justified written request with an inventory listing of the items concerned and a proposal concerning their use in due course and - at the latest - together with the submission of the final report. In no event may the end use jeopardize the sustainability of the Action.

Article 10: Monitoring and evaluation of the Action

- 10.1 Keeping in mind the commitment of the Parties to the effective and efficient operation of the Agreement, the Organisation shall invite representatives of the European Commission and the Contracting Authority (if other than the European Commission) to participate at their own costs to the main monitoring missions and evaluation exercises related to the performance of the Action. Participation in evaluation exercises should be ensured by requesting comments from the European Commission and the Contracting Authority on the terms of reference before the exercise takes place, and on the different deliverables related to an evaluation exercise prior to their final approval (as a minimum, on the final report). The Organisation shall send all monitoring and evaluation reports relating to the Action to the European Commission and the Contracting Authority once issued, subject to confidentiality.
- 10.2 Article 10.1 is without prejudice to any monitoring mission or evaluation exercise, which the European Commission as a donor, or the Contracting Authority, at their own costs, may wish to perform. Monitoring and evaluation missions by representatives of the European Commission or the Contracting Authority shall be planned ahead and completed in a collaborative manner between the staff of the Organisation and the European Commission's (or Contracting Authority's) representatives, keeping in mind the commitment of the Parties to the effective and efficient operation of the Agreement. The European Commission (or the Contracting Authority) and the Organisation shall agree on procedural matters in advance. The European Commission (or the Contracting Authority) shall make available to the Organisation the terms of reference of the evaluation exercise before it takes place, as well as the different deliverables (as a minimum, the draft final report) for comments prior to final issuance. The European Commission (or the Contracting Authority) shall send the final monitoring and evaluation report to the Organisation once issued.

- 10.3 In line with the spirit of partnership, the Organisation and the European Commission (and the Contracting Authority, if applicable), may also carry out joint monitoring and/or evaluation. Such arrangements will be discussed and agreed in due time, planned ahead and completed in a collaborative manner.
- 10.4 Representatives of the relevant partner country may, whenever possible, be invited to participate at their own costs in the main monitoring missions and evaluation exercises, unless such participation would be detrimental to the objectives of the Action or threaten the safety or harm the interests of Partners, Grant Beneficiaries or Final Beneficiaries.

Article 11: Amendment to the Agreement

- 11.1 Without prejudice to Articles 11.3 to 11.7, any amendment to this Agreement, including its annexes, shall be set out in writing in an addendum signed by both Parties. This Agreement can only be amended before the End Date.
- 11.2 The requesting Party shall request in writing any amendment thirty (30) days before the amendment is intended to enter into force and no later than thirty (30) days before the End Date, unless there are special circumstances, duly demonstrated by it, and accepted by the other Party. The other Party shall notify its decision regarding the amendment proposed in due time and in any case no later than thirty (30) days after the date when the amendment request was received.
- 11.3 By way of derogation from Articles 11.1 and 11.2, where an amendment to Annex I and/or Annex III does not affect the main purpose of the Action, such as its objectives, strategy and priority areas, and the financial impact is limited to a transfer within a single budget heading, including cancellation or introduction of an item, or a transfer between budget headings involving a variation (as the case may be in cumulative terms) of 25 % or less of the amount originally entered (or as amended by a written addendum) in relation to each concerned heading, the Organisation may unilaterally amend Annex I and/or Annex III and shall inform the Contracting Authority accordingly in writing, at the latest in the next report.
- 11.4 The method described in Article 11.3 shall be used neither to amend the contingency reserve, the rate for remuneration, nor the agreed methodology or fixed amounts/rates of simplified cost options.
- 11.5 The Organisation may, in agreement with the Contracting Authority, change Outputs, the Indicators and their related targets, baselines and sources of verification described in Annex I and in the logical framework if the change does not affect the main purpose of the Action, without the need for a formal addendum to the Agreement.
- 11.6 The Organisation may, in agreement with the European Commission, amend Annex VI without the need for a formal addendum to the Agreement.
- 11.7 Changes of address and of bank account shall be notified in writing to the Contracting Authority. Where applicable, changes of bank account must be specified in the request for payment, using the financial identification form attached as Annex IV.

Article 12: Suspension

Suspension of the time limit for payment

- 12.1 The Contracting Authority may suspend the time limit for payment following a single payment request by notifying the Organisation that either:
- a) the amount is not due; or
 - b) the appropriate supporting documents have not been provided and therefore the Contracting Authority needs to request clarifications, modifications or additional information to the narrative or financial reports. Such clarifications or additional information may notably be requested by the Contracting Authority if it has doubts about

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compliance by the Organisation with its obligations in the implementation of the Action;
or

- c) credible information has come to the notice of the Contracting Authority that puts in doubt the eligibility of the reported expenditure; or
- d) credible information has come to the notice of the Contracting Authority that indicates a significant deficiency in the functioning of the Internal Control System of the Organisation or that the expenditure reported by the Organisation is linked to a serious irregularity and has not been corrected. In this case, the Contracting Authority may suspend the payment deadline if it is necessary to prevent significant damage to the EU's financial interests.

12.2 In the situations listed in Article 12.1, the Contracting Authority shall notify the Organisation as soon as possible, and in any case within thirty (30) days from the date on which the payment request was received, of the reasons for the suspension, specifying - where applicable - the additional information required. Suspension shall take effect on the date when the Contracting Authority sends the notification stating the reasons for the suspension. The remaining payment period shall start to run again from the date on which the requested information or revised documents are received or the necessary further checks are carried out. If the requested information or documents are not provided within the deadline fixed in the notification or are incomplete, payment may be made on the basis of the partial information available.

Suspension of the Agreement by the Contracting Authority

12.3 The Contracting Authority may suspend the implementation of the Agreement, fully or partly, if:

- a) the Contracting Authority has proof that irregularities, fraud or breach of substantial obligations have been committed by the Organisation in the procedure of its selection, in its pillar assessment or in the implementation of the Action;
- b) the Contracting Authority has proof that irregularities, fraud or breach of obligations have occurred which call into question the reliability or effectiveness of the Organisation's Internal Control System or the legality and regularity of the underlying transactions;
- c) the Contracting Authority has proof that the Organisation has committed irregularities, fraud or breaches of obligations under other agreements funded by EU funds provided that those irregularities, fraud or breaches of obligations have a material impact on this Agreement.

12.4 Before suspension, the Contracting Authority shall formally notify the Organisation of its intention to suspend, inviting the Organisation to make observations within ten (10) days from the receipt of the notification. If the Organisation does not submit observations, or if - after examination of the observations submitted by the Organisation - the Contracting Authority decides to pursue the suspension, the Contracting Authority may suspend all or part of the implementation of this Agreement serving seven (7) days' prior notice. In case of suspension of part of the implementation of the Agreement, upon request of the Organisation, the Parties shall enter into discussions in order to find the arrangements necessary to continue the part of the implementation that is not suspended. Any expenditures or costs incurred by the Organisation during the suspension and related to the part of the Agreement suspended shall not be reimbursed, nor be covered by the Contracting Authority. Following suspension of the implementation of the Agreement, the Contracting Authority may terminate the Agreement in accordance with Article 13.2, recover amounts unduly paid and/or, in agreement with the Organisation, resume implementation of the Agreement. In the latter case, the Parties will amend the Agreement where necessary.

Suspension for exceptional circumstances

- 12.5 The Organisation may decide to suspend the implementation of all or part of the Action if exceptional or unforeseen circumstances beyond the control of the Organisation make such implementation impossible or excessively difficult, such as in cases of Force Majeure. The Organisation shall inform the Contracting Authority immediately and provide all the necessary details, including the measures taken to minimise any possible damage, and the foreseeable effect and date of resumption.
- 12.6 The Contracting Authority may also notify the Organisation of the suspension of the implementation of the Agreement if exceptional circumstances so require, in particular:
- a) when a relevant EU Decision identifying a violation of human rights has been adopted; or
 - b) in cases such as crisis entailing a change of EU policy.
- 12.7 Neither of the Parties shall be held liable for breach of its obligations under the Agreement if Force Majeure or exceptional circumstances as set forth under Articles 12.5 and 12.6 prevent it from fulfilling said obligations, and provided it takes any measures to minimise any possible damage.
- 12.8 In the situations listed in Articles 12.5 and 12.6, the Parties shall minimise the duration of the suspension and shall resume implementation once the conditions allow. During the suspension period, the Organisation shall be entitled to the reimbursement of the minimum costs, including new legal commitments, necessary for a possible resumption of the implementation of the Agreement or of the Action. The Parties shall agree on such costs, including the reimbursement of legal commitments entered into for implementing the Action before the notification of the suspension was received which the Organisation cannot reasonably suspend, reallocate or terminate on legal grounds. This is without prejudice to any amendments to the Agreement that may be necessary to adapt the Action to the new implementing conditions, including, if possible, the extension of the Implementation Period or to the termination of the Agreement in accordance with Article 13.3. In case of suspension due to Force Majeure or if the Action is a Multi-Donor Action, the Implementation Period is automatically extended by an amount of time equivalent to the duration of the suspension.

Article 13: Termination

- 13.1 Without prejudice to any other provision of these General Conditions or penalties foreseen in the EU Financial Regulation, where applicable, and with due regard to the principle of proportionality, the Contracting Authority may terminate the Agreement if the Organisation:
- a) fails to fulfil a substantial obligation incumbent on it under the terms of the Agreement;
 - b) is guilty of misrepresentation or submits false or incomplete statements to obtain the EU Contribution or provides reports that do not reflect reality to obtain or keep the EU Contribution without cause;
 - c) is bankrupt or being wound up, or is subject to any other similar proceedings;
 - d) is guilty of Grave Professional Misconduct proven by any justified means;
 - e) has committed fraud, corruption or any other illegal activity to the detriment of the EU's financial interests on the basis of proof in the possession of the Contracting Authority;
 - f) fails to comply with the reporting obligations in accordance with Article 3.15;
 - g) has committed any of the failings described in Article 12.3 on the basis of proof in the possession of the Contracting Authority.
- 13.2 Before terminating the Agreement in accordance with Article 13.1, the Contracting Authority shall formally notify the Organisation of its intention to terminate, inviting the Organisation to make observations (including proposals for remedial measures) within thirty (30) days from the receipt of the notification. During this period, and until the termination takes effect,

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the Contracting Authority may suspend the time limit for any payment in accordance with Article 12.2 as a precautionary measure informing the Organisation immediately in writing. If the Organisation does not submit observations, or if, after examination of the observations submitted by the Organisation, the Contracting Authority decides to pursue the termination, the Contracting Authority may terminate the Agreement serving seven (7) days' prior notice. During that period, the Organisation may refer the matter to the responsible director in the European Commission. Where the Contracting Authority is the European Commission, the termination will take effect if and when confirmed by the director. Where the Contracting Authority is not the European Commission, the referral to the responsible director in the European Commission will not suspend the effects of the decision of the Contracting Authority. In case of termination, the Contracting Authority may demand full repayment of any amounts paid in excess of the final amount determined in accordance with Article 20 after allowing the Organisation to submit its observations. Neither Party shall be entitled to claim indemnity by the other Party on account of the termination of this Agreement.

13.3 If, at any time, either Party believes that the purpose of the Agreement can no longer be effectively or appropriately performed, it shall consult the other Party. Failing agreement on a solution, either Party may terminate the Agreement by serving sixty (60) days written notice. In this case, the final amount shall cover:

- a) payment only for the part of the Action carried out up to the date of termination;
- b) in the situations described in Articles 12.5 and 12.6, the unavoidable residual expenditures incurred during the notice period; and,
- c) in the situations described in Articles 12.5 and 12.6, reimbursement of legal commitments the Organisation entered into for implementing the Action before the written notice on termination was received by it and which the Organisation cannot reasonably terminate on legal grounds.

The Contracting Authority shall recover the remaining part in accordance with Article 15.

13.4 In the event of termination, a final report and a request for payment of the balance shall be submitted in accordance with Articles 3 and 19. The Contracting Authority shall not reimburse or cover any expenditure or costs which are not included or justified in a report approved by it.

Article 14: Applicable law and settlement of disputes

14.1 The Parties shall endeavour to settle amicably any disputes or complaints relating to the interpretation, application or validity of the Agreement, including its existence or termination.

14.2 Where the Organisation is not an International Organisation, and the European Commission is the Contracting Authority, this Agreement is governed by EU law, complemented - if necessary - by the relevant provisions of Belgian law. In the absence of an amicable settlement in accordance with Article 14.1 above, the General Court, or on appeal the Court of Justice of the European Union, has sole jurisdiction. Such actions must be brought under Article 272 of the Treaty on the Functioning of the EU (TFEU). Notwithstanding the foregoing sentence, where the Organisation is not established or incorporated in the EU, any of the Parties may bring before the Brussels courts any dispute between them concerning the interpretation, application or validity of the Agreement, if such dispute cannot be settled amicably. Where one party has brought proceedings before the Brussels courts, the other party may not bring a claim arising from the interpretation, application or validity of the Agreement in any other court than the Brussels courts before which the proceedings have already been brought.

14.3 Where the Organisation is not an International Organisation and the European Commission is not the Contracting Authority, the Agreement shall be governed by the law of the country of the Contracting Authority and the courts of the country of the Contracting Authority shall have exclusive jurisdiction, unless otherwise agreed by the Parties. The dispute may, by common agreement of the Parties, be submitted for conciliation to the European



Commission. If no settlement is reached within one hundred and twenty (120) days of the opening of the conciliation procedure, each Party may notify the other that it considers the procedure to have failed and may submit the dispute to the courts of the country of the Contracting Authority.

14.4 Where the Organisation is an International Organisation:

- a) nothing in the Agreement shall be interpreted as a waiver of any privileges or immunities accorded to any Party by its constituent documents, privileges and immunities agreements or international law;
- b) in the absence of an amicable settlement pursuant to Article 14.1 above, any dispute shall be settled by final and binding arbitration in accordance with the Permanent Court of Arbitration Optional Rules for Arbitration Involving International Organizations and States, as in effect on the date of entry into force of this Agreement. The appointing authority shall be the Secretary General of the Permanent Court of Arbitration. The arbitration proceedings must take place in the Hague and the language used in the arbitral proceedings will be English. The arbitrator's decision shall be binding on all Parties and there shall be no appeal.

Article 15: Recovery

- 15.1 Where an amount is to be recovered under the terms of the Agreement, the Organisation shall repay the amount due to the Contracting Authority.
- 15.2 Before recovery, the Contracting Authority shall formally notify the Organisation of its intention to recover any undue amount, specifying the amount and the reasons for recovery and inviting the Organisation to make any observations within 30 days from the date of receipt of the notification. If, after examination of the observations submitted by the Organisation or if the Organisation does not submit any observations, the Contracting Authority decides to pursue the recovery procedure, it may confirm recovery by formally notifying the Organisation. If there is a disagreement between the Organisation and the Contracting Authority on the amount to be repaid, the Organisation may refer the matter to the responsible director in the European Commission within thirty (30) days. Where the Contracting Authority is the European Commission, a debit note specifying the terms and the date for payment may be issued after the deadline for the referral to the director. Where the Contracting Authority is not the European Commission, the referral to the responsible director in the European Commission will not prevent the Contracting Authority from issuing the debit note.
- 15.3 If the Organisation does not make the payment by the date specified in the debit note, the Contracting Authority shall recover the amount due:
 - a) by offsetting it against any amounts owed to the Organisation by the EU;
 - b) by taking legal action pursuant to Article 14;
 - c) in exceptional circumstances justified by the necessity to safeguard the financial interests of the EU, the Contracting Authority may, when it has justified grounds to believe that the amount due would be lost, recover by offsetting before the deadline specified in the debit note without the Organisation's prior consent.
- 15.4 If the Organisation fails to repay by the due date, the amount due shall be increased by late payment interest calculated at the rate indicated in Article 19.6(a). The interest shall be payable for the period elapsing from the day after the expiration of the time limit for payment up to and including the date when the Contracting Authority actually receives payment in full of the outstanding amount. Any partial payment shall first cover the interest.
- 15.5 Where the European Commission is not the Contracting Authority, it may, if necessary, proceed itself to the recovery.

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- 15.6 The European Commission may waive the recovery in accordance with the principle of Sound Financial Management and proportionality or it shall cancel the amount in the event of a mistake.

Article 16: Accounts and archiving

Accounting

- 16.1 The Organisation shall keep accurate and regular records and accounts of the implementation of the Action. The accounting Regulations and Rules of the Organisation shall apply to the extent that they ensure accurate, complete, reliable and timely information. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of the Organisation.

Archiving

- 16.2 For a period of five (5) years from the End Date and in any case until any on-going audit, verification, appeal, litigation or pursuit of claim or investigation by the European Anti-Fraud Office (OLAF), if notified to the Organisation, has been disposed of, the Organisation shall keep and make available according to Article 17 all relevant financial information (originals or copies) related to the Agreement and to any Procurement Contracts and Grant agreements financed by the EU Contribution.

Article 17: Access and financial checks

- 17.1 The Organisation shall allow the European Commission, or any authorised representatives, to conduct desk reviews and on-the-spot checks on the use made of the EU Contribution on the basis of supporting accounting documents and any other document related to the financing of the Action.
- 17.2 The Organisation agrees that OLAF may carry out investigations, including on-the-spot checks and inspections, in accordance with the provisions laid down by EU law for the protection of the financial interests of the EU against fraud, corruption and any other illegal activity.
- 17.3 The Organisation agrees that the execution of this Agreement may be subject to scrutiny by the Court of Auditors when the Court of Auditors audits the European Commission's implementation of EU expenditure. In such case the Organisation shall provide to the Court of Auditors access to the information that is required for the Court to perform its duties.
- 17.4 To that end, the Organisation undertakes to provide officials of the European Commission, OLAF and the European Court of Auditors and their authorised agents, upon request, information and access to any documents and computerised data concerning the technical and financial management of operations financed under the Agreement, as well as grant them access to sites and premises at which such operations are carried out. The Organisation shall take all necessary measures to facilitate these checks in accordance with its Regulations and Rules. The documents and computerised data may include information that the Organisation considers confidential in accordance with its own established Regulations and Rules or as governed by contractual agreement. Such information once provided to the European Commission, OLAF, the European Court of Auditors, or any other authorised representatives, shall be treated in accordance with EU confidentiality rules and legislation and Article 6. Documents must be accessible and filed in a manner permitting checks, the Organisation being bound to inform the European Commission, OLAF or the European Court of Auditors of the exact location at which they are kept. Where appropriate, the Parties may agree to send copies of such documents for a desk review.
- 17.5 Where applicable, the desk reviews, investigations, on-the-spot checks and inspections referred to in Article 17.1 to 17.4 shall refer to a verification that shall be performed in accordance with the verification clauses agreed between the Organisation and the European

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Commission. This is without prejudice to any cooperation arrangement between OLAF and the Organisation's anti-fraud bodies.

- 17.6 The European Commission shall inform the Organisation of the planned on-the-spot missions by agents appointed by the European Commission in due time in order to ensure adequate procedural matters are agreed upon in advance.
- 17.7 Failure to comply with the obligations set forth in Article 17 constitutes a case of breach of a substantial obligation under this Agreement.

Article 18: Eligibility of costs

- 18.1 Direct costs are eligible for EU financing if they meet all the following criteria:
- a) they are necessary for carrying out the Action, directly attributable to it, arising as a direct consequence of its implementation and charged in proportion to the actual use;
 - b) they are incurred in accordance with the provisions of this Agreement;
 - c) they are actually incurred by the Organisation, i.e. they represent real expenditure definitely and genuinely borne by the Organisation, without prejudice to Article 18.5;
 - d) they are reasonable, justified, comply with the principle of Sound Financial Management and are in line with the usual practices of the Organisation regardless of their source of funding;
 - e) they are incurred during the Implementation Period with the exception of costs related to final report, final evaluation, audit and other costs linked to the closure of the Action which may be incurred after the Implementation Period;
 - f) they are identifiable and backed by supporting documents, in particular determined and recorded in accordance with the accounting practices of the Organisation;
 - g) they are covered by one of the sub-headings indicated in the estimated budget in Annex III and by the activities described in Annex I; and
 - h) they comply with the applicable tax and social legislation taking into account the Organisation's privileges and immunities.
- 18.2 The following costs may not be considered eligible direct costs, but may be charged as part of the remuneration: all eligible costs that, while necessary and arising as a consequence of implementation, are supporting the implementation of the Action and not considered part of the activities that the European Union finances as described in Annex I, including corporate management costs or other costs linked to the normal functioning of the Organisation, such as horizontal and support staff, office or equipment costs (except when duly justified and described in Annex I, such as a project office).
- 18.3 The remuneration shall be declared on the basis of a flat-rate which shall not exceed 7% of the total eligible direct costs to be reimbursed by the Contracting Authority. The remuneration does not need to be supported by accounting documents. For Multi-Donor and comparable actions, the remuneration shall not be higher than that charged by the Organisation to comparable contributions.
- 18.4 The following costs are ineligible for EU financing:
- a) bonuses, provisions, reserves or non-remuneration related costs. Employers' contributions to pension or other insurance funds run by the Organisation may only be eligible to the extent they do not exceed the actual payments made by these schemes and that the amount provisioned does not exceed the contribution that could have been made to an external fund;
 - b) full-purchase cost of equipment and assets unless the asset or equipment is specifically purchased for the Action and ownership is transferred in accordance with Article 9;

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- c) duties, taxes and charges, including VAT, that are recoverable/deductible by the Organisation;
- d) return of capital;
- e) debts and debt service charges;
- f) provision for losses, debts or potential future liabilities;
- g) banking charges for the transfers from and to the Contracting Authority;
- h) costs incurred during the suspension of the implementation of the Agreement except the minimum costs agreed on in accordance with Article 12.8;
- i) costs declared by the Organisation under another agreement financed by the European Union budget (including through the European Development Fund);
- j) contributions in kind. The cost of staff assigned to the Action and actually incurred by the Organisation is not a contribution in kind and may be declared as a direct eligible cost if it complies with the conditions set out in Article 18.1; and
- k) costs of purchase of land or buildings, unless otherwise provided in the Special Conditions.

Simplified cost options

- 18.5 Direct eligible costs may also be declared by using any or a combination of unit costs, lump sums and flat-rate financing.
- 18.6 The methods used by the Organisation to determine unit costs, lump sums or flat-rates shall comply with the principles provided in Articles 18.1, 18.2 and 18.4, be clearly described and substantiated in Annex III, shall avoid double funding of costs and shall respect the principle of Sound Financial Management. These methods shall be based on the Organisation's historical or actual accounting data, its usual accounting practices, an expert judgment or on statistical or other objective information where available and appropriate.
- 18.7 Costs declared under simplified cost options do not need to be backed by accounting or supporting documents except if they are necessary to demonstrate that the costs have been declared according to the declared method or cost accounting practices and that the qualitative and quantitative conditions defined in Annex I and III have been respected.
- 18.8 Simplified cost options not linked to the achievement of concrete Results shall only be eligible if they have been ex ante-assessed by the European Commission.
- 18.9 If a verification reveals that the methods used by the Organisation to determine unit costs, lump sums or flat-rates are not compliant with the conditions established in this Agreement, the Contracting Authority shall be entitled to recover proportionately up to the amount of the unit costs, lump sums or flat-rate financing.

Article 19: Payments

- 19.1 Payment procedures shall be as follows:
 - a) the Contracting Authority shall provide a first pre-financing instalment as set out in Article 4.1 of the Special Conditions within thirty (30) days of receiving the Agreement signed by both Parties;
 - b) the Organisation may submit a request for further pre-financing instalment for the following reporting period in accordance with Article 4 of the Special Conditions; the following provisions apply:
 - i) the reporting period is intended as a twelve-month period, unless otherwise provided for in the Special Conditions. When the remaining period to the end of the Action is up to eighteen (18) months, the reporting period shall cover it entirely;

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- ii) if at the end of the reporting period less than 70% of the last payment (and 100% of previous payments, if any) has been paid by the Organisation to its staff or otherwise subject to a legal commitment with a third party, the further pre-financing payment shall be reduced by the amount corresponding to the difference between the 70 % of the immediately pre-financing payment (and 100% of previous payments, if any) and the part of the previous pre-financing payments which has been paid by the Organisation to its staff or has been subject to a legal commitment with a third party;
 - iii) the Organisation may submit a request for further pre-financing payment before the end of the reporting period, once more than 70 % of the immediately preceding payment (and 100% of previous payments, if any) has been paid by the Organisation to its staff or otherwise subject to a legal commitment with a third party. In this case, the following reporting period starts anew from the end date of the period covered by this payment request;
 - c) at the end of the Implementation Period, the Organisation shall submit a payment request for the balance, where applicable, together with the final report. The amount of the balance shall be determined according to Article 20 and following approval of the request for payment of the balance and of the final report; and
 - d) the Contracting Authority shall pay the further pre-financing instalments and the balance within ninety (90) days of receiving a payment request accompanied by a progress or final report, unless the time limit for payment was suspended according to Article 12 or 13.
- 19.2 Payment requests shall be accompanied by narrative and financial reports presented in accordance with Article 3. The requests for pre-financing payments and the request for the balance shall be drafted in the Currency of the Agreement as specified in the Special Conditions. Except for the first pre-financing instalment, the payments shall be made upon approval of the payment request accompanied by a progress or final report. The final amount shall be established in line with Article 20. If the balance is negative, the payment of the balance takes the form of recovery.
- 19.3 Approval of the requests for payment and of the accompanying reports shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information contained therein.
- 19.4 The Contracting Authority shall make payments in the Currency of the Agreement as specified in the Special Conditions to the bank account referred to in the financial identification form in Annex IV.
- 19.5 Payment arrangements for performance-based financing in accordance with Article 21 shall be set out in Article 4 of the Special Conditions and Annex I.

Late payment interest

- 19.6 In case of late payment of the amounts stated in Article 4 of the Special Conditions the following conditions apply:
- a) upon expiry of the time limits for payments specified in Article 19.1, if the Organisation is not a Member State Organisation, it shall receive interest on late payment based on the rate applied by the European Central Bank for its main refinancing operations in Euros (Reference Rate), increased by three and a half percentage points. The Reference Rate shall be the rate in force on the first day of the month in which the time limit for payment expires, as published in the C series of the Official Journal of the EU;
 - b) the suspension of the time limit for payment by the Contracting Authority in accordance with Article 12 or 13 shall not be considered as late payment;
 - c) interest on late payment shall cover the period running from the day following the due date for payment, up to and including the date of actual payment as established in Article 19.1. Any partial payment shall first cover the interest;

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- d) by way of exception to point (c), when the interest calculated in accordance with this provision is lower than or equal to EUR 200, the Contracting Authority shall pay such interest to the Organisation only upon request from the Organisation submitted within two months of it receiving late payment;
- e) by way of exception to point (c), when the Contracting Authority is not the European Commission, and the European Commission does not make the payments, the Organisation shall be entitled to late payment interest upon its request submitted within two months of it receiving late payment.

Article 20: Final amount of the EU Contribution

- 20.1 The Contracting Authority shall determine the final amount of the EU Contribution when approving the Organisation's final report. The Contracting Authority shall then determine the balance:
- a) to be paid to the Organisation in accordance with Article 19 where the final amount of the EU Contribution is higher than the total amount already paid to the Organisation; or
 - b) to be recovered from the Organisation in accordance with Article 15 where the final amount of the EU Contribution is lower than the total amount already paid to the Organisation.
- 20.2 The final amount shall be the lower of the following amounts:
- a) the maximum EU Contribution referred to in Article 3.1 of the Special Conditions in terms of absolute value;
 - b) the amount obtained after reduction of the EU Contribution in accordance with Article 20.3.
- 20.3 Where the Action (i) is not implemented, (ii) is not implemented in line with the Agreement or (iii) is implemented partially or late, the Contracting Authority may, after allowing the Organisation to submit its observations, reduce the EU Contribution in proportion to the seriousness of the above mentioned situations. If there is a disagreement between the Organisation and the Contracting Authority on the reduction, the Organisation may refer the matter to the responsible director in the European Commission.

Article 21: Performance-based financing

- 21.1 The payment of the EU Contribution may be partly or entirely linked to the achievement of Results measured by reference to previously set milestones or through performance Indicators. Such performance-based financing is not subject to Article 18. The relevant Results and the means to measure their achievement shall be clearly described in Annex I.
- 21.2 The amount to be paid per achieved Result shall be set out in Annex III. The method to determine the amount to be paid per achieved Result shall be clearly described in Annex I and take into account the principle of Sound Financial Management.
- 21.3 The Organisation shall not be obliged to report on costs linked to the achievement of Results. However, the Organisation shall submit any necessary supporting documents, including where relevant accounting documents, to prove that the Results triggering the payment as defined in Annex I and III have been achieved.
- 21.4 Articles 3.7 f), 3.8 b) and 3.8 f) do not apply to the part of the Action supported by way of performance-based financing.

Article 22: Ex-post publication of information on Contractors and Grant Beneficiaries

- 22.1 The Organisation shall publish, on an annual basis, on its internet site, the following information on Procurement Contracts exceeding EUR 15.000 and all Grants financed by the EU Contribution: title of the contract/agreement/project, nature and purpose of the

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contract/agreement/project, name and locality of the Contractor or Grant Beneficiary and amount of the contract/agreement/project. The term "locality" shall mean the address for legal persons and the Region on NUTS³ 2 level, or equivalent, for natural persons. This information shall not be published in relation to education support paid to natural persons and other direct support paid to natural persons in most need. This information shall be published with due observance to the requirements of confidentiality security and in particular the protection of personal data. The publication shall be waived, if such disclosure risks threatening rights and freedoms as protected by the Charter of Fundamental Rights of the European Union or harm the commercial interests of the Contractors or Grant Beneficiaries.

- 22.2 The Organisation shall provide to the European Commission the address of the internet site where this information can be found and shall authorise the publication of such address on the European Commission's internet site.
- 22.3 Where the Action is a Multi-Donor Action and the EU Contribution is not earmarked, the publication of information on Contractors and Grant Beneficiaries shall follow the rules of the Organisation.

Article 23: Contracting and Early Detection and Exclusion System

Contracting

- 23.1 Unless otherwise provided for in the Special Conditions, the origin of the goods and the nationality of the organisations, companies and experts selected for carrying out activities in the Action shall be determined in accordance with the Organisation's relevant rules. However, and in any event, goods, organisations, companies and experts eligible under the applicable regulatory provisions of the European Union shall be eligible. Without prejudice to the foregoing or to the Organisation's assessed Regulations and Rules, the Organisation shall promote the use of local contractors when implementing the Action.
- 23.2 The Organisation shall adopt reasonable measures, in accordance with its own Regulations and Rules, to ensure that potential candidates or tenderers and applicants shall be excluded from the participation in a procurement or grant award procedure and from the award of a Procurement Contract or Grant financed by the EU Contribution, if the Organisation becomes aware that these entities:
- a) or persons having powers of representation, decision making or control over them, have been the subject of a final judgement or of a Final Administrative Decision for fraud, corruption, involvement in a criminal organisation, money laundering, terrorist-related offences, child labour or trafficking in human beings;
 - b) or persons having powers of representation, decision making or control over them have been the subject of a final judgement or of a Final Administrative Decision for an irregularity affecting the EU's financial interest;
 - c) are guilty of misrepresentation in supplying the information required as a condition of participation in the procedure or if they fail to supply this information;
 - d) have been the subject of a final judgment or of a Final Administrative Decision establishing that the entities have created an entity under a different jurisdiction with the intention to circumvent fiscal, social or any other legal obligations of mandatory application in the jurisdiction of its registered office, central administration or principal place of business;
 - e) have been created with the intention described in point d) above as established by a final judgment or a Final Administrative Decision.

Early Detection and Exclusion System

³ Nomenclature of Territorial Units for Statistics, available at: <http://ec.europa.eu/eurostat/ramon>.

- 23.3 The Organisation shall inform the European Commission if, in relation to the implementation of the Action, it has detected a situation of exclusion pursuant to Article 23.2 or its own positively assessed Regulations and Rules, as applicable, or if it has detected a fraud and/or an irregularity pursuant to Article 2.3. This information may be used by the European Commission for the purpose of the Early Detection and Exclusion System. The Organisation shall inform the European Commission when it becomes aware that transmitted information needs to be rectified updated or removed. The Organisation shall ensure that the entity concerned is informed that its data was transmitted to the European Commission and may be included in the Early Detection and Exclusion System and be published on the website of the European Commission. These requirements cease at the end of the Implementation Period.
- 23.4 Without prejudice to the power of the European Commission to exclude a person or an entity from future procurement contracts and grants financed by the EU and/or to impose financial penalties according to the EU Financial Regulation, the Organisation may impose sanctions on third parties according to its own Regulations and Rules ensuring, where applicable, the right of defence of the third party.
- 23.5 The Organisation may take into account, as appropriate and on its own responsibility, the information contained in the Early Detection and Exclusion System, when implementing the EU Contribution. Access to the information can be provided through the authorised persons or via consultation with the European Commission as referred in Article 5.6 of the Special Conditions⁴.

⁴ The Organisation shall be allowed to have direct access to the Early Detection and Exclusion System through an authorised person when the Organisation certifies to the Contracting Authority service responsible that it applies adequate data protection measures as provided in Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 or its successor, as applicable.

Annex IIa

Provisions applicable only to Multi-Partner Contribution Agreements

Contract No.: FED/2019/408-134

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ANNEX II.a – Provisions applicable only to Multi-Partner Contribution Agreements

Article 1: Parties to Multi-Partner Contribution Agreements

Where the Organisation implements the Action in association with Partners, the Partners become Parties to the Agreement together with the Organisation. The provisions contained in Annex II apply to Partners *mutatis mutandis*, subject to the provisions of this Annex.

Article 2: Additional obligations of the Organisation

In addition to the obligations set out in Annex II the Organisation shall:

- a) perform the activities as described and assigned to it in Annex I;
- b) ensure coordination with all Partners in the implementation of the Action;
- c) be the intermediary for all communications between the Partners and the Contracting Authority;
- d) be responsible for supplying without delay all documents and information to the Contracting Authority which may be required under this Agreement, in particular in relation to the narrative reports, the requests for payment and the relevant management declarations and audit opinions - where applicable - from all Partners. Where information from the Partners is required, the Organisation shall be responsible for obtaining and consolidating this information before passing it on to the Contracting Authority. Any information given, as well as any request made by the Organisation to the Contracting Authority, shall be deemed to have been given in agreement with all Partners;
- e) inform the Contracting Authority of any event likely to affect or delay the implementation of the Action;
- f) inform the Contracting Authority as soon as the information is available, of any change in the legal, financial, technical, organisational or ownership situation of any of the Partners, as well as of any change in the name, address or legal representative of any of the Partners;
- g) be responsible in the event of monitoring and evaluations, as described in Article 10 of Annex II, for collecting and providing all the necessary documents;
- h) establish the payment requests in accordance with the Agreement;
- i) be the sole recipient, on behalf of all the Partners, of the payments of the Contracting Authority. The Organisation shall ensure that the appropriate payments are then made to the Partners without unjustified delay;
- j) where relevant, repay funds to the Contracting Authority in line with Article 15 of Annex II without prejudice to Article 6;
- k) not delegate any, or part of, the tasks listed above to the Partners or other entities.

Article 3: Obligations of the Partners

The Partners shall:

- a) perform the activities as assigned to each Partner in Annex I, taking all necessary and reasonable measures to ensure that the Action is performed in accordance with the description of the Action in Annex I and the terms and conditions of this Agreement;
- b) ensure that the Organisation has or obtains the data needed to draw up the reports, financial statements and other information or documents required by this Agreement and the annexes thereto, including any information needed in the event of monitoring or evaluations, as described in Article 10 of Annex II, as well as the relevant management declarations and audit or control opinion referred to in Articles 3.10 to 3.12 of Annex II (this does not apply to those documents and Partners that fall within an arrangement with the European Commission to provide either of them annually);

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- c) ensure that all information to be provided and requests made to the Contracting Authority are sent via the Organisation;
- d) agree with the Organisation upon appropriate internal arrangements for the internal coordination and representation of the Partners vis-a-vis the Contracting Authority for any matter concerning this Agreement, consistent with the provisions of this Agreement and in compliance with the applicable legislation(s);
- e) be responsible - in the event of audits, checks and investigations, as described in Article 17 of Annex II - for full cooperation in the protection of the Union's financial interests and, in particular, for providing all the necessary access, information and documents in accordance with Article 17.4 of Annex II, without prejudice to Article 5.

Article 4: Termination and suspension

4.1 Article 13 of Annex II is amended as follows:

- a) in the first paragraph of Article 13.1 of Annex II, "may terminate" shall be replaced by "may terminate or partially terminate" and "the Organisation" shall be replaced by "the Organisation or a Partner". In addition to Article 13.1 and in respect thereof, the Contracting Authority shall discuss prior to termination the possible reallocation of the tasks and responsibilities of the Partner whose participation is terminated, in case of partial termination, among the remaining Partners and/or the Organisation, or on its possible replacement by a third party. If the Contracting Authority agrees, the Agreement shall be amended accordingly in accordance with Article 11. If the Contracting Authority does not agree, either Party may terminate the Agreement in accordance with Article 13.3.
- b) In duly justified cases, the Organisation may propose to terminate the participation of a Partner to this Agreement. For this purpose, the Organisation shall communicate to the Contracting Authority the reasons for the proposed termination of its participation and the date on which it should take effect, as well as a proposal on the reallocation of the tasks and responsibilities of the Partner whose participation is terminated, or on its possible replacement. The proposal shall be sent in due course before the termination is due to take effect. If the Contracting Authority agrees, the Agreement shall be amended accordingly in accordance with Article 11. If the Contracting Authority does not agree, either Party may terminate the Agreement in accordance with Article 13.3.

4.2 In the case of termination of the participation of a Partner pursuant to Article 4.1 a) or b), the final payment regarding the activities allocated to the Partner concerned shall be included in the next payment request following the amendment of the Agreement.

Article 5: Financial framework partnership agreements and special arrangements

Where the Organisation and one or more Partners have each concluded a financial framework partnership agreement with the European Commission, the financial framework partnership agreement of the Organisation and each Partner shall apply for the purpose of this Agreement, except in relation to obligations on reporting and payments, to which only the Organisation's financial framework partnership agreement shall apply.

Article 6: Financial responsibility

The Organisation and each pillar-assessed Partner shall be financially responsible solely for the part of the Action to be implemented by it (including by its Contractors and Grant Beneficiaries), as set out in Annex I, or for the activities assigned to it during the implementation of the Action in case these are not defined in Annex I. The Contracting Authority shall recover any unduly paid or incorrectly used funds directly from the Organisation, unless the Organisation can demonstrate that amounts to be recovered under this Agreement only relate to activities that have or should have been implemented by a pillar-assessed Partner pursuant to Annex I. In such case, the Contracting Authority will recover directly from the concerned defaulting pillar-assessed Partner.

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Article 7: Dispute settlement

Where either the Organisation or at least one of the Partners is an International Organisation, Article 14.4.b of Annex II shall apply to the entire Agreement. In case a dispute does only concern one or some Partners or only the Organisation, the dispute settlement mechanism foreseen in Article 14.4.b will apply between the Contracting Authority and the relevant Partner or the Organisation only.

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Annex III

Budget for the Action

Contract No.: FED/2019/408-134

Annex III. Budget for the Action1

Expenses	ALL YEARS	YEAR 1
	Cost (in EUR)	Cost (in EUR)
1. Staff & Personnel Cost	4,749,843	1,655,375
2. Supplies and Commodities	339,500	145,600
3. Equipment, vehicle and furniture	574,250	419,500
4. Contractual Services	1,782,284	581,201
5. Travel	392,590	164,311
6. Transfers and Grants to Counterparts	2,377,850	995,000
7. General operating and Other direct costs	3,323,418	921,955
8. Total direct eligible costs of the Action (1-7)	13,539,735	4,882,942
9. Administrative costs (maximum 7% of EU funds)	947,781	341,806
10. Sub-total eligible costs of the Action (8+9)	14,487,516	5,224,748
11. Contingency Reserve (maximum 5% of EU direct eligible funds)	0	0
12. Total eligible costs of the Action (10+11)	14,487,516	5,224,748

1. The Budget must cover all eligible costs of the Action, not just the Contracting Authority's contribution.

2. This section must be completed if the Action is to be implemented over a period of more than 12 months.

NOTA BENE: The beneficiary alone is responsible for the correctness of the financial information provided in these tables

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Expected sources of funding

				Amount
				EUR
European Commission contribution sought in this application				14,000,000
Contribution(s) from other donors				
<i>IOM</i>				179,400
<i>UNICEF</i>				166,488
<i>UNDP</i>				141,628
TOTAL CONTRIBUTIONS				487,516
Direct revenue from the Action				0
OVERALL TOTAL				14,487,516

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Annex IV

Financial Identification Form

Contract No.: FED/2019/408-134



FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.stm

Please use CAPITAL LETTERS and LATIN CHARACTERS when filling in the form.

BANKING DETAILS ①

ACCOUNT NAME ②	INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)		
IBAN/ACCOUNT NUMBER ③	GB57 CITI 1850 0810 8106 14		
CURRENCY	EURO		
BIC/SWIFT CODE	CITIGB2L	BRANCH CODE ④	
BANK NAME	CITIBANK, N.A.		
ADDRESS OF BANK BRANCH			
STREET & NUMBER	CITIGROUP CENTRE, CANARY WHARF		
TOWN/CITY	LONDON	POSTCODE	E14 5LB
COUNTRY	UNITED KINGDOM		

ACCOUNT HOLDER'S DATA

AS DECLARED TO THE BANK

ACCOUNT HOLDER	INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)		
STREET & NUMBER	17 ROUTE DE MORILLONS		
TOWN/CITY	GENEVA	POSTCODE	CP17 CH-1211
COUNTRY	SWITZERLAND		

REMARK

BANK STAMP - SIGNATURE OF BANK REPRESENTATIVE ⑤
Citibank (Switzerland) AG
P.O. Box 3946
CH-1211 Geneva 3
<i>Luca Sagone</i> Director

DATE (Obligatory)
13/02/2018
SIGNATURE OF ACCOUNT HOLDER (Obligatory)
<i>Malcolm Grant</i> Malcolm Grant - Chief of Treasury / IOM



- ① Enter the final bank data and not the data of the intermediary bank.
- ② This does not refer to the type of account. The account name is usually the one of the account holder. However, the account holder may have chosen to give a different name to its bank account.
- ③ Fill in the IBAN Code (International Bank Account Number) if it exists in the country where your bank is established
- ④ Only applicable for US (ABA code), for AU/NZ (BSB code) and for CA (Transit code). Does not apply for other countries.
- ⑤ It is preferable to attach a copy of RECENT bank statement. Please note that the bank statement has to confirm all the information listed above under 'ACCOUNT NAME', 'ACCOUNT NUMBER/IBAN' and 'BANK NAME'. With an attached statement, the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder and the date are ALWAYS mandatory.

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Annex V

Standard Request for Payment

Contract No.: FED/2019/408-134

ANNEX V

Request for payment for Contribution Agreement

Date of the request for payment <.....>

For the attention of

<Address of the Contracting Authority>

<Financial unit indicated in the Contribution Agreement>¹

Reference number of the Contribution Agreement: ...

Title of the Contribution Agreement: ...

Name and address of the Organisation: ...

Request for payment number: ...

Period covered by the request for payment: ...

Dear Sir/Madam,

I hereby request payment of pre-financing/interim payment/balance² under the Contribution Agreement mentioned above.

The amount requested is [in accordance with Article 4 of the Special Conditions of the Contribution Agreement/the following: ...]³

Please find attached the following supporting documents:

- narrative and financial progress report (for pre-financing / interim payments)
- final narrative and financial report (for payment of the balance)⁴

The payment should be made to the following bank account: .⁵

Please when making the payment indicate the following communication: ...

I hereby certify on honour that the information contained in this request for payment is full, reliable and true, that the costs incurred can be considered eligible in accordance with the Agreement and that this request for payment is substantiated by adequate supporting documents that can be checked.

Yours faithfully, <signature>

¹ If applicable, please do not forget to address a copy of this letter to the European Union Delegation mentioned in Article 5 of the Special Conditions of the Contribution Agreement.

² Delete the options which do not apply.

³ Delete the option which does not apply.

⁴ Delete the items which do not apply.

⁵ Indicate the account number shown on the financial identification form annexed to the Contribution Agreement. In the event of change of bank account, please complete and attach a new financial identification form as per model.

N.B.: Instalments of pre-financing, interim payments and final payments shall be made upon approval of the payment request accompanied by a progress or final report (see Articles 19 of the General Conditions of Contribution Agreement).

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CHICAGO, ILL.

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Annex VI

Communication and Visibility Plan

Contract No.: FED/2019/408-134

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

REPORT OF THE
COMMISSIONER OF THE
BUREAU OF CHEMISTRY
AND
MINERALOGY
FOR THE YEAR
1900

EU Support for Reconciliation and Reintegration of Former Armed Combatants and Boko Haram Associated

Annex VI

Communication and Visibility Plan

DRAFT: 28 April 2019

A. Context

Since 2009, nearly 15 million people in Nigeria's north-east have been affected by the conflict with Jama'atu Ahlis Sunna Lidda'awati Wal-Jihad (JAS), a non-state armed group (NSAG)¹ labelled by the media and commonly referred to as "Boko Haram",² and the resulting military operations in north-east Nigeria.

In August 2016, the group split into two factions, giving rise to the Islamic State in West Africa Province (ISWAP). The loss of a significant number of adherent fighters led JAS to increase its suicide attacks on civilian gatherings. It routinely engaged in indiscriminate killings, raiding whole villages and abducting women and children. In contrast, ISWAP led more sophisticated, organized and large-scale attacks on military camps and oil exploration sites.

The conflict became particularly intense in 2013, leading to the loss of an estimated 30,000 lives and the displacement of over 1.8 million people. Current numbers of active members within the NSAGs are not known, but estimates range from 5,000 to 20,000. The number of detainees under military control is estimated at around 7,000, with the number expected to rise as counter insurgency efforts continue and avenues for surrender become more viable.

The past years have brought significant progress on the military front. NSAGs no longer control vast swathes of territory and have taken to asymmetric warfare to deal with the evolving military campaign. Despite this overall improvement in the security situation of the past years, the number and sophistication of insurgency attacks have been on the rise since early December 2018. The military campaign therefore continues to be essential in the foreseeable future, but to end the insurgency completely and sustainably, those associated³ with NSAGs must see a way out of the groups, be given

¹ In this Project, JAS, Islamic State in West Africa Province (ISWAP), and other armed groups that oppose the Government of Nigeria through violent means will be referred to as "non-state armed groups" (NSAGs).

² Boko means 'Western' education; Haram refers to that which is forbidden by Islam. "Bojo Haram" is a slogan that JAS members used to chant during rallies. In 2015 Boko Haram was named the deadliest global terrorist organisation.

³ In this Project, the term NSAG associate refers to all persons (regardless of age, relationship or gender) who have had some contact with the groups (as concluded by the authorities during the screening phase) without presuming

opportunities to understand alternative narratives to violent extremism and seek change through peaceful means. In parallel, the process of reconciliation between low-risk former NSAG associates, including children and women who have participated in Government-led rehabilitation programmes and the many conflict-affected communities and victims of the groups, must start.

However difficult it may seem under present circumstances, lasting peace and stability in the region will likely be severely threatened unless the challenges of successfully reintegrating thousands of predominantly young people, associated with both NSAGs and vigilante groups, including the CJTF, are met through effective exit strategies providing sustainable and meaningful civilian roles.

In response to this, IOM, UNDP and UNICEF, with EU support, will engage in a broad range of cross-cutting and mutually reinforcing activities. The Action will create multi-sectoral and multi-programmatic synergy where geographically and thematically relevant. The overall aim of the action is to contribute to overall stability in the north-east. This Action will include the following objectives:

Specific Objective 1: Reduced rejection and stigmatisation of low-risk associates

Specific Objective 2: Increased community healing and reconciliation and decreased sense of injustice

Specific Objective 3: Sustainable alternatives to violence increased

Specific Objective 4: Non-state security providers are disarmed and demobilised/disengaged

Specific Objective 5: Strengthened trust between citizens and Government

B. Communication strategy

The foundations for reconciliation and reintegration need to be complemented by a widespread consultation, information, sensitisation and awareness-raising campaign to address fear and mistrust among former NSAG associates, including former CJTF members; people who have remained in territories previously controlled by NSAGs; and internally displaced people.

At the same time, information must be shared with care and sensitivity, especially with due concern to the confidentiality and security needs of the beneficiaries of the Action, who could face reprisals from their communities.

The public information campaign, which will be led by UNICEF and supported by IOM and UNDP, will provide communities with information on the rehabilitation, reconciliation, and reintegration process, encouraging transparency throughout the process while ensuring care for the needs of the beneficiaries.

or prejudging the nature of their relationship to the armed group in question. Among NSAG associates are those who have surrendered, persons captured or abducted, family members, dependents, former detainees and prisoners. These may be children, men, women, youth and foreign fighters.

It will also emphasize the community-based nature of the reconciliation and reintegration activities and the multiple targeting approach. The campaign may involve identifying media to channel information through, developing content for radio programmes and traditional festivals, designing pamphlets, and targeting social media, associations, traditional ceremonies and religious gatherings. It will also involve creating a safe space for community members to obtain information and ask questions about the reconciliation and reintegration process.

The overall objective of the communication and visibility plan is to ensure regular, consistent and effective communication with relevant stakeholders throughout the period of implementation of the Action.

The specific objectives are:

1. To ensure that communities in the north-east are aware of the importance of welcoming beneficiaries of this Action back into their communities, for a lasting and sustainable peace.
2. To ensure that the public and direct beneficiaries of the Action, including youth, adolescents and men, are aware of this work and that it is led by the Government of Nigeria towards ensuring reconciliation and reintegration of former members of non-state armed groups, including the CJTF, in conflict-affected north-east Nigeria.
3. To raise awareness among policy and decision makers in Nigerian government institutions (Social Affairs and related line Ministries, the Senate) and civil society about the support from the EU towards ensuring reconciliation and reintegration of former members of non-state armed groups, including the CJTF, in conflict-affected north-east Nigeria.
4. To communicate to the European general public the results achieved by the EU Action on ensuring reconciliation and reintegration of former members of non-state armed groups, including the CJTF, in conflict-affected north-east Nigeria
5. To mobilize and encourage the participation of relevant stakeholders in the implementation of the Action.

NB. The C&V plan will be implemented in line the General Conditions (specifically Article 8) and, for further guidance, the "Joint Visibility guidelines for EC-UN Actions in the field".

https://ec.europa.eu/europeaid/sites/devco/files/guidelines-joint-visibility-eu-un_en.pdf

C. Target groups

Within Nigeria:

- Federal, State, and Local Government Area (LGA) Government officials, including but not limited to the Federal and State Ministries of Women Affairs and Social Development, Health, Education, Local Government and Emirate affairs, Rehabilitation, Reconstruction and Resettlement; and other government agencies such as the National and State Management Agencies, and National Orientation Agency, among others
- NGOs, both national and international, with operations in Nigeria, particularly in the north-east
- Donor agencies
- Traditional and religious leaders
- Communities, including especially parents and children
- Media

Within the EU:

- European Commission (Directorate-General for Development Cooperation)
- European External Action Service (EEAS)
- The European Parliament
- European Media

D. Audience and channels

Target audience	How they will be targeted	Why they will be targeted
1. European public and taxpayers	Media; social media; blogs, media roundtables, media interviews, OpEds, feature stories, digital storytelling.	To innovatively demonstrate results of the partnership and the importance of this investment in the lives of conflict-affected populations in north east Nigeria.
2. European decision-makers and EU parliamentarians	International media; social media; high-level visits; media interviews; op-eds; feature stories; digital storytelling.	To share progress and results and create political will for investments.
3. Policy-makers and Government	Communications around and during milestone events, e.g release of children from administrative custody. National and regional media; social media; op-eds; feature stories.	To secure buy-in, provide information on the EU contribution to the humanitarian response in north-east Nigeria, and ensure that the Government is kept informed of progress in implementation of the Action; and that lessons learnt, best practices and cost-effective

Target audience	How they will be targeted	Why they will be targeted
		service delivery models generated from the Action's implementation are used to advocate for government investment in critical mental health, psychosocial support and reintegration services.
4. Targeted communities	Local media, local journalist, UReport, internet.org and free internet delivery of KM; radio interviews, specific targeting of radio journalists. Influencing KM of Government and other influential community leaders	To provide information on the services that are being provided as part of the Action and how these services can be accessed so that they are able to play a proactive role in utilizing the available services; monitoring delivery and providing feedback useful for improving overall programme implementation.
5. National media	Media packs and training in country; field visits.	Media is both a tool and a target. Training is key as to both sensitize local media on the key issues of the project, and to strengthen their capacities to report.

E. Communication activities

Press releases

Two press releases will be issued at the start and at the end of implementation of the Action. At the start, the focus will be on highlighting the objectives and activities to be undertaken as part of the Action; while at the end, the focus will be on the results and any lessons arising from the Action. The implementing agencies will liaise with the EU delegation in drafting and issuing the press release, and ensure messaging is in line with the need for security and confidentiality of the beneficiaries.

Inception meetings with LGA actors

In both the LGAs that were covered by the previous Action and the new LGAs to which the programme will be extended under this Action, inception meetings will be held with relevant actors to introduce the interventions that will be covered under the Action and set the pace for collaboration with community stakeholders in implementation of the Action.

Branding of programme supplies

Where relevant, supplies procured under the Action will be clearly branded, guided by joint visibility guidelines for EU-UN Actions in the field prior to their delivery to the different programme locations.

Media trainings

Media training will be conducted to orient local media on the programme and equip them with skills and information to report progress adequately.

Banners, leaflets, presentations and other programme materials

As much as is feasible, banners bearing the programme title and the EU logo will be produced along with the logos of the agencies (i.e. IOM, UNICEF, and UNDP) and used during training and other programme workshops and meetings with government stakeholders. In addition, all presentations and materials used during training and other programme workshops and meetings will also carry the programme title and the EU logo.

Promotional items

Promotional items, including file folders, pens and books will be produced and used during main events. Words to be used in the promotional materials will be agreed to between the Agencies and the EU delegation.

Commemorative events

Events relevant to the objectives of the Action such as the International Day of Families, Nigerian Children's Day, Day of the African Child, and International Day of the Girl Child, International Human Rights Day, International Youth Day, International Peace Day will be commemorated with the partner Agencies, the EU and children in selected programme locations and used as a platform for children benefiting from the Action to highlight the Action's impact on their day-to-day lives.

Human interest stories

Human interest stories demonstrating the impact of the programme will be published on the relevant partners' Nigeria website, Facebook page, and web portals, ensuring data protection.

Photo essay

Photos of different events and activities carried out during the period of implementation of the Action will be collected, and later used to develop a photo essay at the end of the Action.

Joint visits

Joint field visits will be organized with the EU representatives to publicize the progress of the Action as well as acknowledge the EU's specific support through the above-listed activities (e.g.: press release, social media posting, pictures).

The field visits will be appropriately scheduled in consultation with the EU delegation in Nigeria.

COMMUNICATION TOOLS				
Activity	Tool/channel	Schedule	Target Audience	Means of verification
Press releases	Electronic and print	At the start and end of the implementation period of the Action	Federal & state government officials; NGOs & donors and the EU public/taxpayers	Copy of press release
Inception meeting with LGA actors	Face-to-face meeting	Within 2 months of implementation of the Action	State (including LGA officials) & community leaders (parents)	Meeting attendance and minutes
Inception meetings with CJTF and State Ministry of Justice and other relevant ministries	Face to face meeting	Within 2 months of implementation of the Action	Inception meetings with CJTF and State Ministry of Justice and other relevant ministries	Meeting attendance and minutes

Branding of programme supplies	Print-pressed branding, engraving and stickers	As and when supplies are procured throughout the period of implementation, prior to delivery to programme locations/end-users	All	Physical check of supplies during field missions
Media Training	Face-to-face meeting	Within 2 months of implementation of the Action	National media	Meeting attendance and minutes, news articles.
Radio Programmes	Radio	During implementation	All	Article
Signage	Sign post	Upon completion of construction of CFS at the different locations	All	Physical check of supplies during field missions
Banners, presentations and other programme materials	Print	Throughout the period of the Action	Programme stakeholders targeted during the relevant programme activities	Copy of documents used, activity photos
Promotional items	Print	During commemorative events	Federal & state government officials, children and parents	Sample of items
Commemorative events	Face-to-face interaction	During commemorative events, at least one each year	Children and parents	Event reports and photos
Human interest stories	Social media	Throughout the period of the Action, at least 4 each year	EU delegation/taxpayers	Copies of human interest stories
Photo essay	Print	At the end of the period of implementation	EU delegation/taxpayers; NGOs/donors; government officials	Copy of essay

No communication or visibility activity shall be undertaken by any of the partners (or by the donor, for that matter) without previous information and agreement of the other partners.

F. Human Resources

Visibility actions will take place on a rolling basis throughout the project. The following staff will be

responsible for the implementation of the activities:

- UNICEF Communications Specialist
- IOM Public Information Officer
- UNDP Communication Specialist/Officer
- UNICEF Communication Assistant
- IOM Public Information Assistant

G. Financial resources

Estimated costs to implement the communication and visibility plan is EUR 119,543.64 over 36 months. See below excerpt of a detailed budget for the Action.

S/N	Costs	Unit	# no of Units	Unit Value (EUR)	Total Cost (EUR)
1	Social media actions	Per month	36	250.00	9,000.00
2	Media training	Per conference	4	6,000.00	24,000.00
3	Visibility actions	Per month	8	500.00	4,000.00
4	Radio programmes	Per month	4	1,250.00	5,000.00
5	LGA/CTJF/Min of Justice meetings	Per meeting	12	3,961.97	47,543.64
6	Printing and production of visibility materials	per unit	2	2,500.00	5,000.00
7	Photo essay	per unit	2	2,000.00	4,000.00
8	Travel	per unit	16	1000	16,000.00
9	Low value orders (graphic designs)	per unit	1	2500	2,500.00
9	Miscellaneous and operational expenses	per unit	1	2500	2,500.00
	TOTAL				119,543.64

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DATE _____

BY _____

Annex VII

Management Declaration template

Contract No.: FED/2019/408-134

PF

I, the undersigned, <insert forename and surname>, in my capacity as <insert function in the entrusted entity or person>, confirm that in relation to the Contribution Agreement <insert reference of the concrete Agreement>, (the "Agreement"), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period dd/mm/yyyy to dd/mm/yyyy is properly presented, complete and accurate;
2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement;
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.
4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure,¹ referred to in Article 1.3 of the Special Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

*[However, the following reservations should be noted:]*².

<insert place and date>

.....

(signature)

<Insert forename and surname>

¹ Adapt if grants and/or procurement procedures is/are not the one(s) assessed by the Commission

² Option to be used in case of reservations.

PF

The first part of the report discusses the general situation of the country and the progress of the work.

The second part of the report discusses the results of the work and the progress of the work.

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