

**SECRETARY-GENERAL’S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



United Nations  
Peacebuilding

**PBF PROJECT DOCUMENT**

<b>Country:</b> Nigeria	
<b>Project Title:</b> Strengthening reconciliation and reintegration pathways for persons associated with non-state armed groups, and communities of reintegration, including women and children, in Northeast of Nigeria	
<b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>PBF project modality:</b> X     IRF PRF	<b>If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):</b> Country Trust Fund Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.):</b> UNDP (convening agency), UNICEF, IOM, UNODC	
<b>List additional implementing partners, specify the type of organization (Government, INGO, local CSO):</b> UN agencies will be principal implementers and work with Government and with Civil Society. Key government ministries will be recipients of direct technical assistance and participate in being key lead institutions ( <i>Ministries in charge of Reconciliation and Reintegration, LGA and Emirate Affairs, Education and Justice, Women Affairs and Social Development</i> ). CSOs will also be implementers of community level interventions (these will include women-led and women and youth focus organizations, <i>not limited to: Search for Common Ground, Goal Prime and Trans Cultural Psychosocial Organization (TPO), CENSCOPE, Center for Democracy and Development, Neem Foundation, International Alert and GISCOR</i> ).	
<b>Project duration in months<sup>12</sup>:</b> 24 months	
<b>Geographic zones (within the country) for project implementation:</b> Borno State (specifically Bama LGA, and others based on prioritization) and Federal State	
<b>Does the project fall under one or more of the specific PBF priority windows below:</b> Gender promotion initiative Youth promotion initiative Transition from UN or regional peacekeeping or special political missions Cross-border or regional project	

<sup>1</sup> Maximum project duration for IRF projects is 24 months, for PRF projects – 36 months.

<sup>2</sup> The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

Total PBF approved project budget\* (by recipient organization):

UNDP: \$725,086

UNICEF: \$685,003

IOM: \$685,000

UNODC: \$304,950

TOTAL: \$2,400,039 USD

\*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second tranche the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche, provision of any PBF reports due in the period elapsed and availability of baseline data.

Any other existing funding for the project (amount and source): the Borno State Government is already and will continue to provide in kind, technical and financial support to the implementation of the Borno Model. At this stage, the exact amount can't be estimated.

**PBF 1<sup>st</sup> tranche (70%):**

UNDP: \$507, 560

IOM: \$479, 500

UNICEF: \$479, 502

UNODC: \$213, 465

Total: **\$1,680,027**

**PBF 2<sup>nd</sup> tranche\* (30 %):**

UNDP: \$217,526

IOM: \$205,500

UNICEF: \$205,501

UNODC: \$91,485

Total: **\$ 720,012**

Provide a brief project description (describe the main project goal; do not list outcomes and outputs):

The aim of this project is to catalytically support the coordinated interventions of Federal and Borno State Governments at the policy and political level for reconciliation and reintegration pathways in Borno State communities. The ultimate goal of the project is to facilitate long-term reconciliation and reintegration for persons associated with non-state armed groups<sup>3</sup> and affected communities in Borno State. In order to achieve this goal, the project targets Federal and Borno States to ensure they are better coordinated at policy and political level and that communication with the communities is improved.

This is the first joint initiative among UNICEF, UNDP, IOM and UNODC in direct support to the Borno Model<sup>4</sup> which addresses mass exits from areas controlled by non-state armed groups.

<sup>3</sup> In accordance with the United Nations Sanctions Committee 1267/ISIL/Al-Qaida, the acts or activities indicating that an individual or group is associated with Boko Haram include: "(i) Participating in the financing, planning, facilitating, preparing, or perpetrating of acts or activities by, in conjunction with, under the name of, on behalf of, or in support of; (ii) Supplying, selling or transferring arms and related materiel to; (iii) Recruiting for; or otherwise supporting acts or activities of, ISIL (Da'esh), Al-Qaida or any cell, affiliate, splinter group or derivative thereof". Considering these parameters, it is important to avoid broad interpretations of "association" which go beyond the criteria outlined in the referred Sanctions Committee. This is to prevent the stigmatization of entire communities, which could lead to new cycles of victimization and undermine the presumption of innocence and individual criminal responsibility.

<sup>4</sup> The Borno Model is a State-led programme for the management of those who have exited the insurgency. The Model is conceptualised in a document titled "Operationalising the Borno Model for Integrated Management of the Mass Exits" and it was launched in April 2022 with the support of UNDP.

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):

UN: UNCT (UNODC, UNDP, UNICEF, IOM—supported by RCO)

Government: Office of the National Security Adviser (ONSA), Borno State Governor’s Office, Borno State Ministry of Women Affairs and Social Development (BS MoWASD), and Ministry of Local Government Emirates Affairs (MLGEA). Consultations were held with members of the Borno State Committee on the Repatriation, Return of the repentant insurgents and the management of the BH returnees (CRR) 5 which is chaired by the Deputy Governor Borno State. Consultations are also planned with Federal Government level partners.

Civil Society Organizations: during the design phase, several consultations were held with CSOs, including the Trans Cultural Psychosocial Organization (TPO) Nigeria, Search for Common Ground, Goal Prime Nigeria, Center for Social Cohesion, Peace and Empowerment (CENSCOPE), Grassroots Initiative for Strengthening Community Resilience (GISCOR), Center for Democracy and Development, Neem Foundation and International Alert. This list includes women-led and women and youth-focused CSOs.

**Project Gender Marker score<sup>6</sup>: 2**

Specifically, 53 % (USD 1,271,985.95) of total project budget allocated to activities in pursuit of gender equality and women’s empowerment:

**Briefly explain through which major intervention(s) the project will contribute to gender equality and women’s empowerment:** Development of tools and systems will seek to ensure that services are provided equitably to men, women, young man and women and children of both sexes under this project and beyond. The promotion of gender equality and women empowerment will inform the selection criteria of beneficiaries and the thematic focus in various project activities, including thanks to a close collaboration with the BS MoWASD. The specific project component on provision of reconciliation and reintegration services seeks to ensure that a significant number of the targeted beneficiaries will be selected based on sexo-specific vulnerabilities and criteria. As an example, the project will provide direct assistance to 350 vulnerable women in interim care and another 700 vulnerable women in selected LGAs of return. 700 children at risk of mental health distress will be assisted directly and 57% of them will be girls belonging to either the category of orphans and vulnerable children and children associated with armed groups. Communication and documentation produced as part of the project, such as the film documentary, will be channels to promote messaging on gender equality and women empowerment.

Over 60% of the budget therefore will seek to improve the condition of women and children, through

<sup>5</sup> The CRR is a governance body designated by the Borno State Community Based Reconciliation and Reintegration policy document responsible for the operationalization of the policy at the different levels. It is comprised of representatives from over ten state agencies, ministries, departments etc. It is chaired by the Deputy Government. Consultations are underway to use that platform as the coordinating body for PBF implementation at the state level. It was established on 4 July 2022, including its technical sub-committees. Among its key tasks, it is mandated to ensure coordination at the State level, with the Federal authorities and with other international agencies for the implementation of the Borno Model. It will be in charge of developing the operational manual to implement the Borno Model.

<sup>6</sup> **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women’s Empowerment (GEWE)

**Score 2** for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

direct support, while also investing in development of gender sensitive tools, processes and systems that will lay the foundation for effective reintegration pathways. The project will facilitate gender sensitive access to information on support services and counseling women and young women on specific health care, gender based violence, while also seeking gender-sensitive support for those victims of the conflict. It will build the entrepreneurial skills of vulnerable women to enhance their economic empowerment. All project activities, schedules and training opportunities will take womens' reproductive roles and responsibilities into consideration. Finally, the project will provide support to men and women in receiving communities in order to better deal with returning NSAGs with violent tendencies and Post Traumatic Stress Disorder by providing them with counseling and awareness raising support. Analysis to facilitate effective and meaningful participation, capacity development interventions, assessments and baseline studies will be supported to be conscious of and aligned with the approaches linked to the implementation of UNSCR 1325 and SDGs 5 and 16.

**Project Risk Marker score: 2 - Medium risk to achieving outcomes**

**Select PBF Focus Areas** which best summarizes the focus of the project (*select ONLY one*):

1.3: DDR

If applicable, **SDCF/UNDAF outcome(s)** to which the project contributes: UNSDCF 2023-2027 Outcome area 4: Governance, Peace and Security, Access to Justice and Rule of Law. This also calls for more inclusive, participatory, transparent and gender-sensitive governance and human rights systems are in place at all levels to promote peaceful, inclusive and a cohesive society.

**Sustainable Development Goal(s) and Target(s)** to which the project contributes: SDG5, SDG16

**SDG 5: Gender Equality. Specific targets this PBF project will contribute to include:**

5.1 End discrimination against women and girls

5C: Adopt and strengthen politics and enforceable legislation for gender equality

**SDG 16: Promotion of just, peaceful and inclusive societies. Specific targets this PBF project will contribute to include:**

16. 1: Reduce violence everywhere

16.3: Promoting the rule of law and ensuring equal access to justice for all

16.6: Development of effective, accountability and translate institutions at all levels

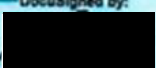




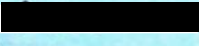
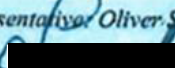
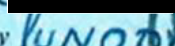





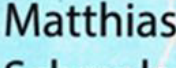
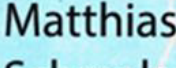


16.8: Broadening and strengthening the participation of developing countries in the institution of global governance

16 A: Strengthen national institutions to prevent violence and combat terrorism and crime

16 B: Promote and enforce non-discriminatory laws and policies

<p><b>Type of submission:</b></p> <p><b>New project</b></p> <p><b>Project amendment</b></p>	<p><b>If it is a project amendment, select all changes that apply and provide a brief justification:</b></p> <p><b>Extension of duration:</b> Additional duration in months (number of months and new end date):</p> <p><b>Change of project outcome/ scope:</b></p> <p><b>Change of budget allocation between outcomes or budget categories of more than 15%:</b></p> <p><b>Additional PBF budget:</b> Additional amount by recipient organization: USD XXXXX</p> <p><b>Brief justification for amendment:</b></p> <p><i>Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.</i></p>
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**PROJECT SIGNATURES:**

<p><b>Recipient Organization(s): UNDP</b></p> <p><i>Name of Representative:</i> Lealem Berhanu Dinku</p> <p><i>Signature:</i>  <small>DocuSigned by:</small></p> <p><i>Name of Agency:</i> UNDP</p> <p><i>Date &amp; Seal:</i> 15-Dec-2022</p>	<p><b>Representative of National Authorities</b></p> <p><i>Name of Government Counterpart:</i> </p> <p><i>Signature:</i> </p> <p><i>Title:</i> </p> <p><i>Date &amp; Seal:</i> </p>
<p><b>Recipient Organization(s): UNICEF</b></p> <p><i>Name of Representative:</i> Cristian Munduate OIC</p> <p><i>Signature:</i> </p> <p><i>Name of Agency:</i> UNICEF Nigeria</p> <p><i>Date &amp; Seal:</i> 29/12/2022</p>	<p><b>Recipient Organization(s): UNODC</b></p> <p><i>Name of Representative:</i> Oliver S. </p> <p><i>Signature:</i> </p> <p><i>Name of Agency:</i> UNODC</p> <p><i>Date &amp; Seal:</i> 16 December 2022</p> 
<p><b>Recipient Organization(s): IOM</b></p> <p><i>Name of Representative:</i> Laurent De Boeck</p> <p><i>Signature:</i>  DE BOECK</p> <p><i>Name of Agency:</i>  Laurent on</p> <p><i>Date &amp; Seal:</i>  21/12/2022 08:52:32 +03'00'</p>	
<p><b>Head of UN Country Team : RC ai.</b></p> <p><i>Name of Representative:</i> Matthias Schmale</p> <p><i>Signature:</i>  Digitally signed by Matthias Schmale</p> <p><i>Title:</i> Matthias Schmale</p> <p><i>Date &amp; Seal:</i>  Date: 2022.12.30 08:49:47 +01'00'</p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p>Elizabeth Spehar </p> <p><i>Signature:</i> </p> <p><i>Title:</i> Assistant Secretary-General for Peacebuilding Support</p> <p><i>Date &amp; Seal:</i> 22/06/2023</p>

## I. Peacebuilding Context and Rationale for PBF support (4 pages max)

a) A brief summary of **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age-responsive.

In Northeast of Nigeria, peace and security remain fragile as a result of the longstanding non international armed conflict involving UN sanctioned groups, such as two main violent extremist groups, Boko Haram and the Islamic State West Africa Province (ISWAP)<sup>7</sup> on the one hand, and the Nigerian authorities and counterinsurgency and counter-terrorism efforts on the other hand. The resultant effects have led to civilians killed, protracted internal displacement<sup>8</sup>, displacement across international borders, significant loss of economic opportunities and livelihoods, and catalyzed significant risks for communities falling further into multidimensional poverty. The situation has presented in a similar manner across the Lake Chad Basin countries, creating a crisis that is now in its 12<sup>th</sup> year. The manifestation of this extended conflict is *‘one of the most pronounced, multifaceted and complex humanitarian and development crises known to the international community today’*<sup>9</sup>.

Bama Local Government Area (LGA) was occupied by BH in 2013 and 2014, it became their regional capital for sometime before they were dislodged by the Nigeria military. The LGA continues to depend heavily on humanitarian assistance. Livelihoods and farming related activities are limited due to stringent regulations by military. All farmers are restricted to farm within a limited perimeter /radius around the township. The amount of land is not enough to meet the needs of new arrivals and host community, thus serves as a source of tension and potential conflict between the two groups. Moreover the township is witnessing a massive influx of former associates as a result of the mass exits. Some are released by the Government from the transit camps in Maiduguri. Also a large number of them are coming directly from the bush and reintegrating/blending directly with the local population. Without screening and rehabilitation support in the transit camps to assess their level of risk, they pose security risk and source of conflict in the communities. Also competition for the limited available social services and employment opportunities is creating tension between the new arrival and community members.

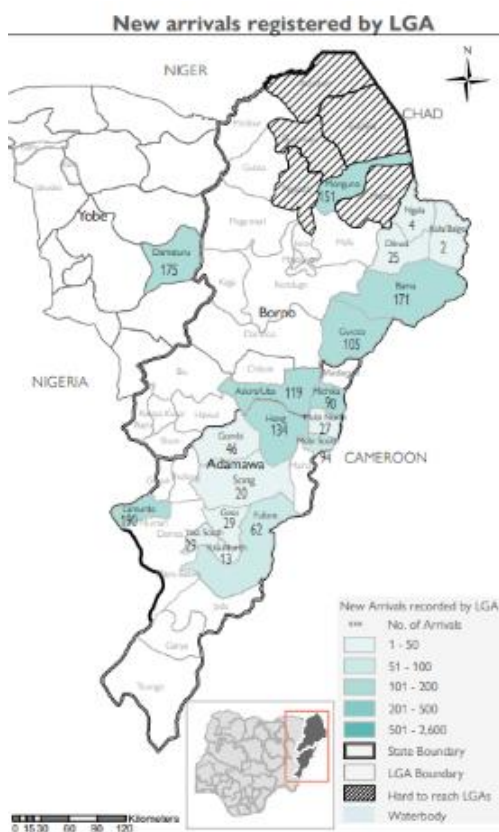
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<sup>7</sup> Both groups are designated as terrorist groups by the UN Security Council.

<sup>8</sup> OCHA Nigeria Humanitarian Needs Overview 2022 (February 2022)

<sup>9</sup> UNDP National Human Development Report 2018: Nigeria





The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) estimates that some 8.4 million people in the States of Borno, Adamawa and Yobe (BAY States) need humanitarian assistance in 2022, only slightly fewer than a year ago.<sup>10</sup> According to IOM Displacement Tracking Matrix (DTM – table on the left from November 2022)<sup>11</sup>, 2.2 million of these individuals are IDPs while 1.9 million are returnee individuals; approximately 3.9 million are members of communities affected by their hosting or internally displaced people. Moreover, based on information of the United Nations High Commissioner for Refugees<sup>12</sup> by July 2022, 93% out of the 2.2 million are internally displaced due to armed conflict, 6% due to communal clashes, and 1% due to natural disasters. This crisis remains a major threat to peace and stability and could further push the communities of the Lake Chad Basin subregion deeper into fragility. According to OCHA, across the Lake Chad Basin, in Cameroon, Chad, Niger, and Nigeria, 11 million people need humanitarian assistance, some 4.1 million people are struggling with food insecurity, the highest figure in four years, 300,000 children are severely malnourished, and 1,020 schools are non-functional, as a result of attacks, depriving thousands of children of an

education. 2.8 million are internally displaced, including 2 million in Nigeria alone, and 266,000 are refugees. The Borno State in Nigeria and the Far North region in Cameroon are the two areas where the highest number of security incidents have been registered.<sup>13</sup>

Girls and women in Nigeria face persistent inequalities when it comes to access to education, political representation, health, and labour markets. In 2021, Nigeria was ranked 168 out of 191 countries on the UNDP Gender Inequality Index (GII), which measures differences in three aspects of human development: reproductive health, empowerment, and economic status. These inequalities impact the opportunities available to women and girls, but also likely contribute to violence against them. By most accounts, the rates of gender-based violence (GBV) in Nigeria – particularly the Northeast – are extremely high and “growing astronomical[ly] with the activities of the insurgency in the North East”<sup>14</sup>. Internal displacement and displacements over international border remain concerning with disproportionate effects on women and children. Between 2020 and 2021, the Country Task Force on Monitoring and Reporting (CTFMR) verified 694 grave violations against 632 children (53% girls). The main perpetrators are the Boko Haram armed groups 48%, ISWAP 40%, and unidentified armed elements. Girls continued to be the main target of rape and other forms of sexual violation, including sexual exploitation and forced marriage. Boko Haram affiliated groups were the main perpetrators of verified incidents of sexual violence, which often occurred in the context of other grave violations such as abduction or recruitment and use of children.

<sup>10</sup> Although the last census in Nigeria was implemented in 2006, this population represents around 3% of the national population, and 60% of the total population (approx. 14,000,000 million) in the BAY States.

<sup>11</sup> Retrieved from: IOM Displacement Tracking Matrix <https://dtm.iom.int/> August, 2022

<sup>12</sup> Retrieved from: UNHCR

[https://data.unhcr.org/en/situations/nigeriasituation#\\_ga=2.60178989.1628604469.1660314502-98937762.1634995418](https://data.unhcr.org/en/situations/nigeriasituation#_ga=2.60178989.1628604469.1660314502-98937762.1634995418) July, 2022

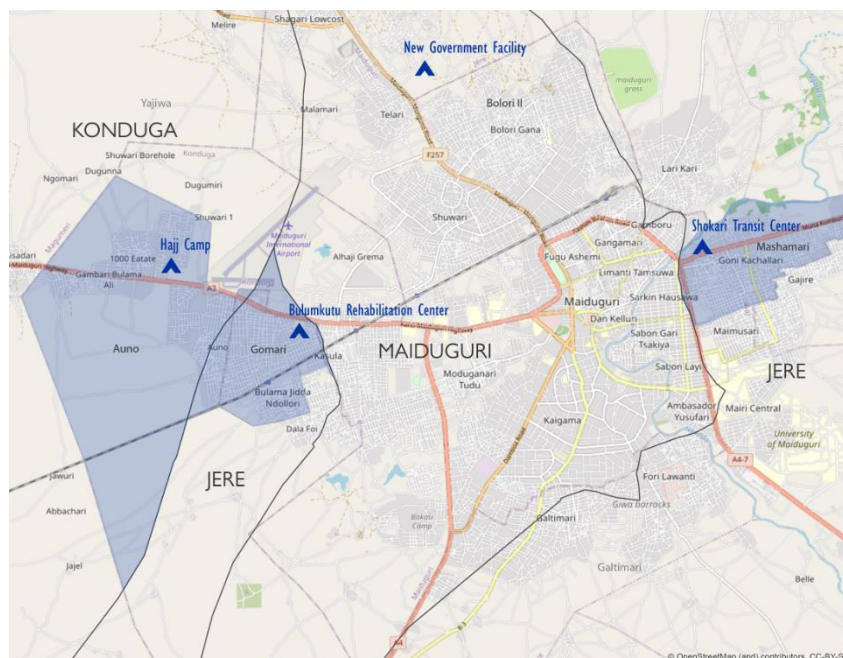
<sup>13</sup> Retrieved from: OCHA <https://reliefweb.int/report/chad/lake-chad-basin-humanitarian-snapshot-14-april-2022>.

<sup>14</sup> Siobhan O’Neil and Kato Van Broeckhoven, “Data Points on Gender Norms and Sexism in and Around Maiduguri,” MEAC Findings Report 3 (New York: United Nations University, 2021).

The effects of the crisis are longstanding and widespread, including the possibility of a significant population across the Lake Chad Basin, women, men and children potentially continuing to miss on key human development indicators<sup>15</sup> on health, education, poverty and income, general longevity and access to/availability of key Government services.

2021 presented one of the more defining moments in this longstanding conflict, with a window of opportunity around the ongoing mass exits. Changes in the military approach to the counterinsurgency operation, alleged deaths of influential leaders of both factions of the conflict are considered important factors to the trajectory of the significant mass exits (including considerable numbers of surrenders) of individuals and families from areas not under government control. By July 2022, the State Government of Borno reported that voluntary exits of men, women, families and children was recorded at a total of over 67,000<sup>16</sup> individuals. While many had in previous years been arrested through military operations or presented themselves to Federal or State institutions, the scale and rate of the current mass exits is a new dynamic and opportunity in the 12-year active conflict.

In addition to the Bulumkutu BIC initially providing transit rehabilitation services to women, the elderly, and children - but now also hosting Boko Haram commanders and their families - and the Shokari center providing services for men as an emergency response to the mass exits process, the Borno State Government has set up an additional camp (Hajj camp) to accommodate the individuals arriving as part of the mass surrenders process. Currently the three centres have mixed accommodation (see map on the right).



Bama has an area of about 4,997 km sq. and located about 60 Km from Maiduguri along the border with Cameroon. It was once a thriving commercial hub along the border with Cameroon. It is the second largest town in Borno state with a population of nearly 269, 986 residents (2006). It is one of 16 LGAs in Borno State. It is one of the significantly affected LGAs in Borno State. It was occupied by BH in 2013 and 2014, it became their regional capital for some time before they were dislodged by the Nigeria military. The LGA continues to depend heavily on humanitarian assistance. According to a recent report<sup>17</sup>, those who returned to Bama also had limited opportunities to earn income there. Because of security concerns, they were unable to go outside the town limits to access farmlands. Nigeria's military in May and August 2022 launched airstrikes against insurgents in the area,

<sup>15</sup> UNDP Assessing the impact of Conflict on Development in North-East Nigeria (2020).

<sup>16</sup> Figures are increasing on a day-to-day basis, figure presented is at end of March 2022.

<sup>17</sup> Human Rights Watch. 'Those Who returned are suffering. Impact of camps shutdowns on people displaced by Boko Haram conflict in Nigeria, November 2022, <https://www.hrw.org/report/2022/11/02/those-who-returned-are-suffering/impact-camp-shutdowns-people-displaced-boko>.

indicating that the area remained insecure. The amount of land is not enough to meet the needs of new arrivals and host community, thus serving as a source of tension and potential conflict between the two groups. Also, many of them are coming directly from the bush and reintegrating/blending directly with the local population. Without screening and rehabilitation support in the transit camps to assess their level of risk, they pose security risk and source of conflict in the communities. Also, competition for the limited available social services and employment opportunities is creating tension between the new arrivals and community members.

Bama LGA has an area of about 4,997 km sq. and located about 60 Km from Maiduguri along the border with Cameroon. It was once a thriving commercial hub along the border with Cameroon. Bama is the second largest town in Borno state with a population of nearly 269, 986 residents (2006). It is one of 16 LGAs in the Borno State. The LGA was occupied by BH in 2013 and 2014, it became their regional capital for a period of time before they were dislodged by the Nigeria military. So far number of 470 ex-associates have been reintegrated into the community/ID camp: of which 9 women from Gombe Rehabilitation camp/Operation Safe Corridor.

Bama LGA in Borno State, among other LGAs, has been one of the significantly affected LGAs in terms of the historical dimensions of how it was taken over by the insurgency in the past. As a consequence, presently, a significantly large caseload of reintegrating former associates chose to go back to Bama LGA. Similar proportions of caseloads have also returned to Bama from earlier reintegration services linked to the Operation Safe Corridor work in the past and from the closing of displacement camps. According to a recent report<sup>18</sup>, those who returned to Bama also had limited opportunities to earn income there. Because of security concerns, they were unable to go outside the town limits to access farmlands. Nigeria's military in May and August 2022 launched airstrikes against insurgents in the area, indicating that the area remained insecure.

There has long been significant concern about potential stigmatization of the thousands of children, women, and men who seek to return to their communities after having been associated with Boko Haram. Difficulty reintegrating and the potential for rejection poses a humanitarian concern, as well as a potential security challenge if it impels former associates to return to Boko Haram, switch to another armed group, or dissuade others still with Boko Haram from leaving for fear of negative reintegration experiences<sup>19</sup>. Recent studies show that community receptivity to reintegration of former associates has increased over the course of the insurgency in the Northeast, even for certain groups that face specific patterns of stigmatization (e.g., women and girls). However, the numbers of people returning after being associated have grown exponentially<sup>20</sup>.

Given the large number of individuals leaving conflict-affected areas, diversity of Federal and State entities involved (administrative and judicial) and the role of local actors (e.g., CSOs, religious leaders), coordinated and integrated support is required to ensure continuous, well-coordinated and coherent reintegration, reconciliation and transitional justice processes as the foundation for peacebuilding and development in Borno State. The sheer number of those exiting has meant that the present locations for their reception and institutionalization of measures to understand their level of participation and

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<sup>18</sup> Human Rights Watch. 'Those Who returned are suffering. Impact of camps shutdowns on people displaced by Boko Haram conflict in Nigeria, November 2022, <https://www.hrw.org/report/2022/11/02/those-who-returned-are-suffering/impact-camp-shutdowns-people-displaced-boko>.

<sup>19</sup> International Crisis Group, "Returning from the Land of Jihad: The Fate of Women Associated with Boko Haram," Africa Report 275 (2019), <https://www.crisisgroup.org/africa/west-africa/nigeria/275-returning-land-jihad-fate-women-associated-boko-haram>.

<sup>20</sup> Rebecca Littman, Siobhan O'Neil, Kato Van Broeckhoven, Mohammed Bukar, and Zoe Marks, "Community Acceptance of Former Boko Haram Affiliates," MEAC Findings Report 7 (New York: United Nations University, 2021).

roles in the conflict have become overstretched and themselves present a complex and challenging management issue for the State authorities.

b) A brief description of how the project aligns with/ supports **existing Governmental and UN strategic frameworks**<sup>21</sup>, how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process

This initiative is directly supporting ongoing national efforts to manage the Northeast conflict and the current mass exits, therefore promoting strong national ownership. Nigeria is not eligible for PRF allocations of the Peacebuilding Fund, therefore there is no eligibility process or relevant UN strategic objective. The initiative is in line with the priorities of the UN for Nigeria – UNSDCF 2023-2027 Outcome area 4: Governance, Peace and Security, Access to Justice and Rule of Law. This outcome also calls for more inclusive, participatory, transparent and gender-sensitive governance and human rights systems are in place at all levels to promote peaceful, inclusive and a cohesive society.

In 2016 the Federal government inaugurated Operation Safe Corridor (OPSC), an initiative promoting military and civilian agencies' collaboration in the rehabilitation and preparation for the reintegration of low-risk NSAG associates. In this framework, a rehabilitation centre was established for the preparation of low-risk individuals referred by the JIC, for their return to the communities after the rehabilitation program. OPSC has profiled more than 800<sup>22</sup> individuals and transferred them to Borno State transit rehabilitation centres after graduation from the program for further reintegration support, as well as to Adamawa and Yobe States.

Moreover, in 2018 the Office of the National Security Adviser (ONSA) along with the Ministry of Justice endorsed the Demobilization, Disassociation, Reintegration and Reconciliation (DDRR) National Action Plan (NAP) for the implementation of DDRR related processes in Nigeria. The Plan includes ten supporting outcomes for the implementation of screening, categorization, profiling, rehabilitation, and reintegration processes. Nevertheless, the DDRR NAP needs to be updated and aligned with the new dynamics of the mass exits process, as well as update the government MDAs at the Federal and State level that will participate on the Operational Project Team (OPT) of the NAP.

In response to the current situation, the Presidency established a Federal-level Committee on Repatriation, Returns and Resettlement<sup>23</sup> chaired by the Vice President and the State Governor of Borno, and issued recommendations and a plan of action with programmatic components for the Master Plan of the Northeast Development Commission. The establishment of this committee represents an opportunity for the international community to support sustained collaboration between Federal and Borno State on these issues, especially for gender and age-sensitive approaches<sup>24</sup>.

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<sup>21</sup> Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

<sup>22</sup> Source, Information, Counselling and Referral Services System (ICRS)

<sup>23</sup> SH/OVP/DCOS/Misc./-8322

<sup>24</sup> The work identified under this project for policy action will be focused in supporting the operationalization of appropriate State policy, designed and guided by the federal level institutions and existing ongoing DDRR initiatives in enabling the state effectively apply the Borno Model. With the signing of the handover protocol by the Nigerian government, the UN Resident Coordinator and UNICEF, children who are encountered by the military and security forces in the course of the armed conflict will be released to civilian authorities. The Ministry of Women Affairs and Social Development is the focal agency for women and children in Borno State, and will oversee appropriate and tailored reintegration assistance in their communities.

The urgent need to scale up localized, State, Federal and regional responses, extend peace and security dividends and entrench multilayered actions has been emphasized in policy, strategy, plans and budgets by Governments and partners across the subregion, namely the UN Security Council Resolutions<sup>25</sup>; Regional and Territorial Strategies and Plans, such as in the framework of the Lake Chad Basin Commission and the African Union Regional Strategy for the Stabilization, Recovery & Resilience of the Boko Haram affected Areas; Federal and State Policies, such as the Prevention and Countering Violent Extremism (PCVE) National Framework and Action Plan and the DDDR NAP and Budgets; Development Partner Strategies and interventions, and others<sup>26</sup>.

The State Government of Borno has recently defined and started the implementation of what is referred to as a '*Borno Model for the Management of the Mass Surrender Situation*' (referred to as the Borno Model or Model). A multi-pronged process, featuring State and Federal Government cooperation (including with Military and Security Institutions) in receiving, processing, managing the over 67,000 caseloads. According to State government information, this caseload includes those in the hand of the authorities (approximately 4,000) and their families, but also those that have been already categorized as farmers, largely victims living in areas controlled by the insurgents by the State government needing to be supported to return to the communities approximately 35,000 men and 22,000 women and children<sup>27</sup>.

The Borno Model seeks to intervene through 5 integrated processes operating from the point of exit of people into the Military establishments in the Local Government Areas, their identification and evaluation in the transition centers in the Capital of Borno through to reintegration at the community level, while simultaneously strengthening services and service delivery in communities of reintegration. The model seeks to do so while responding to a variety of pillars of the Lake Chad Basin Regional Strategy and in alignment with the United Nations Counter Terrorism Framework. At the same time the Borno State Community Based Reconciliation and Reintegration policy yet to be approved by the State Assembly, supports the implementation of community-oriented elements of the Model. At the broader level, the Borno Model and its implementation would contribute significantly to the aspiration of the Borno 25 year development plan, linked to its 9th pillar on facilitating and sustaining security and peace in the State, which then presents the premise for local ownership.

State Governments are central in rebuilding and sustaining community trust in governance systems, institutions, and state specific responses seeking to stabilize, secure, rebuild communities emerging from conflict as well as related measures seeking to deploy durable solutions to displacement. According to Outcome five of the National DDDR AP State governments are responsible for a successful reintegration process facilitating socio-economic support and community sensitization. d they have a critical role to play in sustainable reconciliation and reintegration action. Since former associates might be returning to various locations, at the State level the intervention will follow the Borno State Reconciliation and Reintegration policy, the Adamawa State peace policy as well as the

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<sup>25</sup> Security Council resolutions 1373 (2001), 1624 (2005), 2178 (2014), 2396 (2017), 2462 (2019), 2482 (2017). Specific to the Lake Chad Basin and the threat posed by Boko Haram, the Security Council adopted resolution 2349 (2017).

<sup>26</sup> For instance UNSCR 2178, 2396, and also 2349, 1325, 2250, Regional strategy for the Stabilization, Recovery & Resilience of the Boko Haram- affected Areas of the Lake Chad Basin Region; Resolutions from past 3 Governor Forums of the LCBC; The Nigeria National Humanitarian Peace Development Framework, The 10 Year Development Masterplan for the North-East of Nigeria, Long-term development plans from the State Government of Borno, Yobe and Adamawa, Humanitarian Response Plans for the North-East of Nigeria amongst other material reviewed in building up this proposal and which form important foundations for support to the North East;

<sup>27</sup> According to the Director, Defence Media Operations, Defence Headquarters in Abuja, 57,004 Boko Haram terrorists and their families, comprising 12,547 males, 17,027 females and 27,430 children had surrendered (23 June 2022) - Link: <https://dailypost.ng/2022/06/16/boko-haram-57004-terrorists-surrender-as-nigerian-troops-neutralise-47-rescue-chibok-girl/>

Yobe State Alternative Dispute Resolution process and others, that continue to be developed. These have been developed by the State Governments, including with UN assistance. Their successful operationalization remains critical.

It is important to note that, while visiting Borno State in May 2022, the UN Secretary General reiterated the UN priority to fight terrorism and create solutions to victims of terrorism. Following his visit to one transit centre in Maiduguri and after receiving a copy of the Borno Model, presented as part of a series of localised solution to address the longstanding issues, the UN Secretary General noted the need for solutions addressing root causes of the conflict, processes that facilitate sustainable reintegration including for those forced to belong terrorist groups as well as rebuilding the social contract and finding durable solutions to internal displacement<sup>28</sup>. This project seeks to intervene in some of these critical areas.

c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal's sector by filling out the table below.

This catalytic initiative intends to respond to strategic gaps and challenges of the current national response to mass exits and complements other relevant interventions. In particular, it will support authorities and stakeholders to:

- Promote gender and age-sensitive pathways for reconciliation and reintegration in Borno State;
- Address coordination and capacities gaps between Borno State and the Federal State;
- Increase public awareness of the Borno Model for sustainable peacebuilding and reintegration results.

Within Northeast Nigeria, responses to the situation described in the conflict analysis have included significant counterinsurgency efforts of the Nigerian Military, the DSS and the Multinational Joint Task Force linked to the regional African Union response and the Lake Chad Basin Commission. At the same time, the significant numbers of people coming back to areas under the control of Government paves the way for investments spanning the humanitarian, development and peace spectrum for the benefit of the wider community of internally displaced persons and host communities. State Governments, as a result, have mandated key Ministries, Departments and Agencies, to provide an integrated response, created policy and allocated resources in response to the demands for rehabilitation, reconstruction and resettlement and implemented programming aiming to provide community level relief. In Borno State, Federal and State institutions such as the National Emergency Management Agency, Northeast Development Commission, State Emergency Management Agency, State Ministry of Reconstruction, Rehabilitation and Resettlement have been directly intervening alongside development and humanitarian partners on the resultant humanitarian crisis. Yet more remains to be done in addressing both protracted displacement and new displacements. It is paramount to continue ensuring the effective and gender-sensitive reintegration of all adults and children released, as well as the provision of educational, health, mental health and psycho-social services to all children affected by the conflict and to treat children associated with armed groups primarily as victims.

For instance, at the Federal level, the government of Nigeria established a rehabilitation center in Gombe State, Malam Siddi for rehabilitation and preparation for reintegration activities. The Borno State Government established three transit centers: Hajj Camp, Bulumkutu Camp and the Shokari

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<sup>28</sup> <https://www.un.org/sg/en/content/sg/press-encounter/2022-05-03/secretary-generals-press-encounter-the-governor-of-borno-state-babagana-umara-zulum>

camp. Moreover, under the Federal Ministry of Humanitarian Affairs, Disaster Management, and Social Development, the Northeast Development Commission has been created to coordinate intervention programs, initiatives from the Federal, State level governments, and development partners in the Northeast States. Furthermore, the Borno State Ministry of Reconstruction, Rehabilitation and Resettlement as well as the Ministry of Women Affairs and Social Development have been supporting the resettlement and rehabilitation of the displaced people as well as reunification of families in the State, with social workers and government staff working in the communities.

There are challenges and gaps with the disconnect between Federal and State initiatives on mass exits that require technical support and coordination through this initiative. For example, the DDRR NAP endorsed in 2018 by ONSA and the Ministry of Justice as a guiding document for the implementation of DDRR activities needs to be updated and aligned with the activities that will be implemented within the recently established Presidential Committee on Repatriation, Returns and Resettlement and the corresponding subcommittee inaugurated in Borno State Government<sup>29</sup>. Concerning the Technical Working Group on Strengthening Existing Programmes for Repentant Boko Haram members, this body has been tasked to “develop a strategy for the Disarmament, Demobilization and Reintegration (DDR) of combatants in the conflict taking into cognizance already existing DDR programmes”. In this sense, lessons learned for screening, categorization, profiling and rehabilitation processes implemented by the Federal Government including the Joint Investigation Committee (JIC) and OPSC, could contribute and strengthen the ongoing activities at the State level. Nevertheless, information is not being as much as it should be desirable shared between the different government agencies, among other reasons, due to the continuing turnover of government staff working on DDRR programming and communication gaps between different government agencies, including ONSA as the leading agency and the State Governments, and also between the different international partners working on the thematic. Furthermore, the criminal justice component, and the involvement of the Federal MDAs for prosecution and judicialization needs to be strengthened in the Borno Model.

In the various centers, there remains significant protection issues, including sexual and gender-based violence (e.g. forceful breaking of doors to access female hostels at night by male fighters), creating immediate and urgent concerns with protection in light of higher numbers in the three transition centers where those in government authority are currently being managed. These mixed accommodation arrangements need urgent review to include reasonable accommodation for men, women, minors and children, while at the same time addressing the overstretched infrastructure and services for provision of water, sanitation, and hygiene services (WASH) and shelter kits, as well as facilitating psychosocial, and referral to health services. The adoption of administrative screening, aimed at verifying membership in terrorist groups, could allow separating caseloads (e.g. former combatants and supporters from community members) and reduce the number of incidents.

This initiative will support authorities to ensure that victims of sexual and gender-based violence or other forms of serious exploitation perpetrated by terrorist groups are eligible for support, recognition, and redress available to victims (including psychosocial or economic support, reparations, restitution or compensation, recognition, commemoration, and remembrance). It will also support authorities to ensure that victims are not, and do not appear to be, treated less favourably than former Boko Haram or ISWAP members, and develop support, accordingly, considering the harm suffered by the community as primary victims of atrocities and develop reparations and support not only as a part of reintegration programmes, which are focused on the individual returning. Claims by victims for accountability against perpetrators of insurgency or against security agencies present a complex yet important dimension to be addressed even as the conflict transforms with the increased caseloads of

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<sup>29</sup> SH/OVP/DCOS/Misc./-8322

exits. This requires development and strengthening of appropriate policies, including transitional justice and reconciliation, at the State and Federal level and institutional cooperation in approaching this complex and longstanding conflict.

While it is the stated objective of the Borno Model to support local communities to prepare them for returnees, communication between State and local authorities prior to the return appear insufficient, and some local authorities feel they are left with most of the reintegration burden without appropriate means. Persons are reintegrated from Hajj camp without any advance warning nor support provided. By contrast the return of persons from OPSC was smoothed by advance family tracing visits which allowed the community, at least in some communities, to prepare in advance. In some communities, the population at the IDP camp outnumbered that of the host community. Women and children, left without support, in the camp resorted to begging at night for food, creating additional protection issues. Security and fundamental services (such as health, education, sanitation) should be re-established as a matter of urgency. The Federal and State authorities should collaborate in providing local authorities with the required assistance in reintegration efforts.

The caseloads of those currently presenting themselves to authorities include former members of non-state armed groups (e.g. combatants, supporters and associates) as well as community members, farmers and victims. Considering this aspect, Borno State authorities intend to verify membership, through administrative measures including identification by community members, religious leaders and the Department of the State Security (DSS). Nevertheless, it is necessary to both strengthen the ongoing screening, categorization and profiling processes to prevent the stigmatization of the entire caseload as linked/associated with sanctioned groups such as the ISWAP and Jama'atu Ahlus-Sunnah Lidda'Awati Wal Jihad (JAS) as well as to promote immediate and gender-sensitive responses and reconciliation. Once membership is verified through confirmation with community members and religious leaders, specific cases may be referred for criminal investigation based on evidence of past crimes. Nevertheless, the government has not yet provided clear information on how these cases will be referred to the Federal Government for prosecution and judicialization. Furthermore, community members and religious leaders may only have partial information on the individuals to be screened: they may know if an individual was abducted and forced to join the armed groups or left voluntarily. But if the individual committed crimes in another area of the country, the communities of origin would not know.

Efforts around the phenomenon of mass exits may lead to further inequities and imbalances unless steps are taken to differentiate between individuals who merit (rehabilitation) support and those who should be first held accountable. The process of differentiating (screening) persons must be done with transparency and consistency so that it does not deter those who have not committed serious offences from stepping away from the conflict and that it reassures victims and communities who have suffered harm that there is a measure of justice.

Given the deep and vast range of needs (including sanitation, health and education), a strategic prioritization of the use of limited resources must urgently be done by the government with the support of the international community. It should take into account not only the issues and challenges related to the persons “exiting” areas controlled by terrorist groups and the groups themselves, but the needs of the victims and communities. Efforts with respect to the latter could address both conditions conducive to terrorism and pave the way for reconciliation.

The ongoing mass exit has put additional pressure on the State and Federal Governments to respond to emerging challenges and opportunities created by large numbers of former Boko Haram associates (BH) and Non-State Armed Groups (NSAGs) exiting the bush. They require different forms of support



and assistance including rehabilitation in the transit camps and subsequent reintegration into their communities. Anecdotal evidence suggest that Borno State government has identified limited technical and functional capacities among key challenges hindering the operationalization of State and Federal policy documents and programmes including the Borno Model and Community Based Reconciliation and Reintegration (CBRR) policy<sup>30</sup>.

The capacity shortfall is affecting the State's ability among others in gender and age sensitive data collection and management, use screening and profiling tools and methods that are in compliance with both regional (LCB) and UN security normative on counter terrorism frameworks. Meanwhile, although a comprehensive capacity assessment has not been undertaken recently to identify the exact capacity gaps among Government agencies at the individual, organization and policy level, however there is consensus among the government agencies and partners that the following functional capacities among others will need improvement to meet the growing challenges and opportunities of the mass exits: Multi-Stakeholder engagement, coordination, partnerships building and dialogue; situational analysis and visioning; policy and strategy formulation etc. Additional improved technical skills/ capacities will be required by individual staff in relevant agencies areas related to transitional justice, peace building, reconciliation and reintegration as well as cross cutting capacities/skills such as gender mainstreaming and women empowerment, leadership, monitoring and reporting. It is expected that with enhanced capacities at the individual, institutional and policy level, the Borno State Government will be able to manage the ongoing mass exit in far more effective way while building the foundations for long term peace and stability in the region.

The ongoing mass exit of former BH associates from the insurgency/bush to the camps creates huge expectations in terms of better access to services, livelihoods opportunities and improved living standards in the camps and in future communities of reintegration. Thus, the Government will need to develop and implement an effective communication, public information and outreach strategy in order to help build trust and manage the expectations, so as to encourage more defections from the bush, while promoting dialogue, healing, reconciliation and reintegration in communities of reintegration. The strategy should also be targeted at Federal, State, Local Government, public and other stakeholders to have a better understanding of the Borno Model and CRRB policy as well other Government driven programmes and initiatives in the Northeast.

See Annex I for more details on UN activities in this area. The below table only contains information on differences and complementarities.

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<sup>30</sup> Section 8 of the CBRR Policy clear makes reference to CRR as the lead Government governance structure/body the oversees the operationalisation of the CBRR policy. The committee is already operational and chaired by the Deputy Governor. It comprises representatives from over 10 state agencies and departments.

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
<p>Support to Reconciliation and Reintegration of Former Armed Non-State Combatants and Boko Haram Associates (S2R)</p> <p>Since 2019</p>	<p>EUR 14,487,516</p> <p>European Union</p> <p>Implemented by IOM, UNICEF and UNDP</p>	<p>It aims to improve community-driven reintegration and reconciliation in Borno, Yobe and Adamawa (BAY) States, contributing to the stabilization of BAY States by enhancing community preparedness for reintegration and reducing rejection and stigmatization of former associates that also prepares the ground for community-based healing and reconciliation.</p> <p>Under this project, UN entities collaborate with the UN University Managing Exits from Armed Conflict project.</p>	<p>This intervention is seen as complementary. The focus of this project has been linked to the caseloads leaving the Operation Safe Corridor rehabilitation and deradicalization process with direct reintegration support as well as for communities in locations of their reintegration.</p>
<p>Regional Stabilization Facility (RSF) for the Lake Chad Basin – Nigeria Window</p> <p>Since 2021</p>	<p>\$100M</p> <p>Government of Nigeria, Federal Government of Germany, The United Kingdom, Government of Netherlands, Government of Sweden and the European Union</p> <p>Implemented by UNDP</p>	<p>Seeks to contribute to achievement of stabilisation, being a time bound, localised, integrated civilian programme of activities with the primary purpose of extending State presence and establishing minimum security conditions, essential services and livelihood opportunities necessary to sustain the peace and allow longer-term social cohesion and development processes to achieve momentum and impact.</p> <p>The stabilization facility has contributed to over 100 infrastructure, basic services and livelihood projects have been in six target communities in the BAY States, Banki, Monguno, Ngarannam and Damboa in Borno State; Gulak in Adamawa State; and Buni Yadi in Yobe State.</p>	<p>Provision of technical support to design of the Borno Model</p> <p>Provision of direct support to implementation of the Borno Model, through deployment of a variety of reconciliation and reintegration assistance, including in priority locations of reintegration aligned</p>
<p>Partnership Project to Support Criminal Justice Responses to Terrorism and Violent Extremism in the Northeast Phase III</p> <p>Since 2018</p>	<p>\$8,500,000</p> <p>European Union, Government of Nigeria</p> <p>Implemented by UNODC and CTED</p>	<p>Providing training and technical assistance to key institutions involved in investigating, prosecuting and adjudicating terrorist crimes in NE Nigeria, including the multiagency Joint Investigation Centre, the Terrorism Investigation Branch of the NPF, the Complex Casework Group of the Federal Ministry of Justice, the Department of State Security Services, the Legal Aid Council of Nigeria, and the Federal High Court</p>	<p>At present, there is no detailed research regarding the public desire in the BAY States to see major perpetrators of terrorist crimes who have surrendered to the authorities prosecuted, and, as a result, this issue has received little attention in the Borno State Model. This critical question will be central to the design of any comprehensive transitional justice effort and thus needs to be addressed as a matter of urgency. If there are to be criminal justice prosecutions, these will be conducted at the Federal level, and the institutions supported by this</p>

			EU-funded project will be central to ensuring that they are pursued fairly and expeditiously.
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**II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)**

a) A brief **description of the project** focus and approach – describe the project’s overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

Based on the conflict analysis and the current situation, this intervention will focus on addressing the key current gaps and challenges posed at the institutional and community-level by the mass exits, with a focus on:

- enabling sustainable reintegration, reconciliation and transitional justice in Borno State, in coordination with Federal initiatives;
- supporting integrated rehabilitation and reintegration in transit centers in Borno State and in pilot communities of Bama LGA;
- enhancing gender and age sensitive approaches;

As previously presented, this catalytic initiative intends to respond to strategic gaps and challenges of the current national response to mass exits and complements other relevant interventions. One of the ultimate indicators for sustainable peace and security in the Northeast will be the successful and peaceful reintegration of both victims and perpetrators in local communities. For such reintegration to happen, local reconciliation efforts need to be promoted and reinforced quickly. Local communities, including traditional and religious leaders, need to be involved prior to the return of individuals to prepare traumatized communities.

This 24-month integrated project will catalytically support the coordinated interventions of Federal and Borno States at the policy and political level and reconciliation and reintegration pathways at community level in Borno State. By addressing the ongoing mass exits, this initiative could contribute towards (i) preventing re-recruitment into non-state armed groups, (ii) encouraging further exits, and most importantly (iii) mitigate the cycle of violence in the region.

The more anticipative and pragmatic the process of receiving, categorizing and verifying, managing and reintegrating is, while complying with international law, using the scale of the present numbers of individuals exiting the group to predict the possibilities of even higher numbers in the future<sup>31</sup>, the easier and more systematic it would be to deploy and institutionalize measures for the effective reception, evaluation, assessment, categorization, screening, profiling, management, accountability and eventual reintegration of the adult individuals of the programme drawn from international experiences and best practices. This can additionally create confidence amongst victims and society in the approach, results and opportunities for the future. In addition, focus needs to go beyond screening, and center-based management to understanding pathways for accountability and rehabilitation as well

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<sup>31</sup> The Borno Model predicts that in line with the current trajectory of exits, numbers could quickly reach close to 100,000 persons

as the need to have locally driven and sustainable reintegration and reconciliation, amidst the already fragile situation and that of a protracted internal displacement.

Considering the scope of the project, it is important to note the recent adoption of the United Nations Security Council Resolution 2664 on humanitarian exemption. On 9 December 2022, the Council decided that, among other activities, the provision of goods and services necessary to ensure the timely delivery of humanitarian assistance or to support other activities that support basic human needs by the United Nations are permitted and do not constitute a violation to sanctions, including the 1267/ISIL/Al-Qaida Sanctions Committee, which designates armed groups as terrorist organizations.

b) Provide a **project-level ‘theory of change’** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project’s outcomes.

*(Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)*

**IF** relevant Borno State authorities are enabled to implement the Borno Model in a sustainable manner, in coordination with Federal initiatives and in line with national and international laws and frameworks;

**IF** Borno State authorities and service providers, including social workers and civil society organisations, receive support for delivering rehabilitation and reintegration services in the existing transit centers, with a gender and age-sensitive approach, using tools and methods that are in compliance with regional and UN normative frameworks;

**IF** the communities of return and wider public are aware of the objectives of the Borno Model and its services and are consulted in shaping them, including for transitional justice and reconciliation;

**IF** the communities of return and those exiting receive tailored and equitable gender and age-sensitive basic and socio-economic services that can be sustained;

**THEN** both victims and perpetrators will be peacefully and sustainably reintegrated in local communities of Bama LGA,

**BECAUSE** the disconnect between Federal and State initiatives on mass exits will decrease; services will be provided in an equitable and just manner to communities of return and those exiting and being reintegrated; confidence will be increased between the Government and the communities; foundations for accountability to victims will be established,

**ASSUMING** that extensive awareness will strengthen community trust in processes and support to processes at all levels; resources will be available to adequately cover scaled activities, including in the view of increasing exits; there will be decline in conflict incidences; measures to ensure coordinative systems between Federal and State Governments will ensure exchange of practice and scaling of interventions; restoring basic local government presence and basic services will continue

during and at the end of the project, fostering greater citizen trust in government and improve perceptions of government responsiveness.

c) **Provide a narrative description of key project components** (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities.

### **Outcome 1: Policy and outreach responses are strengthened for sustainable community-based reconciliation, reintegration and transitional justice processes in Borno State.**

This outcome will support technically and financially the Borno State institutions in charge of sustainable community-based reconciliation, reintegration and transitional justice processes. This will include support to the Borno State Committee on Repatriation and Return, to carry out its function as designated body for the operationalization of both the Borno model and State policy on Community Based Reconciliation and Reintegration (CBRR, currently in the process of being enacted), in coordination with Federal Government initiatives such as the DDRR NAP and the National PCVE Policy Framework. Specifically, this outcome aligns with the DDRR NAP, and Component 1 (Out of the Bush) and Component 5b (Transitional Justice) of the Borno Model<sup>32</sup>.

This outcome will support research on transitional justice and other related areas as determined in consultation with the State institutions. Specifically, and in complementarity with other research being implemented such as the UN University Managing Exits from Armed Conflict (MEAC) project, opinion polling will be conducted and related research undertaken in key identified communities in Borno State, to: i) provide a comprehensive assessment of state and non-state led Community Based Reintegration (CBR) practices and experiences in Borno State, highlighting the successes, knowledge gaps and pitfalls, and areas of improvement; ii) through data collection from communities in Borno State, develop evidence-based information regarding victims and community attitudes towards the prosecution (or some other form of transitional justice process) of former combatants of varying degrees of culpability; iii) produce a research analysis report on victims and community perceptions towards reintegrated ex-combatants, and the perceptions of the returnees themselves; iv) report on the methods of reconciliation and mode of peacebuilding in different communities in Northeast Nigeria facilitate increased understanding of some of the victims and community grievances linked to the longstanding conflict. This research seeks to reinforce the existing body of knowledge on perspectives of criminal justice systems in view of the current context of mass exits. It also seeks to build up an integrated approach to transitional justice in accordance with the relevant UN guiding principles.

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<sup>32</sup> CBRR policy document is State Government owned that highlights its commitment to using a community based approach as the overriding principle in the design, implementation and monitoring of reconciliation, transitional justice and reintegration (peacebuilding) related interventions in communities of return/resettlement/reintegration. It pre-dates the Borno model and serves as one of its key guiding principles in its operationalisation in the communities of return/resettlement in relation to reconciliation, reintegration and transitional justice related processes and interventions. Borno model on the other hand is a programmatic response by the State Government to the recent mass exits. Its objectives are more short to medium term whereas those of the CBRR policy document are more long term and strategic. Both the Borno model and CBRR policy document are complementary and mutually inclusive and not parallel or competing structures.

Furthermore, this project will support the Borno State Government to develop and implement an effective, gender and conflict-sensitive communication, public information and outreach strategy in order to help build trust and manage the expectations of the different stakeholders including those exiting, traditional leaders and communities of reintegration. This strategy will also promote alternative narratives to attract further exits and support community-based reconciliation, reintegration and transitional justice processes, while promoting dialogue, healing, reconciliation and reintegration in receiving communities of reintegration.

### **Output 1.1: The policy environment supports the implementation of the ‘Borno Model’ in coordination with the Federal Government**

Activities will build capacities and tools of Borno Government institutions, consistent with international law, in particular international human rights law, international refugee law and international humanitarian law, including relevant international instruments, and in line with the LCBC Regional Strategy as well as Federal Government processes, such as the activities implemented by the Joint Investigation Committee (JIC), Operation Safe Corridor (OPSC) and reintegration and reconciliation processes implemented by the States. Activities should align with UN system-wide principles, norms and standards, notably on Transitional Justice, criminal responses and DDR. Activities will include the preparation of operational plans to guide the implementation of the Borno Model and the CBBR policy in coordination and harmonization with Federal policies and strategic documents, such as the National PCVE policy framework and the DDRR action plan, as well as several activities implemented by the State governments on conflict prevention, peacebuilding and community sensitization and reconciliation.

This output will also support strengthening the capacities of Local Government institutions, including in Bama LGA, for enhanced capacities to support socio-economic reintegration as well as reconciliation interventions, promote community engagement and sensitization initiatives that are aligned with perspectives for healing, social cohesion and reconciliation. The project will enhance the capacities of LGA level committees and agencies including the CRR and those directly involved in operationalizing the Borno Model will be strengthened to coordinate Government planning, monitoring and reporting of projects and policy implementation at the local level. At the same time, this project will strengthen their capacities to coordinate the activities of development partners, including UN Agencies to ensure that their support is in compliance with Borno State policies and priorities which are grounded on the principles of local ownership and sustainability of the results. Meanwhile, CSOs, social workers and staff of the Ministry of Women Affairs and Social Development and Local Government Authority will also be trained in various areas within the framework of operationalizing the Borno Model and CBBR policy in a conflict and gender-sensitive approach. Additionally traditional leaders and religious leaders will be trained in various areas designed to promote reconciliation and social healing in the communities. Importantly, the training to traditional and religious leaders will also focus on increasing their knowledge and understanding on issues related to the gender equality and women empowerment, enhancing the role and contribution of women and youth in the implementation of the Borno Model and CBBR policy.

#### **A.1.1.1: Identify and assess policy and competencies gaps and needs for implementation of the Borno Model (policy formulation, implementation, monitoring and reporting)**

#### **A.1.1.2: Identify and assess policy gaps in the linkages with Federal policies, regional and international standards and frameworks**

**A.1.1.3: Capacity development of Borno State Government/Agencies and other relevant bodies, including the CRRC, to operationalise the Borno model and CBRR policy ensuring its gender-sensitivity and coordination with DDDR Federal processes**

**A.1.1.4: Capacity development of Local Government Authorities, CSOs and other local institutions to effectively plan, coordinate, monitor and report on the operationalization of the Borno Model and CBRR policy**

**A.1.1.5: Organize knowledge and experience sharing among the agencies and relevant bodies as part of capacity development**

## **Output 1.2: Research and evidence for screening, categorization and transitional justice improve policy implementation**

This output will promote research and evidence for the adaptation and operationalization of screening, categorization, and profiling processes and release of adult individuals (both men and women) at transit facilities, in line with the Federal and State policies, including the Borno Model and the DDDR NAP, and based on international standards<sup>33</sup>.

More specifically, the gaps analysis will serve as basis to strengthen the ongoing Borno Government screening and categorization processes at the transit facilities, including on standards and best practices for gender, age sensitive and child-friendly assessment criteria and procedures. UNODC will support this output of the project to ensure that global best practices on DDDR is integrated through their coordination role on identification and evaluation processes.

The research work envisaged in this output will take into consideration the scope, extent, and application of a variety of transitional justice measures in Northeast of Nigeria, Nigeria in general as well as in the Lake Chad Basin countries. Borno Government, for instance is undertaking a State level research seeking to collect local, traditional and religious leaders' perspective on what may constitute part of transitional justice approaches especially as it applies locally and consolidate information on sustainable mechanisms for applying transitional justice mechanisms and process from community to community, in a gender and age-sensitive manner. A similar reflection is underway in Adamawa and Yobe States, led by the Center for Democracy and Development. The Nigeria National Human Rights Commission has in addition been working with State Ministries of Justice, traditional leaders, community leaders in Borno, Adamawa and Yobe States towards testing and thereby developing potential frameworks and protocols for transitional justice and reconciliation. Finally, the research seeks to inform reflections on what a transitional justice framework (including criminal justice options) in accordance with the relevant UN guiding principles, would look like for the subregion and by extension in the Lake Chad Basin in general.

**A.1.2.1: Gaps analysis of identification and evaluation processes in the transit camps**

**A.1.2.2: Opinion polling and research related to community-based reconciliation, reintegration and transitional justice (including criminal justice options)**

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<sup>33</sup> The focus of this initial profiling/categorization is to verify membership to the armed group. This process can be done by the Federal and Borno State authorities with the support of UN agencies. However, the process should not be confused with judicial screening/criminal investigation which requires the services of different professionals and competent national/state entities.

### **Output 1.3: Universally accepted tools and systems are applied for screening, categorization and identification and are gender and age-sensitive**

Under this output, technical support will be provided to Borno State Government to address any gaps in the current identification and evaluation processes including the screening, categorization, and profiling processes and release of individuals at transit facilities, to ensure that they comply with international standards and best practices for gender, screening criteria and procedures for adults, age sensitive and child-friendly processes. This will include the development and use of procedures and standard operating protocols on the prioritization, management and transfer of children and women from Hajj camp to BIC interim care facilities. This work will draw from international experiences on screening, categorization and identification as well as screening templates already put in place by the Borno state government and the Department of State Security (DSS), which will be revised in coordination with the government and improved. Moreover, Federal government experiences implemented under the coordination of the JIC, will be considered, including the ICRS methodology for supporting reintegration and reconciliation processes. Moreover, the Lake Chad Basin Regional Strategy Pillar Paper on Screening, Prosecution, Rehabilitation and Reintegration (SPRR) will be considered. In addition, it will also include the development and use of procedures and standard operating protocols on the prioritization, management and transfer of children and women from Hajj camp to separate BIC interim care facilities. Activities will support the elaboration and application of specialized assessment processes for children formerly associated with non-state armed groups, in compliance with child rights, the Paris Commitments Principles and Guidelines on Children Associated with Armed Forces or Armed Groups, recognizing the specificities of child development, integrating a psychosocial support assessment approach based on IASC Guidelines. Also, it will support the elaboration and application of assessment (screening) processes for women formerly associated with non-state armed groups.

At the same time this project will support the Borno State Government with the necessary equipment, for the establishment of safe data collection services in Hajj camp (newer camp) and also strengthen their capacity to conduct adult screening, categorization, and profiling in line with international standards.

#### **A.1.3.1: Tool, and standard operation procedure development and capacity building for the screening, categorization and identification of mass exits and equipment provision**

#### **A.1.3.2: Support Government screening and categorization at transit facilities**

#### **A.1.3.3: Elaboration and application of screening processes for women formerly associated with non-state armed groups**

### **Output 1.4: Strengthened public engagement in support to sustainable reconciliation and reintegration**

This output will support the implementation of an 8-month public outreach, sensitization and engagement programme on peace, reconciliation and implications of the prevailing situation in the Northeast of Nigeria through different mediums in Borno State (Radio, TV, social media). Different audiences will be targeted at the Federal, State, Local and Community level. The campaign will target not only those in the bush and those exiting the insurgency based in the transit camps. It will also target communities of future reintegration, Non-state Armed groups (NSAG), local communities and general



public in Northeast Nigeria and the Federal level to sensitize them on the objectives and operationalization of Borno Model and CBRR policy and their contribution to long term peace and stability in the Northeast.

At the Federal level the objective is to gain more financial and political support for the operationalization of the Borno Model and CBRR<sup>34</sup>. At the State level, to increase the awareness among state officials on the two-policy document and linkages with Federal policy initiatives and documents. Importantly, LGA and community level campaigns will target both victims and perpetrators as part of efforts to promote reconciliation. Former associates will be sensitized on issues of accountability through transitional justice and the need to promote reconciliation and social healing. Importantly, fighters and associates who are still in the bush will be targeted to defect and join the mass exits. Youth will also be targeted by religious scholars on counter narratives of religious extremism.

This output will support knowledge documentation and management using different channels and methodologies including human-interest stories, interviews, case studies, scripts, pictures and video clips for public dissemination and consumption. It will support the preparation of a documentary film on the achievements, challenges and opportunities for peacebuilding. Among others, the film will document experience sharing on reconciliation and reintegration vis a vis community perception and social acceptance of former associates in the host communities and monitoring of community reaction to their reintegration on social media.

#### **A.1.4.1: Support to a Government-led eight months public information and awareness raising campaign**

#### **A.1.4.2: Production of a documentary film on reconciliation and reintegration experiences of former associates**

### **Outcome 2: Integrated systems for rehabilitation and reintegration are strengthened and gender and age-sensitive, focusing on formerly associated persons and communities of reintegration**

The support for rehabilitation and reintegration provided under this outcome will be divided into two components: support in the transit camps and support in focal LGAs where returns are occurring. All support will be tailored to the specific needs depending on gender and age.

This outcome will provide services to meet the basic human needs of ‘new arrivals’ in addition to the already extensive efforts for those individuals in camps. At the same time, community level social cohesion efforts will provide core resilience building elements for all communities as they reintegrate with neighbors, family members and former combatants associated with non-state armed groups. This outcome aligns with Outcome 2: Component 3 (Identification and Evaluation); Component 4 (Transit Center Support); Component 5 a (Rehabilitation processes and Released from Government authority for return to the communities) of the Borno Model.

At the sub regional level, this catalytic project will build on the strategic partnership with the Lake Chad Basin Commission (LCBC) CSO network, by strengthening their capacities for effective reintegration service delivery at the State, Federal and sub regional level. This will also be achieved through training and experience sharing on community-based reintegration.

## **Output 2.1: Transit center management services targeting women, children and men are improved**

Social workers and relevant officials will receive training to improve their capacities in socio economic profiling including data management and rehabilitation and reintegration services (application of tools and systems). The support will include training of social workers on child friendly procedures, data collectors and relevant officials on the handling of beneficiaries, use of pss and socio – economic profiling tools, gender sensitive data management, data protection, etc.

Under this output, interim care services will be provided to children and women arriving at the transit centers, these include age and gender specific services, temporary accommodation, food, medication, psychosocial first aid, literacy and numeracy lessons, vocational lessons, recreation, psychosocial support, referrals, family tracing and reunification. Profiling of cases to identify short and mid-term needs, as well as to initiate longer term tracing and reunification activities will also be conducted. This output will support the provision of schooling or vocational skills training as part of reintegration for children. It will also provide opportunities for eventual enrollment of children in formal education (below 14 years) or placed in vocational skills training if above 15 years. The support includes the provision of reintegration orientation sessions for integrated skills trainings, basic literacy and numeracy skills as well as livelihoods training targeting women, men and children in the three present centers.

Moreover, the project will support the provision of Water Sanitation and Hygiene (WASH) services in transit centres including, dislodging of sewer systems and water bodies, rehabilitation of destroyed water points, and sand filling of eroded and water lodge areas. It will also support rehabilitation of boreholes, construction of shower and latrines.

Additionally, this project will support the provision of reintegration orientation sessions for integrated skills trainings, basic literacy and numeracy lessons and livelihoods training targeting women, men and children in the three present centers (includes socio-economic profiling, business readiness assessments, and counselling). It will provide them with business start-up kits and regular business monitoring. Follow-up support to reintegrating individuals especially women upon reunification will be conducted.

This project will support among others the preparation of rehabilitated and released from Government authority 350 adult female former associates for reintegration into their communities of origin or resettlement. Support for the 350 women will inter alia include sensitization and awareness on CBRR processes, civic education, information, counselling, referral services (ICRS), mental and psychosocial support, Health and disability information, profiling registration, medical screening, GBV services etc. This project will support the provision of comprehensive case management services for at-risk children such as unaccompanied and separated children (UASC), child and women survivors of gender-based violence (GBV), and children at risk of mental-health distress. Case management services will be delivered by selected partners that are members of the child protection case management Task Force<sup>35</sup>.

### **A.2.1.1: Capacity development of social workers and relevant officials for data management, camp rehabilitation and reintegration services (application of tools and systems)**

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<sup>35</sup> The Task Force is led by the Borno State Ministry of Women Affairs and Social Development and supported by UNICEF and child protection partners.

**A.2.1.2: Provision of interim care services to children and women arriving at the three transit centers**

**A.2.1.3: Support provision of water sanitation and hygiene services in transit centres**

**A.2.1.4: Support the provision of education and capacity development to children and formerly associates**

**A.2.1.5: Support to case-management services for survivors of gender-based violence (GBV), and children at risk of mental-health distress**

**A.2.1.6: Support to transit camp case management, and preparation for reintegration services**

**Output 2.2: Whole-of-society mechanisms support sustainable reintegration and reconciliation at the community-level in Bama LGA and other selected locations**

This output will provide direct reintegration support to 600 female beneficiaries (200 former female associates released from the camps and 400 selected female civilians selected by the Shehu of Bama and LGA chairman). Under this output, integrated reintegration assistance will be delivered, including mental health and psychosocial support, livelihoods, civic education, vocational and skills training etc. The livelihoods support will help improve the income generation abilities and employability through training and retraining in various skills. Support will also be provided in various sustainable businesses and agricultural cooperatives set ups, promoting access to micro credit services, job placement, literacy, numeracy and education support. Business training will focus on basic entrepreneurship skills and support for sustainable business startups. Small startups grants based on group size will be provided to small groups or cooperatives to enable them start their own businesses. Similarly, this project will assist in increasing the employability of former associates and community members by investing in their marketable skills. Customized training will be given to those who opted for vocational skills training, followed up by startup kits to help gain a foothold in various livelihoods activities.

This output will support the implementation of a community-based rehabilitation pilot (after profiling) and reintegration of 150 former female associates/victims and 250 community members, in various communities of return in Borno State (depending on preferred return locations). The assistance will cover a domiciliary rehabilitation activity, tailored socio-economic assistance and all-inclusive psychosocial services as well as activities on family tracing, reunification, and social interaction. This project will provide life skills training throughout the facilitation process for the provision of religious counselling, life coaching, mental health and psychosocial support and referral to other services. Rehabilitation activities and socioeconomic reintegration assistance will be conducted simultaneously with community mobilization to improve community understanding of the process and create social interaction and acceptance. Moreover, this project will support engagement and participation of local civil society in the ongoing reintegration processes, to share local knowledge and practices to build critical mass and capacities of CSOs to support Government efforts for a sustainable process.

Most CSOs have limited capacity to support reintegration activities at the community level. This project will build the capacities of not only Government partners but also CSOs for enhanced reintegration service delivery in target communities in the different components: economic, social, political, psychosocial etc. Additionally, this project will support the creation and functioning of a network, or forum, of NGOs engaged in reconciliation and reintegration projects. This will help

promote information and knowledge exchange among the NGOs at the state and Federal level and ultimately contribute to stronger civil society institutions in the country. This will promote both local/national ownership and sustainability of results consistent with the Paris Declarations, Agenda 2030 etc. Among others, it will strengthen the capacity of Mental Health and Psychosocial Support Service Providers (MHPSS) consistent with State and Federal Frameworks and Policies.

**A.2.2.1: Implementation socio-economic reintegration for 950 women (released from the transit camp and from the communities of reintegration)**

**A.2.2.2: Implement a community-based rehabilitation pilot and reintegration of 400 women (150 from A.2.2.1, non-center based)**

**A.2.2.3: Capacity development of local NGOs and CSOs on socio-economic reintegration, reconciliation and MHPSS**

**A.2.2.4: Support a local network of NGOs and CSOs for knowledge exchange on reconciliation, socio-economic reintegration and MHPSS**

**Use Annex C to list all outcomes, outputs, and indicators.**

d) **Project targeting** – provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.

**Proposed locations of the project:**

The project will be implemented mainly in Borno State, Bama LGA and Maiduguri transit centers, with few activities being also implemented in coordination with the Federal level. Specific locations and communities for return will be selected after rehabilitation and reintegration assessments with programme beneficiaries (women selected for pilot activity under outcome 2) and based on the preferred location for return and reintegration as well as areas of high recruitment. Key criteria for the selection will be: LGAs with high influx of exits/defectors, who have been screened and released by Government from the transit camps; LGA/communities where existing programmes such as SRF, S2R and others are being implemented to enhance synergies and complementariness, as well as coordination with the MoWASD for specific selection criteria for women participating in the pilot

Bama LGA has been one of the significantly affected LGAs in terms of the historical dimensions of how it was taken over by the insurgency in the past. Therefore, presently, a significantly large caseload of reintegrating former associates chose to go back to Bama LGA. Similar proportions of caseloads have also returned to Bama from earlier reintegration services linked to the OPSC work in the past. Programmatic focus in Bama therefore presents an opportunity for an area-based approach, deepening and developing the practice further, deepened collaboration with partners, CSOs and other mechanisms with a view of immediate replication and scaling with other interventions including through Government own processes (Sustainability) and as may be supported through a pipeline of UN, CSO interventions in the future. The awareness raising campaign (A.1.4.1) will target the Borno State more broadly.

Mass exits have been happening in Borno State over the past 22 months and cooperation between the State and Federal Government in this process needs to be strengthened, which is why some activities will be implemented in coordination with the Federal level. So far individuals exiting, and surrendering are being transferred to the Borno State Government by the military for further identification and categorization done by the DSS, community leaders and religious leaders in Maiduguri transit centres.

The support provided to the sub-regional network of NGOs (A.2.2.3) will also benefit indirectly the other Lake Chad Basin countries and territories (Cameroon, Chad and Niger).

### **Beneficiaries:**

The targeting of beneficiaries is strongly interlinked between the 2 project Outcomes, to ensure that the improved policy environment and capacities of those supporting policy implementation, directly benefits individuals and communities in transit centers and localities of return.

### **Outcome 1: Policy and outreach responses are strengthened for sustainable community-based reconciliation, reintegration and transitional justice processes in Borno State.**

Direct:

- At least 150 officials trained and supported, including staff members of the CRR, Government staff working on identification and evaluation processes (at least 4 Ministries) and other relevant entities (at least 30% women), out of which 10 will benefit from knowledge sharing experiences;
- At least 400 women screened and categorized
- At least 3 media organizations /outlets trained.

**Indirect:** 10,000 individuals and their households in the communities of implementation (30% women), traditional and religious leaders.

### **Outcome 2: Integrated systems for rehabilitation and reintegration are strengthened and gender and age-sensitive, focusing on formerly associated persons and communities of reintegration**

Direct:

- At least 20 social workers and case workers providing interim case services to women and children;
- At least 400 women in transit camps provided with interim care services, SGBV support and preparation for reintegration, out of which 200 supported after release with socio-economic reintegration (from Outcome 1);
- 150 women former associates or victims, already reintegrated in communities of return, supported with rehabilitation and reintegration;
- 650 women from communities of return;
- At least 700 children (450 children associated with armed groups and 250 orphans and vulnerable children) at risk of mental health distress prepared for reintegration, out of which 350 provided with interim care services (300 boys and 400 girls);
- 100 children provided with education and capacity development opportunities;
- At least 20% (estimated number of 14,000) of Haji camp population benefits from WASH services;
- At least 5 NGOs or CSOs from the LCB CSO network (out of which 2 women-led).

**Indirect:** 10,000 individuals and their households in the communities of implementation (30% women), traditional and religious leaders.

Traditional and religious will be entrusted in collaboration with community members and relevant Ministries (such as the BS MoWASD) to do the selection based on agreed criteria with UN agencies. Among the criteria is the inclusion of vulnerable women (including widows, female headed households, former women forced into marriages, victims of GBV), the targeting of entities with strong knowledge of the local context and prior experience in promoting GEWE.

The project recognizes the scale of mass exits from the conflict area is significant and more exits are predicted to be witnessed as per the rate of daily arrivals and predictions. The scope of this project is limited to enable the continued development of the practice that would facilitate an expansionist process supported by Federal and State allocations as well as bilateral partnerships with UN and other implementers in Nigeria and implemented as a reinforcing package. The initiative is complementary also to other existing interventions including those linked to the ongoing Operation Safe Corridor process. As a catalytic investment this PBF project will build the foundations that will benefit indirectly, in the long run, the over 100,000 fighters that continue exiting the bush. The PBF capacity development support will help refine and strengthen existing processes, tools, SOPs, manuals, selection criteria and other guidelines that are consistent with international best practices and will be used for the benefit of thousands of former BH associates and civilians in future UN and other donor funded programmes.

Additionally, the project will benefit at **the Federal level:** Presidential Committee on Repatriation, Return and Resettlement of Displaced Persons in the Northeast, the Ministry of Information and Communication, Military etc. They will directly benefit from training and other forms of support depending on the findings of the capacity needs assessments which will be conducted at the outset.

## 5. Project management and coordination (4 pages max)

- a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
<b>Convening Organization: UNDP</b>  Implementing partners: - CENSCOPE; GISCOR; Neem Foundation; International Alert	2020 – 2022  USD 4.5M  USD 8 M	2020 – 2022  EU (S2R)  RSF – RR component	Maiduguri, Borno State	10 Project Area	Project management; Reconciliation and Social Cohesion; Reintegration; Mental Health and Psychosocial Support; Community Mobilization;
<b>Recipient Organization: UNICEF</b>  Implementing partners:	2022 2.6 mil USD	2022 EU (S2R) & French Natcom	Maiduguri	11 Project Area	Child Protection Manager, Child Protection Specialist- (Reintegration)

					Communication & Advocacy Specialist, Child Protection Specialist (MHPSS), Child Protection Specialist-Emergency Child Protection Officer (GBV)
<b>Recipient Organization: IOM</b>	<b>2022 – 2022</b> 4.5 Mil USD 750,000 USD	<b>EU (S2R)</b> CSO State Department	<b>BAY States</b>	<b>20 Project Area</b>	DDRR Expert – Project Manager Regional ICRS Expert Senior Reconciliation and Reintegration Officer ICRS services various specialists
Implementing partners: <b>Direct implementation</b>					
<b>Recipient Organization: UNODC</b>	2022-2022 2.44m USD	EU USA (INL) Italy	Maiduguri, Abuja, Jos	12 Project Area	Counter-terrorism, legal, law enforcement
Implementing partners:					

**UNDP (Convening Organization):** UNDP has been supporting the Borno State Government in the development and operationalization of the Borno Model. At the same time, it has also supported the State Government in the preparation of the Community Based Reconciliation and Reintegration policy (CRR) policy document which has been approved by the State Government and is now awaiting legislature approval. Accordingly, UNDP is already providing technical and capacity development support to the various State Departments and committees involved in the operationalization of both the Borno Model and CRR policy. Technical expertise has been integrated within the Governor’s office, relevant departments and committees in Maiduguri that will allow for high level engagement around the PBF project in the future. This operational presence of UNDP staff in the Government departments will provide an entering point for the project and state level stakeholder engagement and coordination. Meanwhile, UNDP technical expertise has built solid experience in capacity development building tools for Government partners in crisis and post crisis situations akin to the situation of mass exits in other parts of the world. This has positioned UNDP as a strategic partner to the Borno State Government. This PBF project further provides an opportunity to consolidate and deepen the existing partnership with the State Government.

In addition, UNDP is supporting the Government in the demobilization and reintegration of the CJTF and other vigilante groups, that experience combined with the ongoing implementation of the community-based reconciliation and reintegration interventions in different parts of the state will prove invaluable for the successful implementation of this PBF project at the different level. It will provide a foundation upon which the Borno model infrastructure will be built and enhanced. Besides, UNDP is implementing several other programmes in partnership with Government including the Regional Stabilization Programme (Nigeria Window) and Early Recovery among others. These ongoing state level programmes will enhance the readiness of the implementation of this PBF project. It will provide opportunities for building synergies and complementarities with Lake Chad Basin (LCB) sub regional programmes and networks.

The International Organization for Migration (IOM), has developed a model for the Disengagement, Disassociation, Reintegration and Reconciliation (DDRR) of Non-State Armed Groups (NSAG’s) as

part of a regional Lake Chad Basin strategy. This approach focuses heavily on supporting governments in building the legal foundations and operational frameworks necessary to better define and identify individuals who could be eligible for a rehabilitation and reintegration processes. The regional program is based on four pillars, tailored to the context and circumstances of each country: Assessment, context analysis, and national planning; technical ‘upstream’ government support; individual case management, and community-based reintegration and reconciliation.

Since early 2017, IOM has been working on peacebuilding and reconciliation activities in north-east Nigeria, most notably through its DDRR Programme. The DDRR Programme facilitates the reintegration process of the male graduates from Operation Safe Corridor (OPSC) Rehabilitation Programme as well as female NSAG associates and NSAG victims. It also supports Federal, State and Local governments, building the capacities of the staff in the different areas of DDRR, with special focus on community reintegration, reconciliation, and prevention of violent extremism. The programme supported in 2018 the development of the NAP, endorsed by ONSA and the Ministry of Justice. The DDRR IOM’s Programme partners include the Office of the National Security Advisor (ONSA), the National Orientation Agency (NOA), and the Borno State Ministry of Women Affairs and Social Development (MoWASD), among others.

IOM Nigeria conducted field research in 2018, to assess the needs and capacities of key government and community actors playing an essential role in reconciliation, as well as to inform the development of a reconciliation methodology. The information gathered through this research enabled IOM Nigeria to develop a methodology for sustained, inclusive, and robust platforms of dialogue, learning, mutual support, and concerted actions for reconciliation within community – so called Reconciliation and Social Cohesion Platforms. With the support of different donors, IOM established eight platforms in those Local Government Areas (LGA) where more Operation Safe Corridor beneficiaries were returning, after graduation from the rehabilitation programme. The methodology supported the identification of strategic community members including religious and community leaders, that can facilitate and support the reintegration processes.

Building upon this methodology and as part of the activities under the S2R project four additional platforms were established for a total of 12. These platforms have been equipped with additional capacities and functionality in respect to effectively engaging in critical prevention and reintegration related functions; healing and reconciliation capacities have been enhanced in 5 communities through community-based initiatives targeting over 489 community members of which 321 were women; enabled over 500 community members participated to be active in livelihood schemes in priority project communities as complement to the dual targeting approach implemented by IOM; Five (5) community social impact projects were established by the UN agencies, to improve community level skills, provision of services as a foundation to self-sufficiency, promote community healing and reconciliation; Community level foundations for Transitional Justice have been established in Seven (7) communities; and foundations for non-state security actors such as CJTF and vigilantes to be demobilized and reintegrated have also been established in the Northeast; As reintegration is itself a highly sensitive and complex issue such support has enhanced public engagement and support to reconciliation and reintegration in over 14 communities in the three States of Adamawa, Yobe and Borno.

Under the same S2R, IOM has adopted a conflict-sensitive and multi-targeted approach by providing tailored community-based socio-economic reintegration support to former associates, their families, and selected community members in targeted geographic areas. Through collaboration with the Social



Cohesion and Reconciliation platforms IOM further supported community-level activities that promoted social cohesion and created inter-community linkages across BAY states. Through community-based economic services, and a dual targeting approach (two community members supported for every program beneficiary) 4,000 vulnerable community members (2472 males, 1528 Females) were selected and received business counselling and start-up kits. Additionally, new businesses were established for 810 adult former associates (553 males, 257 females) in their receiving communities. The provision of socioeconomic support was guided by community labor-market assessments, including the provision of socioeconomic counselling, business planning, coaching, mentoring, and referrals services. There are other different elements of work that are also supported separately through these UN agencies and beyond.

Within the framework of the Global Programme to End Violence against Children, UNODC has been implementing STRIVE Juvenile, a three-year project funded by the European Union, that foresees activities at global level and in Indonesia, Iraq and Nigeria. STRIVE Juvenile aims to prevent and counter violent extremism affecting children, in full respect of human rights, gender equality and international law. STRIVE Juvenile takes into consideration that children have specific needs and rights and thus require specialized intervention when it comes to addressing the challenges connected with their recruitment and exploitation by terrorist groups. The Office of the National Security Adviser (ONSA) is the lead coordination agency for STRIVE Juvenile Nigeria, coordinating project's efforts to provide direct support to policymakers, professionals and service providers who share responsibilities over protecting children from terrorism and violent extremism. In addition, as beneficiaries, the project foresees activities aimed at mobilizing children, their families and communities directly, empowering them to play a role as agents in strengthening protection mechanisms available to children.

This PBF project intervention also complements the EU-Nigeria-UNODC-CTED Partnership Project to Support Criminal Justice Responses to Terrorism and Violent Extremism in the Northeast addressing accountability for the massive number of serious crimes and human rights violations committed in the Northeast. With technical and financial support from UNICEF, the Ministry of Women Social Affairs and Development (MWSAD) have tracked and documented 26,813 persons (3,892 girls, 5,431 boys, 4,269 women, 13,221 men) in the three reception and transition camps (Hajj, Bulumkutu and Shokari) between June 2021 to June 2022. A total of 15,096 (1,734 girls, 3,384 boys, 953 women, 9,025men) have been reunified / returned with / to their families in communities.

Moreover, since June 2021, with the allocated funds to IOM by the S2R project and IOM's multisector support within other Mission Units, namely Water, Sanitation, and Hygiene Services (WASH) and shelter and in coordination with the Borno State Ministry of Women Affairs and Social Development (BSMoWASD), IOM has been providing lifesaving support to the three transit centres established by the Borno State Government, including (WASH) and shelter kits, as well as facilitating psychosocial, and referral to health services. As a result of the mass exits and the need to address the humanitarian situation in the transit centers, IOM conducted needs assessment and based on the findings, 450 shelters and 9 blocks of latrines & showers (comprising of 36 latrines, 14 showers) were constructed in Hajj camp. Periodic dislodgement of the sewage and water bodies were carried out and WASH committee composed of IOM, ministry social workers and caseloads was established in Shokari camp. Continued MHPSS, health sensitizations and education are conducted across all the centers and eight (8) Borno State Government Imams previously trained by IOM on Prevention of violent extremism (PVE) were deployed in all the three transit centres to provide religious counselling. IOM further supported the Borno state government in improving the situation in Hajj camp by rehabilitating 3 boreholes and repairing/ replacing damaged water taps and reticulated and constructed additional water

points. Solid wastes disposal chambers were also constituted and shelter re-enforcement carried out in some flood prone areas within the centers.

To address protection concerns, technical support was provided to BoSG especially in capacity building of MoWASD social workers as well as the security personnel deployed in various DDDR transit centers. The personnel were trained in GBV, Trafficking in person and PSEA.

Furthermore, UN resolution 23961 “calls upon Member States to assess and investigate individuals whom they have reasonable grounds to believe are terrorists, including suspected foreign terrorist fighters, and distinguish them from other individuals, including their accompanying family members who may not have been engaged in foreign terrorist fighter-related offenses, including by employing evidence-based risk assessments, screening procedures, and the collection and analysis of travel data, in accordance with domestic and international law, including international human rights and humanitarian law, as applicable, without resorting to profiling based on any discriminatory ground prohibited by international law”; Additionally, encourages coordination among UN agencies to provide technical support and capacity building to the government agencies<sup>2</sup>, and “reaffirms that those responsible for committing or otherwise responsible for terrorist acts, and violations of international humanitarian law or violations or abuses of human rights in this context, must be held accountable”<sup>3</sup>; Based on this, IOM has also supported the government on improving the existing protocols for the effective registration, screening, categorization, and referral of suspected NSAG associates arrested in deep field sites or under investigation in military detention centres in North-East Nigeria. This included the revision of screening tools, a Standard Operating Procedure (SOP), and the construction of a Data Collection Centres at the Points of Control for the Sector Headquarters and the Joint investigation cell (JIC). Different UN partners, namely UNODC, UNICEF, UN Women and CTED, participated in the revision process and provided inputs to the tools to screen adult men and women. One (1) SOP and five (5) screening tools were submitted to the government and endorsed by the Army Headquarters in 2021.

Additionally, IOM has been building and/or strengthening the capacities of the government officials in the different specific areas of DDDR, and especially of rehabilitation, reintegration, reconciliation and communications, in order to ensure sustainability of the process at all levels. In parallel, IOM has been supporting the beneficiaries of DDDR programming from the early stage of rehabilitation, preparing their reintegration with psychosocial support, family tracing and reunification, business training and counselling- business plan- and provision of business start-up kits. IOM continues the support at the community level, in coordination with the local government and community-based organizations, monitoring the reintegration and providing assistance to the individual, his/her family and the community. IOM also supports community reconciliation by establishing and/or strengthening community social cohesion platforms to empower the communities and allow a sustainable reintegration and reconciliation process.

UNDP has been implementing the Regional Stabilization Facility (RSF) for the Lake Chad Basin, since 2019. The RSF aims to achieve immediate stabilization through time bound, localized and integrated community-based activities delivered as a rapid response package. It has implemented the proof-of-concept of a community level approach to (1) enhance physical security and access to justice, (2) rehabilitate essential infrastructure and basic service delivery and (3) revitalize the local economy to support communities recovering from conflict to build back better in Borno, Adamawa and Yobe (BAY) States. The stabilization work has contributed to over 100 infrastructure, basic services and livelihood projects have been in six target communities in the BAY States, Banki, Monguno, Ngarannam and Damboa in Borno State; Gulak in Adamawa State; and Buni Yadi in Yobe State. Deepening government priority for extending stabilization services across the States and extending the

benefits of these strategic locations due to their geopolitical importance for stability, expanding capacities in maintaining minimum security, military and police presence for protection, and strengthening the social contract between the State and its citizenry with a view of addressing fragility and human security challenges previously witnessed in these locations. Additionally, at the RSF project board meeting held in September 2021, featuring Federal Government Representatives, the Executive Governors of the 3 affected States (Borno, Yobe and Adamawa), Nigeria Military Leadership, National Police Leadership, RSF Donors, UNRC and others, the status of the mass exits and how it interphases with stabilization, long-term peace dividends, immediate and urgent actions and other parameters were presented and discussed. The board made a decision to immediately provide support to components of the Borno model with a view to intervene on reconciliation and reintegration dimensions, in and around stabilization locations, which had been assessed as priority by a conflict analysis presented to the board. Since then, UNDP has provided assistance to the Borno State Government in rebuilding shelters in priority locations, support with livelihood services, food and nutritional needs for those cleared for reintegration, supporting of sustainable reintegration. Support has also included food and nutritional needs seeking to meet urgent needs in transit centers to facilitate effective reception and management. Furthermore, aligned with the community-based reconciliation and reintegration policy of Borno State and in strengthening effective systems that facilitate sustainable reconciliation and reintegration pathways, in partnership with the State Government of Borno, majority of Social workers under the structure of Ministry of Women Affairs, officials of the Nigeria National Emergency Management Agency (NEMA) (Federal) and Borno State Emergency Management Agency (SEMA) as the frontline system in the context of the mass exits on principles and best practices in community-based rehabilitation and reintegration in the context of the current mass exits; Reintegration pathways and referrals mechanisms in communities of reintegration; key tenets of data collection and information management and elements of effective case management at individual and community levels. Additionally, understanding the significance of the role of local Civil Society Organization reconciliation and reintegration, similar capacity development has been completed as part of building solidarity with community systems for effective and sustainable reconciliation and reintegration.

- b) Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists

UNDP is the technical lead agency for this project given its mandate and comparative advantage in providing capacity development support to Governments in policy formulation and implementation, as well as capacities to plan, implement, coordinate and monitor programmes in an inclusive manner in crisis and post crisis situations around the world. UNDP will be responsible for the overall project management, monitoring and reporting of this project.

Monthly Meetings: UNDP will convene UN agency partners through monthly meetings to share information on achievements, challenges and areas for complementarities and synergies. More importantly, joint monitoring field visits will be undertaken on a periodic basis. UNDP as the conveying agency will be organizing the field visits and consolidate all reports for sharing with PBF and other donors.

Given the catalytic and urgent nature of the initiative in response to ongoing mass exits, the four UN recipients will leverage on its existing staff and human resources to ensure management and

coordination, while launching the recruitment of dedicated staff. ToRs of staff already on-board will include responsibilities related to the management and coordination of this PBF initiative.

Position	Number	Duty Station	Time Allocation	Status
UNDP Community Mobilization Officer (UN Community Volunteer)	1	Bama	100%	To be recruited
UNDP Community Mobilization Officer (UN Community Volunteer)	1	Maiduguri	100 %	To be recruited
UNDP Project Associate/M&E (Service Contract)	1	Maiduguri	60%	Onboard
UNDP Gender Officer (UN Community Volunteer)	1	Maiduguri	100%	To be recruited
Programme Manager (FTA)	1	Maiduguri	20%	On board
IOM Project Assistant DDRR Reconciliation	1	Maiduguri	50%	On board
IOM Project Assistant (PSS/ICRS)	1	Maiduguri	50%	On board
IOM Programme Specialist	1	Abuja	50%	To be recruited
UNICEF- Child Protection Specialist-(Reintegration)	1	Maiduguri	10%	On Board
UNICEF-Communication & Advocacy Specialist	1	Maiduguri	10%	On Board
UNICEF-Child Protection Officer	1	Maiduguri	20%	On Board
UNICEF-Child Protection Specialist-Emergency	1	Maiduguri	20%	On Board
UNODC – DDRR and CT Expert	1	External	25%	On Board

The above team will form the Project Management Unit, dedicated to administering and managing the project. This unit will work under the supervision of the UNDP Deputy Country Representative (Programme) and will meet every quarter to ensure effectively tracking and monitoring of progress. Project Board will also be established to provide strategic oversight and guidance to the project. The board will be co-chaired by the UN Resident Coordinator and the Ministry of National Planning, Budget & Finance, Recipient UN Agencies, Senior State Government Officials, key implementing partners. Three slots will be provided on the board for a representative of Women’s Organisation, Youth Organisation and Civil Society playing a key role in project implementation. Lastly a representative of one of the member states contributing to the PBF globally at country level will be invited to seat on the board as an observer. This platform will monitor not only implementation of the project - which will include implementation by CSOs utilizing Low Value Grants - but also the extent to which there is multi-actor collaboration and cross-learning. The UN Project Management Team led by UNDP will provide Secretariat services to the project board. The Committee will meet on a bi-annual basis.

**Programme Manager (FTA 20%):** The current UNDP Programme Manager (S2R project) will be directly responsible for all coordination and management of the PBF project in close consultation with

partner UN Agencies and Government partners. At the same time, he/she will provide strategic support to the project. His/her Terms of Reference will be revised to include responsibility for the coordination and management of this PBF funded programme. UNDP will ensure that qualified and competent staff are deployed/assigned to this project to support implementation to reduce the burden on Government and other stakeholders.

**Project Assistant/M&E (Service Contract: 60 %):** He/she will be supporting the Programme Manager in the coordination, implementation, monitoring and reporting of project activities. He/she will work closely with partner UN agencies in ensuring collection of field data/reports for consolidation and submitting to PBF. UNDP staff at the sub office and Abuja will be assigned to support him/her in progress and financial reporting to ensure compliance with corporate rules and regulations. He/she will work closely with partner UN Agencies in building synergies between the different components and activities during implementation of this project.

**Community Mobilization Volunteers (Community Volunteers Contract: 100%):** The two will be directly involved in the implementation of field activities. One staff will be assigned to the field operations at the camps and the other will be assigned to Bama LGA to inter alia monitor the implementation of socio-economic reintegration activities of the 600 targeted direct female beneficiaries as well as capacity building support to LGA partners. In collaboration with Government partners, he/she will be responsible for daily monitoring and reporting of PBF activities in the LGA and target communities.

**Gender Community Volunteer (Community Volunteer Contract: 100 %):** He/she will be core staff and responsible for all gender related issues outlined under the direct supervision of an international specialist. He/she will work closely with Government parent agencies to ensure all gender and women related results as outlined in this proposal are achieved.

**Child Protection Specialist-Reintegration (10%):** Will lead the implementation and coordination of social and economic reintegration for CAAFAG and ensure monitoring, planning, implementation and management of the reintegration grants including PBF agency funding, prepare donor reports and develop works plan for the PBF project. Work with partners to ensure better reintegration of children who were associated with NSAG and including girls and women who have suffered conflict related sexual violence, through the provision of interim centre/transit camp services, individual psychosocial support, empowerment/livelihoods, family tracing, reunification and reconciliation, and community dialogue to promote return and reintegration.

**Communication and Advocacy Specialist (10%):** He/she will lead strategic communication and provide strategic communication guidance to the PBF project. Strengthen partnership and provide support to the Ministry of Information and culture and the Ministry of Women Affairs and Social Development for Government owned strategic public information campaign on reintegration and reconciliation. Generate evidence of all important child protection activities covered by social media pages Instagram, Twitter, and Facebook page throughout the assignment. Ensure visibility of the project and the development of IEC/Strategic Behavior Change communication (SBCC).

**Child Protection Specialist-Emergency (20%):** She will provide management and technical support to Child protection in emergency programming, specifically supporting the implementation of the PBF project. Network with Government and other stakeholders to ensure achievement of project results for children and their families. She will support the implementation and monitoring of the child friendly spaces activities and skills acquisition training for adolescents in the BICC and Hajj transit camps.

**Child Protection Officer (20%):** He/She will support to the PBF project planning and project management, monitoring and delivery of results, provide technical and operational support to the PBF project implementation and networking with partners and Ministry of Women Affairs and Social Development and will be directly involved in the implementation of the project and ensure effective implementation of case management services for children and their families.

- c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy.

At inception, a project risk log will be developed based on the context at the time of roll out. The log will be managed by the Project management team on a regular basis, including making the necessary adjustments – in consultation with the Project Board. Specifically, the following risks and mitigation measures have been established:

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
Federal and State level of Government shared vision on management of process and increasing role of the State Government causing a challenge to approach and actions and also affecting resource allocation	Low	The project will continue to institutionalize existing coordination frameworks and ensure that project work is consistent with the wider policy framework on handling exits (Federal/State committees and plans, The Borno Model, e.t.c.) and de-conflicted from activities being undertaken by other international stakeholders in this sector.
Impact of elections at Borno State level	Low	The elections will have both negative and positive impact on the PBF. The re-election of the current Governor will give the project more political support and resources. However, a change in leadership after the elections will have uncertain consequences for the project. UN Partners will continue to engage with Government partners at different levels before and after elections to mitigate some of the political risks.
Reintegrated persons being identified as being involved in insurgency, perception of communities of unjust treatment.	High	Continued support to community groups in monitoring and building relationships with relevant authorities;  Advocacy with Government Authorities on strengthened processes (institutions, operating procedures, capacities, inter-governmental partnerships, community collaborations) that eliminates any potential for persons cleared by authorities to reintegrate, belonging to the categorised “high-risk”;

Surrendering/Exiting individuals risking implications/retaliation for desertion from insurgents	Medium	Community vigilance and civil-military relations should be embedded in programming to ensure safety of returning individuals
Gender dimensions and challenges pertaining	Medium	Separation of children from adults and women from men, and provision of services segregated by the different group should be the norm and form of holding areas to minimise incidents of gender-based violence and abuse. A gender sensitive approach as outlined to programming will be key in the delivery of stabilisation efforts
Youth dimensions and challenges pertaining to integration	Medium	Separation of children from adults and women from men, and provision of services segregated by the different group should be the norm and form of holding areas to minimise incidents of gender-based violence and abuse. A gender sensitive approach as outlined to programming will be key in the delivery of stabilisation efforts
Direct community reintegration without passing through authorities	Medium	An outreach strategy should be developed to sensitise masses and potential returning persons to embrace the federal and state policies of reintegration;  Local mechanisms should be adequately prepared to support these processes. Traditional and religious leaders retain an integral role in referral processes or in supporting community reintegration;
Safety and security concerns causing a destabilizing potential of reintegration and further surrenders	Medium	Poorly defined return and reintegration pathways including maltreatment and mishandling of formerly associated persons can cause a backlash in both hosting communities breeding stigmatization;  The pathways from exit from insurgency to reintegration in communities should be well defined process that is closely monitored to ensure effective co-existence in both transitional facilities and host communities
Programming for children and adolescents/youths who have been socialized into violence extremism by non-state armed groups	Medium	Reintegration implementing partners are familiar with this situation and have built experience in this area of programming. They have developed capacity over the years to respond adequately and effectively. Guidance will also be drawn from academicians, practitioners and Islamic scholars who have built experience in this area of programming.

**d) Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include: a budget break-

down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation.

The joint M&E system and processes for this initiative will build on positive lessons learned and improve on the weaknesses of ongoing and past experiences of joint UN M&E monitoring such as those for the S2R Programme (IOM, UNICEF and UNDP). Partner UN agencies in collaboration with Government partners will work closely in developing and setting up the necessary M&E mechanisms and tools, including those needed to monitor outcomes, and for conducting reviews to ensure continuous monitoring and evaluation of the Project. The process will be designed to ensure efficient utilization of project resources, as well as accountability, transparency and integrity. The Government and CSOs implementing partners will provide periodic reports on the progress, achievements, and results of their implementation activities. Their regular reports will outline the challenges faced in implementation as well as resource utilisation, as articulated in the Work plan.

The specific mechanisms that will be used to monitor the achievement of results will include:

- The project will conduct a baseline study in the first three months of the project to guide indicator tracking and target monitoring. Terms of reference will be shared once completed.
- The project will pilot the utility of a balanced scorecard progress tracker to monitor implementation and help in identifying challenges and bottle necks early and mitigating them.
- Semi-annual progress and financial reports prepared by the Project Management Team for review by the Project Steering Committee; a standard reporting format will be used.
- Annual progress report, technical and financial report prepared at the end of the year.
- At the end of ‘Year 1’ a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the Project Board for consideration and action.
- Semi-annual meetings of the Project Review Board will be convened to review progress reports and to ensure the Project results are achieved and where necessary, recommend a change in implementation strategy. The Project Review Board’s Executive will report to the Resident Coordinator post each semi-annual meeting.
- The project will be subject to an independent evaluation to be done in consultation with the PBSO.
- A final report will be prepared including key findings from the final evaluation, lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Board.

**Annual/Regular Review:** This project will be reviewed regularly by all UN partners through quarterly review meetings to assess implementation progress, identify challenges and provide guidance for accelerated implementation. Joint field trips/visits will be arranged and carried out by partners in close coordination with government institutions/partners. Field trip reports and recommendations will be discussed during the review meetings.

**Reporting:** The progress and financial reports will be in accordance with UNDP/PBF guidelines and explanatory note for standardized reporting. A harmonized reporting format will be adapted and developed jointly by the four recipients on the basis of lessons learned from the existing S2R monitoring mechanism. All the UN partners will be responsible for progress and financial monitoring



in relation to their respective outputs in the work plan on a quarterly basis. UNDP will be responsible for consolidating and submitting joint progress and financial reports in line with PBF reporting times and reporting templates. A joint monitoring reporting format will be prepared with partner agencies. Joint monitoring missions will be undertaken on a quarterly basis.

**Data collection and baseline:** Under the responsibility of UNDP as the leading entity, a joint baseline and data collection plan will be established, and a full baseline study will be finalized during the first three months to serve as basis for implementation monitoring and reporting of the deliverables. UN Agencies will jointly collect data from regular field missions as a basis for hard data and joint analysis to be included in the integrated quarterly and final reports. These periodic reports will identify the risks and assumptions, progress and results, and the impact of the project on beneficiaries. Joint terms of reference for the baseline study will be prepared under the responsibility of the leading entity, in collaboration with the recipients and shared with relevant stakeholders.

**Evaluation:** A joint final evaluation will be conducted by partner UN Agencies, Government and other stakeholders as required by PBF Secretariat, under the lead of the convening entity, UNDP. It shall focus on the extent to which progress is being made towards the results to be achieved and the impact to be generated. The evaluation will be done at the end of the duration of this project and concluded (final report validated and available) no later than 3 months after the end of the project.

- e) **Project exit strategy/ sustainability** – Briefly explain the project’s exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and proactively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

This PBF project is an immediate support to the State Government in response to the ongoing mass exits of former BH associates from the bush. According to the State Government over 67 000 exiters/defectors and growing have presented themselves to the authorities, now living in three transit camps in Maiduguri. The State Government, with support from the Federal Government, is supporting the processing and managing of this growing caseload of people defectors. Given the enormity of the challenge, PBF support will focus on building the foundations for a sustainable solution which includes capacity building support and preparing those who have exited for their eventual reintegration into the communities.

A foundation for sustainability will be linked to the development of the policy framework in support of the implementation of the Borno Model in coordination with existing Federal PCVE and DDDR policy frameworks. Once developed by the Government and supported by UN agencies, this will form the foundation for continued and coordinated implementation of interventions beyond the scope and duration of the present PBF project. The interlink with the other policies of the State such as those related to reconstruction and resettlement will also create the foundations for long-term recovery and resilience of the populations targeted by the project. Capacity development of Government institutions will give strength to the practical application of the principle of a whole government approach. Government leadership of the systems of coordination will additionally contribute to sustained implementation of interventions after this project completes its catalytic phase.

Particularly the project will support the strengthening of ongoing screening, categorization, and profiling processes implemented by the Borno State Government to align with international standards

and lessons learned from the National and Regional strategies that will allow for future interventions and direct reintegration support for the “Mass exits” individuals, but more importantly, will contribute to enhancing the criminal justice component and the involvement of Federal MDAs for coordination among government levels on prosecution and judicialization of those individuals that committed serious crimes.

Improved and deepened coordination inter-government (State/federal) will ensure that resource allocation through national systems is in alignment with the principles of national ownership. Work with civil society organizations, will enable augmentation of localized government efforts in communities of focus, strengthen the system of early warning and enabling the rooting of a feedback mechanism while at the same time catalysis direct community ownership of these localized actions.

Many of the activities outlined in this PBF proposal are already being undertaken by the different agencies, with ongoing plans for further expansion with additional funding from donors, notably the EU. For example, UNDP in partnership with UNICEF and IOM have been implementing the Support to Reconciliation and Reintegration in the Northwest (S2R) programme funded by the EU. Efforts are underway in developing a new proposal document that will build on the lessons learned from the S2R during the past three years. The next phase of S3R will have a larger caseload and bigger geographical coverage. As such all three Agencies already are better positioned with proven capacities in areas such as reconciliation and reintegration to ensure that PBF activities and results at the policy and local level are sustained with best practices replicated into other programmes. Importantly, PBF support to capacity development at the policy will prove catalytic in ensuring maximum impact of the new programmes. It will further give the UN/PBSO more visibility in terms of valuable contribution towards peace building and stability in the Northeast. In terms of funding and donor engagement, presently UN Partners (UNDP, UNICEF and IOM) are in discussion with the EU for the funding and expansion of the second phase of S2R with an estimated budget of nearly USD 20 million for three years. Besides, UNDP is also engaged with the Germans/EU for new funding for the Regional Stabilization Facility. All these ongoing efforts and future initiatives will certainly complement PBF funded activities in a synergetic and sustainable manner. It is expected that lessons learned from this PBF will be refined and adapted for replication to larger geographical area and higher number of beneficiaries within an expanded S2R programme. The same applies with other programmes in the pipeline including the Regional Stabilization Programme.

## **6. Project budget**

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. The proposed budget for all projects must include sufficient funds for an independent evaluation. The proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out Annex A.2 on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF’s standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks

may be indicated for the release of second and third tranches. The second tranche will be conditional to the finalization of the joint baseline study, with an available baseline for all indicators.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

### Annex A.1: Checklist of project implementation readiness

Question	Yes	No	Comment
<b>Planning</b>			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline		No	Process ongoing
2. Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission	Yes		Ongoing
3. Have project sites been identified? If not, what will be the process and timeline		No	Ongoing
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	Yes		Ongoing
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	Yes		
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	Yes		Some criteria identified but more consultations needed with partners
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?		No	To be done as soon as project is approved.

8. Have clear arrangements been made on project implementing approach between project recipient organizations?	Yes		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?			Ongoing process
<b>Gender</b>			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	Yes		
11. Did consultations with women and/or youth organizations inform the design of the project?	Yes		Ongoing
12. Are the indicators and targets in the results framework disaggregated by sex and age?	Yes		
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	Yes		

### Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?		No	

<p>2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.</p>	Yes		
<p>3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.</p>	Yes		
<p>4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e., no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?</p>	Yes		
<p>5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for the use of international staff, if applicable?</p>	Yes		
<p>6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project ends.</p>		No	

7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		No	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	N/A		

## **Annex B.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

### **AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

#### Financial reporting and timeline

Timeline	Event
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

### **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website ([www.un.org/peacebuilding/fund](http://www.un.org/peacebuilding/fund)) and the Administrative Agent’s website ([www.mptf.undp.org](http://www.mptf.undp.org)).

### **Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

#### **Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

#### **Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

#### Financial reports and timeline

Timeline	Event
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

## **Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

## **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website ([www.un.org/peacebuilding/fund](http://www.un.org/peacebuilding/fund)) and the Administrative Agent website ([www.mptf.undp.org](http://www.mptf.undp.org)).

## **Final Project Audit for non-UN recipient organization projects**

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such an activity must be included in the project budget.

## **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

## **Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

1. Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
2. Has a current valid registration as a non-profit, tax-exempt organization with a social based mission in both the country where headquarters is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an

annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).

3. Produces an annual report that includes the proposed country for the grant.
4. Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
5. Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.<sup>36</sup>
6. Demonstrates at least 3 years of experience in the country where grant is sought.
7. Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>36</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

**Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)**

**Framework (MUST include sex- and age disaggregated targets)**

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p><b>Outcome 1: Policy and outreach responses are strengthened for sustainable community-based reconciliation, reintegration and transitional justice processes in Borno State.</b></p>		<p><b>Outcome Indicator 1a</b></p> <p><b>Extent to which the Borno State adopts policy frameworks that outline coordination mechanisms, define roles and responsibilities, and define operational and programmatic interventions for sustainable community-based reconciliation, reintegration and transitional justice processes</b></p> <p><b>Baseline: Moderate extent</b></p> <p><b>Target: High extent</b></p>	<p><b>Indicator from LCBC RSS Results Framework (SO 10, Indicator 10.1b)</b></p> <p><b>Frequency of collection: end of Y1, end of Y2, final evaluation.</b></p> <p>Verification of policies' content, key informant interviews, final independent evaluation.</p>	<p>Road map for implementation of policy and outreach responses</p> <p>High extent is defined as clear national policy frameworks are in place that outline competent bodies/entities, roles and responsibilities, applicable interventions, as well as procedures and protocols that must be observed. Policy frameworks in</p>

				place include provisions based on the specific needs of persons, including the provision of support through specialized entities to meet the needs of children and victims. Moderate extent is frameworks are under development. Limited extent is relevant actors are beginning discussions to initiate development.
	<b>Output 1.1: The policy environment supports the implementation of the 'Borno Model' in coordination with the Federal Government</b>	<b>Output Indicator 1.1a</b> Number of policy and outreach responses implemented during the project duration	<b>Frequency of collection: end of Y1, end of Y2, final evaluation.</b>	Capacity development and experience sharing road map.

		<p><b>that are in line with the Borno State Model, the DDDR NAP and UN normative frameworks</b></p> <p><b>Baseline:</b> Zero</p> <p><b>Target:</b> At least two policy and outreach responses, both integrating gender and age-sensitivity</p>	<p>Reports on policy and competencies gaps (A.1.1.1 and A.1.1.2). Pre and post-training assessments (A.1.1.3 and A.1.1.5). Outcome document of knowledge and experience sharing (A.1.1.5). Verification of policies and outreach responses content, key informant interviews, final independent evaluation.</p>	
	<p><b><u>Output 1.2:</u> Research and evidence for screening, categorization and transitional justice improve policy implementation</b></p>	<p><b>Output Indicator 1.2a</b></p> <p><b>Percentage of individuals (sex and gender disaggregated) in communities of return that perceives the investigation, prosecution, and alternative accountability processes as having</b></p>	<p><b>Indicator from LCBC RSS Results Framework (SO 10, Indicator 10.4)</b></p> <p><b>Frequency of collection: baseline M3, end of Y1, end of Y2</b></p> <p>Opinion polling and research (A.1.2.2),</p>	<p>1 research output</p>



		<p><b>ensured accountability and effective justice</b></p> <p><b>Baseline:</b> TBD (sex and gender disaggregated)</p> <p><b>Target:</b> TBD (sex and gender disaggregated)</p>	<p>perception surveys, gap analysis (A.1.2.1)</p>	
	<p><b><u>Output 1.3:</u> Universally accepted tools and systems are applied for screening, categorization and identification and are gender and age-sensitive</b></p>	<p><b>Output Indicator 1.3a</b></p> <p><b>Extent to which screening protocols are developed and fully operationalized, including safeguards to prevent Human Rights violations, in Borno State</b></p> <p><b>Baseline:</b> TBD</p> <p><b>Target:</b> High Extent, including gender and age sensitivity</p>	<p><b>Indicator from LCBC RSS Results Framework (SO 9, Indicator 9.2)</b></p> <p><b>Frequency of collection: baseline M3, end of Y1, end of Y2</b></p> <p>Samples of screening, categorization and identification reports.</p> <p>1 SOP for screening categorization and profiling processes developed for the BSG.</p>	<p>High extent is defined as the following protocols are operationalized fully. Moderate extent is protocols are operationalized in part, including screening being performed outside the defined timeframe, or applied inconsistently. Limited extent is protocols are barely</p>

			<p>1 guideline for screening, categorization and profiling processes developed for the BSG. 1 SOP for screening categorization and profiling processes for women developed for the BSG. 1 guideline for screening, categorization and profiling processes for women developed for the BSG</p>	<p>operationalized, meaning that there is only limited adherence to the frameworks agreed for SPRR.</p>
	<p><b>Output 1.4: Strengthened public engagement in support to sustainable reconciliation and reintegration</b></p>	<p><b>Output Indicator 1.4a</b>  <b>Percentage of target communities in which comprehensive assessments find that the population and leaders are ready to receive persons associated with Boko Haram (including ex-associates)</b>   <b>Baseline: TBD</b></p>	<p><b>Indicator from LCBC RSS Results Framework (SO 12, Indicator 12.4a)</b>   <b>Frequency of collection: baseline M3, end of Y1, end of Y2</b>           Comprehensive assessments are defined as assessments that take into consideration the</p>	<p>Road map for PI and outreach campaigns and implementation plan and strategy</p>

		<p><b>Target:</b> At least 10 per cent of communities assessed are ready to accept ex-associates as a result of the public awareness campaigns.</p>	<p>views of both traditional power holders and more marginalized populations. Further methodology TBD.</p> <p>Community perception surveys.</p>	
<p><b>Outcome 2: Integrated systems for rehabilitation and reintegration are strengthened and gender and age-sensitive, focusing on formerly associated persons and communities of reintegration</b></p>		<p><b>Outcome Indicator 2a</b></p> <p><b>Extent to which Borno State defines reintegration services that are designed, implemented, and harmonized and developed based on consultation with communities</b></p> <p><b>Baseline:</b> TBD</p> <p><b>Target:</b> High extent</p>	<p><b>Indicator from LCBC RSS Results Framework (SO 12, Indicator 12.1)</b></p> <p><b>Frequency of collection:</b> baseline M3, end of Y1, end of Y2, final evaluation</p> <p>1 SOPs, developed for rehabilitation and reintegration processes for the Borno Model</p> <p>1 Guideline for rehabilitation and reintegration processes developed for the Borno Model</p>	

		<p><b>Outcome Indicator 2b</b></p> <p><b>Percentage of rehabilitated former BH associates (disaggregated by gender and age) that have positive impression of the reintegration services provided by the project.</b></p> <p><b>Baseline:</b> TBD (disaggregated by gender and age)</p> <p><b>Indicator Target:</b> At least 5 percent of respondents have a positive impression of the services provided by the project (disaggregated by sex and age)</p>	<p><b>Frequency of collection:</b> baseline M3, end of Y1, end of Y2, final evaluation</p> <p>Perception surveys, small business survey, reports from independent evaluation mission</p>	
	<p><b><u>Output 2.1:</u> Transit center management services targeting women, children and men are improved</b></p>	<p><b>Output Indicator 2.1a</b></p> <p><b>Percentage of rehabilitated former associates that feel</b></p>	<p><b>Indicator from LCBC RSS Results Framework (SO 11, Indicator 11.2b)</b></p>	

	<p><b>that the services provided adequately prepared them for community reintegration</b></p> <p><b>Baseline:</b> TBD (disaggregated by gender and age)</p> <p><b>Target:</b> TBD (disaggregated by gender and age)</p>	<p><b>Frequency of collection:</b> baseline M3, end of Y1, end of Y2</p> <p>Perception surveys and qualitative methods. Case management reports. (A.2.1.2, A.2.1.3, A.2.1.4, A.2.1.5, A.2.1.6)</p>	
	<p><b>Output Indicator 2.1b</b></p> <p><b>Number of women and children that have access to interim camp services thanks to this initiative (accommodation, food, shelter, education, vocational skills etc.) disaggregated by sex and age</b></p> <p><b>Baseline:</b> Zero</p> <p><b>Target:</b> At least 100 women and children</p>	<p><b>Frequency of collection:</b> end of Y1, end of Y2</p> <p>Verification visits. Case management reports. (A.2.1.2, A.2.1.3, A.2.1.4, A.2.1.5, A.2.1.6)</p>	

		<p>have access to basic camp services (accommodation, food shelter, education, vocational skills etc.), disaggregate by sex and age</p>		
	<p><b><u>Output 2.2:</u> Whole-of-society mechanisms support sustainable reintegration and reconciliation at the community-level in Bama LGA and other selected locations</b></p>	<p><b>Output Indicator 2.2a</b></p> <p><b>Percentage of eligible individuals reporting sustainable livelihoods after reintegrating back into their communities [disaggregated by sex, age, location, as well as status and type of support]</b></p> <p><b>Baseline: 0</b></p> <p><b>Target:</b> At least 30 per cent of the targeted caseload of ex-associates and selected civilians are reintegrated into the communities and are</p>	<p><b>Indicator from LCBC RSS Results Framework (SO 12, Indicator 12.3a)</b></p> <p><b>Frequency of collection: baseline M3, end of Y1, end of Y2, final evaluation</b></p> <p>Monitoring reports on business activities, group meetings report, evidence of income generation/business reports by the former BH associates, copies of business plans.</p> <p>(A.2.2.1, A.2.2.2, A.2.2.3)</p>	<p>Community based Socioeconomic reintegration strategic plan</p> <p>LCB/SPRR and UN Counter Terrorism Frameworks</p>

		involved in wage or self-employment activities.		
		<p><b>Output Indicator 2.2b</b>  Number of individuals participating in the pilots implemented for community-based rehabilitation and reintegration for women and community members</p> <p>Baseline: 0</p> <p>Target: 150 women, and 250 community members supported with business start-up kits</p>	<p><b>Frequency of collection: end of Y1, end of Y2</b></p> <p>List of beneficiaries  Activity reports</p>	