

Annex IV to the Agreement establishing the European Union Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa and its internal rules.

Action Document for EU Trust Fund to be used for the decisions of the Operational Board

1. IDENTIFICATION

Country	Nigeria		
Title/Number	Reference : T05-EUTF-SAH-NG-03 Enhancing state and community level conflict management capability in North Eastern Nigeria		
Total cost	Total estimated cost: €21 million Total amount drawn from the Trust Fund : €21 million		
Aid method / Method of implementation	Project approach Indirect management through a Delegation Agreement (PAGODA) with the United Kingdom Department for International Development (DFID or otherwise referred to as UK Aid)		
DAC-code	15220	Sector	Civilian peace-building, conflict prevention and resolution
Sector of intervention of the Trust Fund	Objective n°: 4. Improved governance and conflict prevention, and reduction of forced displacement and irregular migration		
Sector of Intervention of the Valetta Action Plan	Sector 1.3 : Addressing instability and crises		

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

In both absolute and relative terms North Eastern Nigeria currently has the highest number of violent deaths in Africa¹ and the highest number of Internally Displaced People² in the Sahel

¹ <http://www.unodc.org/gsh/en/data.html>

² <http://unhcr.org/556725e69.html>

and Lake Chad region. In addition, Jamaatu Ahlis-Sunna Liddaawati Wal Jihad (JAS) otherwise known as 'Boko Haram' has now overtaken ISIL to become the most deadly terrorist group in the world³. Tackling the root causes of conflict, the effects of displacement and forced migration from North Eastern Nigeria is critical for the stability of the whole region.

In a contribution to these objectives, this action which will respond to strategic lines of action identified under the EUTF (particularly objective 4 on improving governance, promoting conflict prevention and countering radicalisation) and the Valetta Action Plan (section 1.3 which relates to addressing instability and conflict⁴).

The action will be based on DFID's experience and lessons from implementing conflict management and resolution activities, not only in Nigeria, but also other parts of Sub Saharan Africa and beyond. The British Council has managed the DFID funded Nigeria Stability and Reconciliation Programme (since 2012) and the DFID funded Justice for All Programme (since 2010).

This proposed project builds on DFID and the British Council extensive experience in Northern Nigeria (in terms of approach and delivery) and will enable a rapid and deeper engagement into additional North Eastern States and Local Government Areas.

The programme will be implemented by phases in secured areas and will be flexible to mitigate risks and maximise opportunities in an ever changing context. Using thorough analysis and lesson learning processes, the programme will adapt to the operating environment and respond to new openings. Due to its well established office, the Nigeria Stability and Reconciliation Programme (NSRP) also proposes to facilitate coordination of incoming organisations working on conflict issues.

The Overall Objective of the proposed programme will be to enhance state and community level conflict management capability to prevent the escalation of conflict into violence in a number of locations in North-Eastern Nigeria.

The Specific Objectives are fivefold:

- OS1: To strengthen community level conflict management mechanisms at the interface between state and society
- OS2: To enhance reconciliation and stability within communities, in particular those affected by displacement.
- OS3: To both support the involvement of women in peace-building and address the impact of violence on women and girls
- OS4: To enhance the reintegration of young men and women (affected by and involved in insurgency and counter-insurgency operations).
- OS5: To influence key decision-makers and opinion-formers through targeted research.

³ See *Global Terrorisms Index 2014*, Institute for Economics and Peace.

⁴ Valetta Action Plan: 1.3 Addressing instability and crises

2.2. Context

Despite the fact that Nigeria is now considered Africa's largest economy with considerable oil wealth (even given the decline in oil prices), longstanding challenges of governance, poverty, unemployment, and environmental degradation have heightened political, economic and social divisions and fed rising levels of instability and violence. Recent rankings indicate that Nigeria is one of the countries that not only faces highest risks but also is worse affected by terrorist violence. ⁵ Violence in Nigeria holds back social and economic development in many ways, affecting health, wellbeing, services, and economic activities and threatens development outcome achievements in a range of sectors. More than 62% of Nigeria's population continue to live in extreme poverty and most of Nigeria's poorest population live in the North East region.⁶

The incidence and causes of violence differ widely among Nigeria's 36 states. Violent conflict in the North East has long been characterised by attacks against government and civilians by radicalised militant and criminal groups, which has been compounded by a heavy-handed government security response. The upsurge in insurgent attacks by the Jamaatu Ahlis-Sunna Liddaawati Wal Jihad (JAS), commonly known as Boko Haram, has led to a rising number of deaths and massive internal population displacements (3 million according to some estimates) over the past 2 years. The insurgency has disrupted the delivery of services, led to increased religious tensions between communities and a further breakdown in trust between the government and communities in the North – both because of the heavy handed and indiscriminate response of the security services but also due to their failure to protect communities under threat from the advance of JAS' insurgents.

Since his inauguration in May 2015, President Muhammadu Buhari has restated his commitment to: "Counter Boko Haram in the short term and strengthen military structures, accountability and governance in the long term" ⁷. In pursuit of this objective, President Buhari has empowered the Nigerian military to defeat the JAS and free all territories and persons it has captured. In addition, the Nigerian Government has launched a Presidential Committee on the North-East Initiative (PCNI) to coordinate the various initiatives on previously set up. In parallel, the EU, along with the World Bank and the UN, has embarked on a joint "Recovery and Peace-building Needs Assessment" with the Nigerian government which aims to support the Government in its short, medium and long term efforts towards peace building and sustainable recovery in the North East.

With large chunks of territory recovered from JAS and government's overtures to the international development community, there is an enhanced opportunity for initiating peace-building activities in communities in the North East. Nevertheless, realities on the ground indicate that both the military campaign and humanitarian crisis in the North East of Nigeria are unlikely to reach an end point in the immediate future – and efforts to promote stabilisation, conflict management and to address root causes are needed as a precursor for peace and development.

⁵ See *Global Terrorisms Index 2014*, Institute for Economics and Peace.

⁶ See National Bureau of Statistics, 2012.

⁷ General Muhammadu Buhari, *My Covenant with Nigerians*, pp12, 2015

2.3. Lessons learnt

Lessons learnt from EU and DFID funded interventions in these thematic and geographical areas will feed into the implementation of this action. In particular, the DFID Nigeria Stability and Reconciliation Programme (NSRP - since 2012) and the Justice for All Programme (J4A - since 2002), has been supporting the initiatives of Nigerian actors and institutions in different parts of Nigeria – including the North East - to manage conflicts non-violently and to reduce the impact of violent conflict on the most vulnerable populations.

Conflict assessments undertaken by NSRP during the early stages of the programme indicated that violence has increased as a result of the weakness of conflict management institutions from federal to state to local levels.⁸ Institutions that manage conflict in state and civil society have been weakened by poor inter-agency coordination, marginalization of powerless groups and lack of accountability. These deficits have led to loss of public trust in these institutions. In many cases, the resort to violence is a reflection of loss of trust in the neutrality, efficacy and responsiveness of institutions, including both formal and informal dispute resolution mechanisms.

Consequently, NSRP has focused on efforts toward addressing violence in the country by seeking to promote improved coordination, inclusivity and accountability of institutions and actors that manage conflict and resolve disputes in order to mitigate risks of escalation of conflicts into violence.

Highlights of the results attained by NSRP over the last few years include the following:

- Security dialogue and coordination platforms established, funded and trained by NSRP contributed to mitigating risks of violence and conflict.
- NSRP supported initiatives linked with the adoption of policies on peace and security, notably the National Security Strategy, Counter Terrorism Strategy, Cyber Security Strategy and the Violence against Persons Prohibition Act.
- NSRP supported “peace clubs” and “observatories” have contributed to raising awareness and mobilizing interest in target communities toward preventing violence against women and girls. There is improved reporting of the incidence of violence against women and girls as a result.
- Women Peace and Security Networks (WPSN) established and funded by NSRP actively monitored the implementation of Nigeria’s National Action Plan on Women, Peace and Security.
- As a result of NSRP financial and technical assistance, Community Peace Partnerships (CPP) in four states organised coordinated initiatives to promote early warning and response to violence. This has contributed to greater demand for the CPPs in target states.
- Small grants have enabled:
 - local community based organisations (CBOs) to undertake innovative community level policing programmes.

⁸ See J, El Bushra *et al*, *Community Conflict Management Mechanisms*, Abuja: NSRP

- faith-based organisations to initiate programmes to counter radical narratives of the insurgent groups.
- women focused organisations to support their members in addressing their needs. Some of the initiatives such as the mapping of needs of women and children in IDP camps have leveraged opportunities for delivery of humanitarian and economic assistance to the women.
- NSRP support for women’s groups has also enhanced their voices and strengthened their organisational capacity.

The above focus has also involved the development and implementation of a significant research and advocacy element within the programme. There is evidence that the research already completed by NSRP has influenced both programme design and decision-making. Research on radicalisation has influenced the development of the Nigerian Office National Security Adviser initiatives.

2.4. Complementary actions

The suggested programme will integrate in the DFID funded Nigeria Stability and Reconciliation Programme (NSRP) and substantially expand its scope and reach in North East Nigeria. The programme will complement the DFID funded Justice for All programme (J4A) 9 and will work closely with DFID’s humanitarian and stabilisation projects in the North East.

This proposal will also complement ongoing EU funded action in the region such as the 10th EDF UN Women project and the projects funded by DG ECHO and the Instrument contributing to Stability and Peace (IcSP). There is potential for synergies and complementarities with the forthcoming actions under the 11th EDF National Indicative Programme for Nigeria, which will focus on measures to improve governance, encourage economic growth, strengthen the rule of law and expand social equity and under the Trust Fund.

The proposal is also in conformity to the recommendations of the Recovery and Peace Building Assessment, which will become the blue-print for government and international community action to restore peace, security, stability and development to the north-east.

2.5. Donor co-ordination

NSRP has an established office in Borno’s capital Maiduguri and has recognised competences on the conflict in the North East. NSRP is proposing to play a coordinating role for the incoming organisations working on conflict (including women in conflict) issues in the North East and will convene a Peace and Security Working Group on a regular basis. This will come in complement of coordination provided by OCHA for humanitarian actors operating in the North East and the Inter-Sector Working Group on humanitarian and recovery needs. The EU Delegation will also insure close coordination and coherence between all EU funded actions in the North East as well as with the Federal Government of Nigeria, the World Bank and the United Nation's peacebuilding efforts in North East Nigeria.

⁹ The suggested programme intends – amongst other aspects - to expand the geographical coverage of a range of NSRP interventions that have proven successful.

3. DETAILED DESCRIPTION

3.1. Objectives

The Overall Objective of the suggested programme will be to enhance state and community level conflict management capability to prevent the escalation of conflict into violence in a number of locations in North-Eastern Nigeria.

The Specific Objectives are fivefold:

- OS1: To strengthen community level conflict management mechanisms
- OS2: To enhance reconciliation and stability within communities, in particular those affected by displacement.
- OS3: To both support the involvement of women in peace-building and address the impact of violence on women and girls
- OS4: To enhance the reintegration of young men and women (affected by and involved in insurgency and counter-insurgency operations).
- OS5: To influence key decision-makers and opinion-formers through targeted research

The theory of change is that if these activities can help strengthen the capacity of community-based conflict management institutions and address the particular needs of women and youth most affected by the violence, it will contribute to strengthening the resilience of such communities and prevent their relapse into violence.

3.2. Expected results and main activities

Result Area 1 - Community level conflict management mechanisms are strengthened

One of the main impacts of the insurgency and violent conflict generally in the North East has been the disabling of community level conflict management mechanisms. The disabling, which predated and contributed to the escalation of the insurgency, stemmed from the weakening of community based governance institutions such as traditional institutions, local government councils, local courts and religious institutions. In most of the affected communities, these institutions no longer exist as they have either been sacked by insurgents or become non-existent due to population displacement. Inability of such traditional and religious authorities to function as a result of the insurgency led to the emergence of other actors and agencies to provide security. For instance, the vigilante groups took over conflict resolution functions in parts of Maiduguri. As security is restored and communities are resettled there is a need to address the capacity gaps of these institutions. The activities to strengthen capacity of local government and community level actors and agencies will complement NSRP supported state level engagements.

Activities will include:

- A1.1. Train local council officials, local court officials, traditional rulers and community leaders in alternative dispute resolution and in the skills involved in recording decisions to enhance their dispute resolution capacity.
- A1.2. Establish community peace partnerships (CPPs) at local councils. The CPPs will serve as coordinating and accountability platforms for LGA administrators and officials, security institutions, civil society groups, community leaders and religious leaders. They

will also contribute to identifying risks of violence and initiating pre-emptive and mitigating measures to address them.

Result Area 2 – Reconciliation and stability are enhanced within communities

A major impact of the insurgency in the North East is the displacement of communities and polarisation of communities along communal, ethnic and religious lines. cursory analysis of patterns of displacement indicates segregation of internally displaced persons along ethno-religious and communal lines. This segregation has arisen from the distrust that emerged during the different phases of the conflict as a result of the perceived roles of different groups in the communities in the region. The perception that some groups covertly or overtly supported the insurgency has generated grievances among those who felt betrayed by their neighbours. There are also concerns that families and communities from which young men and women were recruited into the insurgent groups will face reprisal attacks or stigmatization. Consequently, there are concerns about the prospects for conciliation and cohesion in the post-conflict phase. These concerns are evident in the reluctance of displaced persons to return to their communities. Addressing these divisions will be crucial to stabilizing the communities and preventing relapse to violence either through return of the insurgency or explosions of communal and religious violence.

Activities will include:

- A2.1. Support to community-based mapping of indigenous mechanisms for justice, reconciliation and healing. The research will seek to document norms and rules on reconciliation and healing in the areas in order to influence design of the mediation and conciliation activities.
- A2.2. Provide grants for the initiation of dialogues and mediation activities in communities divided as a result of the insurgency.
- A2.3. Support to documentation and dissemination of lessons learned from dialogue and mediation sessions. The reports will be shared through the platform of the CPPs and the media in order to enhance their replication by community based organisations.

Result Area 3 – The involvement of women in peacebuilding is supported and the impact of violence on women and girls in communities is addressed

The insurgency has had a devastating impact on women and girls in the affected communities. One of the impacts has been sexual violence as women and girls have been raped, sold as sex slaves and subjected to forced marriage. Women and girls have also been subjected to the trauma of observing the killing and torturing of their husbands, fathers, brothers, friends and neighbours. Moreover, the resort of JAS to use of women and young girls as suicide bombers has made them more vulnerable to being harassed in public places. Furthermore, there are indications that women and girl victims of sexual violence face double jeopardy as they are rejected by their families and communities. The culture of violence that has arisen as a result of the insurgency also portends that the incidence of violence against women and girls may increase in communities after the end of the insurgency. These developments raise concerns that women and girls will likely face further marginalization and disempowerment in the post-conflict setting. Currently, several governmental and international humanitarian organizations have delivered assistance to women and girls in camps especially in urban centres in Maiduguri, Damaturu and Yola. The British Council will leverage on its networks at the community level to implement activities aimed at sustaining the gains of short term trauma support through multiple interventions to tackle, prevent and address gender based violence in communities emerging from violent conflict.

Activities will include¹⁰:

- A3.1. Support to the establishment and scaling up of "peace clubs" in target communities to prevent violence against women and girls and to promote and to protect the rights of women and girls.
- A3.2. Support to the establishment of Gender Violence desks and Family Support Units (FSUs) in police stations. Officers at the divisional police stations will also be trained on management of cases on violence against women and girls and desks established to manage the cases reported.
- A3.3. Support for the establishment and functioning of safe spaces in each of the three target states. The centres will be equipped to offer both psycho-social and medical support for the victims of sexual and gender based violence (SGBV). It will also be attuned to link up with relevant institutions to ensure prosecution of perpetrators and get justice for victims.
- A3.4. Assess the prospects for the establishment of Sexual Assault Referral Centres (SARCs) with the aim of providing a holistic support mechanism for clients that allow them to transition from victims to survivors of sexual and gender based violence (SGBV) and serving as focal points to campaign and sensitise communities around the issues of SGBV.
- A3.5. Small grants to Women's Associations - The programme will provide small grants to community-based women's associations to help women and girls affected by violence and ostracized by their communities to rebuild their lives through acquiring skills and operating small businesses. Small grants will also be awarded to community based organizations with innovative projects on facilitation of community sensitization and advocacy to reduce stigma and rejection victims of rape and forced pregnancy and facilitating adoption of children born from rape and forced marriages into foster homes.
- A3.6. NSRP will leverage on its coordinating role to facilitate access of victims of rape and forced marriages to health, educational and economic services provided by other DFID, EU, other development partner and government programmes.

Result Area 4 - The reorientation, resettlement and reintegration of men and women affected by and involved in insurgency and counter-insurgency operations are enhanced.

The insurgency in the North East has exposed young men and women to the culture of violence either through their involvement in the insurgency or in counter-insurgency operations. The exposure of the young men and women to arms and drugs during this period has made them predisposed to involvement in criminal activity and violence against persons. There are concerns about the prospects for peace and security in communities in the post-conflict period especially as the youths who were used to bearing arms will be called upon to play other roles. This arises from the recognition that the youths may still be required in security efforts in the immediate post-conflict period when the formal security structures may not be fully in place.

Activities will include¹¹:

¹⁰ Coordination with other organisations operating within this space will be important.

- A4.1. Establishing Community Accountability Forums (CAFs) and Nigeria Police Force/Voluntary Police Sector coordination groups to ensure that the vigilante groups reflect the interests of their communities and that the policing they undertake is sensitive to local requirements.
- A4.2. Small Grants for skills acquisition and self-employment for youths - grants to NGOs to support economic empowerment of the young persons involved in community level policing. This will entail skills acquisition, entrepreneurship development and small capital for beneficiaries.

Result Area 5 - Key decision-makers and opinion-formers in the areas of stability and reconciliation are influenced through targeted research

A key challenge in conflict management is that actors rarely have information on which to base their policies and strategies. In line with the EUTF's principle of interventions being founded upon an evidence-based approach in order to understand drivers, the programme will seek to support local research initiatives to address knowledge gaps for government, security agencies, and civil society organizations managing peace and security initiatives. The research will also seek to provide robust conflict analysis aimed at enhancing conflict sensitive programming by EU, DFID and other donor funded stabilization and development programmes that are likely to increase in the North East region.

The programme will also seek to build the capacity of peace and conflict centres existing in the three states to undertake this research by fostering partnerships between them and international research organizations and networks. NSRP already has experience in partnering with the Centre for Development, Diplomatic and Peace Studies at the University of Maiduguri. Such partnerships will be extended to similar institutions in Adamawa and Yobe States.

3.3. Risks and assumptions

Risk	Level	Mitigation measure
The main risk is insecurity in the proposed programme areas. Although, the military offensive against the insurgents has yielded positive results, there are still serious security challenges	High	To mitigate these risks, it is therefore important for security mapping of different communities to take place before commencement of the suggested programme. The British Council has developed capacity for managing these risks through the experience of implementing NSRP as noted below and will (given the volatile environment) employ a flexible approach to implementation.

¹¹ Clear mapping on needs, division of labour and coordination with other organisations operating within this space will be important.

<p>The second risk is the capacity of local partners and institutions. NSRP operates through the agency of existing actors and institutions. The reality of the North East is that most of the existing institutions have been undermined by the insurgency. Working through the institutions will necessarily take time as it will require efforts to strengthen their capacity in the first instance.</p>	<p>Medium</p>	<p>A stakeholder mapping and baseline capacity assessment will be conducted to ascertain the state of existing and new institutions and their institutional capacity.</p> <p>In addition, DFID and British Council have developed a number of strategies in working in the North East which will be leveraged to mitigate the aforementioned risks that might impinge on implementation of this programme:</p> <p>First, the programme has developed security operating procedure (SOPs) and customised these to local conditions by developing local operating procedures (LOPs). These procedures are periodically reviewed based on weekly security briefing notes, monthly briefing notes and quarterly conflict analysis sessions during partner coordination meetings. Priority is given to safety and security of staff, partners and stakeholders who are informed about the protocols.</p> <p>Secondly, the programme has developed a capacity building plan for partners. The Maiduguri based staff provide routine support to partners on project planning/management, budget and financial management, and monitoring and evaluation.</p> <p>Thirdly, NSRP has adopted and promoted conflict sensitive approaches in programming. This means that programming needs to be informed and flexible to the context in which it operates.</p> <p>The existing organisational model will be amended to adapt to the increased programmatic ambition in a difficult context. This will entail deploying highly qualified professionals to operate in the regional office in Maiduguri, under the leadership of a respected head of office.</p> <p>The programme will be flexible and adaptive to mitigate risks and maximise opportunities in an ever changing context. It will use a problem-driven approach based on thorough analysis and lesson learning process to modify activities as required and respond to new prospects.</p>
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3.4. Cross-cutting issues

The programme will be designed and implemented in such a way that due considerations are given to the issues of social inclusion, gender mainstreaming, conflict sensitivity and human rights. NSRP has developed a number of strategies around these issues which will be further adapted to the context of North Eastern Nigeria.

The intervention is designed to respond to the needs of the most vulnerable, particularly those affected by conflict. These include women and girls, displaced populations and host communities, persons living with disabilities and youth. The focus on young girls and men is

important to stem recruitment of young people into insurgent groups but also to address push factors for out-migration. Initial baseline surveys and Political Economy Analysis (PEA) of each state/LGA will be made to determine better the needs of the community in dealing with conflict and disputes, again with special focus on the poorest and most vulnerable.

This intervention will also support the overall objective of improving the safety, livelihoods and personal agency of men, women and children, as well as the sustainability of impact.

3.5. Stakeholders

The main stakeholders in the programme will be the governments of the 3 state governments, local government authorities in target LGAs, community leaders (districts and ward heads) in target communities; security agencies operating at the community level-mostly the police, civil defence, vigilante groups, civil society groups and university research institutions.

NSRP has already established linkages with the emirate councils, umbrella religious institutions, vigilante groups, the security forces, women and youth focused organizations, networks of civil society groups through the State Conflict Management Alliances (SCMAs), Community Peace Partnerships (CPPs) Women Peace and Security Networks (WPSN) and partner state and non-state actors in Borno and Yobe State. These partnerships will be leveraged to deepen partnerships in current target states and LGA and extend to new state and LGAs.

Final direct beneficiaries will be the residents, community-based organizations, women and youth groups of communities in target Local Government Areas in Adamawa, Borno and Yobe States that have been the site of attacks by the JAS. It is envisaged that resident and community groups in neighbouring North East states and countries in the Lake Chad region that have also been affected by population displacement and economic destabilisation will indirectly benefit from improved security and stability in Borno, Adamawa and Yobe states.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement, if relevant

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country.

4.2. Indicative operational implementation period

The programme will be implemented over a period of 48 months, from the date of adoption on of this Action Fiche.

4.3. Implementation components and modules

Indirect management with a Member State.

The proposed action will be implemented through the conclusion of a PAGODA grant agreement between the EU and United Kingdom Department for International Development (DFID). As an extension and continuation of the NSRP programme, implementation will be sub-delegated to the British Council. The choice of implementation is based on both organisations' (1) long-standing experience in Nigeria; (2) extensive experience with projects

in the areas of access to justice, stabilisation, security and support to civil society; (3) presence on the ground.

A Steering Committee will provide oversight and include representatives of the EU Delegation, the United Kingdom Department for International Development (DFID), the British Council and relevant Nigerian Government authorities.

The suggested programme will mainly work through non-state actors at the community level to achieve the objectives stated above and improve community cohesion for poor and vulnerable citizens, particularly those affected by the conflict. The suggested programme will also seek opportunities to engage with relevant arms of government to create avenues for engagement. This is based on the programme's assumption that strengthening coordination and accountability between state and civil society will contribute to enhancing stability and reconciliation in communities in North East Nigeria.

This intervention consists of two elements:

- Firstly, it intends to expand the geographical coverage of a range of NSRP interventions that have proven successful to one more state in the North East and 31 additional local government areas. It thus creates opportunities to amplify the impact in a specific geographical area, that has been most affected by instability, violence and displacement.
- Secondly, it intends to develop and implement a range of activities to meet hitherto unmet needs within the target local government areas and communities. For example, the EU funded expansion of the programme will leverage on this experience to support initiatives on direct service provision especially for vulnerable groups. This will include support for skills acquisition/economic empowerment for young men and women and girls; and dialogue and mediation initiatives in communities.

With UK funding, NSRP is currently supporting initiatives in three Local Government Areas (LGAs) in Borno and Yobe States. Final selection of target LGAs to be supported through European Union funding will be made after security mapping studies, which NSRP is conducting. The plan is to scale up local government level Community Peace Partnership (CPPs) initiatives in 10 out of 17 LGAs in Yobe and 15 out of 27 LGAs Borno and 12 out of 25 LGAs in Adamawa States in the first phase (i.e. the first 12 months of the suggested programme). DFID funding will continue to fund CPPs in 3 LGAs each in Borno and Yobe States as well as the State Conflict Management Alliances (SCMAs) in the states while EU funding will fund 7 LGAs in Yobe, 12 LGAs in Borno and 9 LGAs in Adamawa in the first phase. During the second phase, these mechanisms will be scaled up to LGAs where security has been restored. Ultimately, it is expected that the population of the three states (approximately 10 million people) will benefit from the suggested programme.

4.4. Indicative budget

Component	Amount in EUR thousands
PAGODA with DFID	18,060
<i>Monitoring, Audit and Evaluation (5%)</i>	<i>1,050</i>
<i>Communication and visibility (2%)</i>	<i>420</i>
<i>Indirect costs (7%)</i>	<i>1,470</i>
Total	21,000

4.5. Evaluation and audit

The Commission may decide to undertake a final evaluation of this action and, if deemed relevant, a mid-term evaluation for one or more of its components. Evaluations will be carried out via independent consultants.

The mid-term evaluation will be carried out for problem solving in the concerned components.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of evaluation and audit contracted by the Commission shall be covered by another measure

4.6. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 4.4 above. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.