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This action is funded by the European Union

ANNEX

of the Commission Decision on the individual measure in favour of the Federal Republic of Nigeria to be financed from the 11th European Development Fund

Action Document for Agents for Citizen-driven Transformation (ACT)

1. Title/basic act/ CRIS number	Agents for Citizen-driven Transformation (ACT) CRIS number: NG/FED/039-086 financed under the 11 th European Development Fund			
2. Zone benefiting from the action/location	West Africa, Nigeria The action shall be carried out at the following location: Federal level and in selected states where EU programmes concentrate			
3. Programming document	National Indicative Programme (NIP) 2014-2020 for Nigeria ¹			
4. Sector of concentration/ thematic area	Measures in favour of civil society	DEV. Aid: YES		
5. Amounts concerned	Total estimated cost: EUR 15 000 000 Total amount of EDF contribution: EUR 15 000 000			
6. Aid modality and implement- ation modality	Project Modality Indirect Management with the British Council			
7 a) DAC code	151 - Government and civil society, general: 15150 - Democratic participation and civil society			
b) Main Delivery Channel				
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	X	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input type="checkbox"/>	X	<input type="checkbox"/>

¹ Commission Decision on the adoption of the National Indicative Programme between the European Union and Nigeria C(2014)3611 of 12.6.2014.

	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	N/A			
10. Sustainable Development Goals (SDGs)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels SDG 5: Achieve gender equality and empower all women and girls			

SUMMARY

Nigeria's civil society is vibrant and fast growing. Although civil society organisations (CSOs) are active in a range of issues in the country's development processes, the sector faces several challenges to fully realise its potential to act as a driver of change: Many CSOs are confronted with organisational, human resources and financial challenges. They operate within a weak and complex regulatory framework, which puts their accountability and credibility in question. Relationships between CSOs and government are not always constructive and CSOs' participation in policy processes is not strong.

The Agents for Citizen-driven Transformation (ACT) programme aims to contribute to the achievement of sustainable development in Nigeria through enhancing the credibility of CSOs and their role as independent development actors and drivers of change. Towards achieving this objective, the programme will focus on the following 2 result areas:

1. Nigerian CSOs and network working in EU focus programme areas strengthened to effectively implement projects and engage in policy processes.
2. Appropriate, efficient and gender responsive civil society regulatory framework established.

The programme will be directly linked to reform objectives of the three focal sectors of the 11th EDF EU-Nigeria National Indicative Programme (NIP). It will complement sectoral programmes by contributing to the strengthening of a strong, vibrant and independent civil society which can further good governance through policy analysis and advocacy, by monitoring government performance and the action and behaviour of public officials. There will be a specific focus on mobilising Nigerians, including women and girls, vulnerable and marginalised groups especially at the grassroots level, to participate more fully in politics and public affairs towards improving accountability and effectiveness of government.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

With an estimated population of over 170 million (1 in 4 Africans is Nigerian) people, a growth rate of over 6% in 2016 (one of the highest in Africa) and abundant natural resources, Nigeria has the potential to be the economic and political powerhouse of Africa. However, poor economic governance, insufficient development of the non-oil economic sector, weak democratic institutions, massive inequality and limited access for most of the population to basic services have held the development of the country back. Nigeria continues to have some of the worst development indicators in sub-Saharan Africa. The high level of youth unemployment and the high infant and maternal mortality rates with levels of malnutrition above the emergency alert threshold, especially in northern states are of particular concern. The continued attacks by Boko Haram in north east Nigeria have further exacerbated this.

Since the return to democracy in 1999, the political environment continues to enable CSOs to operate freely within the law to an appreciable level. There were more than 70,000 registered CSOs at the national level in 2015, with many focused on rights and empowerment related programmes to complement government efforts to address the high poverty rate in the country. Governments at all levels engage with CSOs in different areas, particularly in the areas of constitutional reform, health, human rights, women's equality, children's rights, human trafficking, national budgeting processes and electoral reform - though there have been incidents where governments have cracked down on some CSOs. Also, CSOs have been widely recognised as being part of an essential "third" sector with clear roles to play promoting good governance like transparency, effectiveness, openness, responsiveness and accountability.

In the area of women and girls' rights, civil society in Nigeria came into its own following the Beijing Fourth World Conference on Women in 1995. Since then, various women and girls' rights organisations have worked to improve the situation of women and girls in areas such as political access, gender-based violence, sexual and reproductive health, economic empowerment, and ensuring an end to negative socio-cultural and religious practices such as child marriage, female genital mutilation and widowhood rites.

A strong, vibrant and independent civil society can further good governance through policy analysis and advocacy, by monitoring the performance of federal, state and local governments as well as the action and behaviour of public officials by mobilising their constituencies to participate more fully in politics, policy dialogue, reform processes and public affairs. However, civil society in Nigeria generally lacks both the internal (e.g. internal governance and systems, resources mobilisation, proposal development) and external (e.g. constituency building and partnerships, evidence-based research, lobbying and policy advocacy) capacities required to effectively carry out its mandate as a development actor and change agent as various studies undertaken by the European Union Delegation and other development actors have shown. Furthermore, the absence of a clearer, coordinated and more robust civil society legal and self-regulatory framework means that civil society in Nigeria does not have the kind of enabling environment required to enhance its own credibility, transparency and accountability.

1.1.1 Public Policy Assessment and EU Policy Framework

The 1999 Constitution of Nigeria enshrines fundamental freedoms including freedom of association, which covers the freedom to form or belong to any association². Nigeria has also ratified several pertinent international instruments that incorporate obligation of states to respect freedom of association and related rights.

² Article 40 of the Constitution of the Federal Republic of Nigeria, 1999.

The **Economic Growth and Recovery Plan 2017 to 2020**² is focused on the main development challenges faced by the country. In light of the fact that CSOs are considered important players for the consolidation of democracy and the effective reduction of poverty, cooperation between CSOs and the three tiers of government is important to achieve greater harmony and prosperity in the country and as a vehicle for monitoring implementation of **Vision 20:2020**.

Governments at all levels are increasingly recognising CSOs as being part of an essential "third" sector with clear roles to play promoting good governance and engaging with CSOs in different areas. However, in practice CSO-government engagement has not been sufficiently robust or constructive, with the lack of adequate dialogue platforms between government and CSOs as well as the existence of significant mutual suspicion contributing to this situation. The current administration has however shown a commitment to engage more with CSOs than previous administration.

This action is in line with Article 4 of the Cotonou Agreement, the Paris Declaration, the Accra Agenda for Action and the Busan Partnership for Effective Development Co-operation. The critical role of civil society is emphasised in the European Commission's "**Agenda for Change**" (2011)³ and the Commission communication "**The Roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations**"⁴ (2012) states that "An empowered civil society is a crucial component of any democratic system and is an asset in itself". In response to this communication, an EU Country Roadmap for Engagement with Civil Society in Nigeria (2014)⁵ was developed.

Nigeria is a signatory to various international women and girls' rights related instruments including the UN/CEDAW⁶, the UNSCR 1325⁷, and the UN Convention on the Rights of the Child. However, there is relatively weak capacity of relevant government institutions to deliver on Nigeria's commitments under these international treaties Nigeria has a gender policy that was developed in 2006 to replace the National Policy on the Rights of Women, 2000. The 2006 policy was developed following the realisation of the fact that women's rights issues can be more effectively addressed if approached from a gender perspective. Although the 2006 policy was reviewed in 2015, it is yet to be rolled out by the Federal Ministry of Women Affairs and Social Development; as such the 2006 policy is still operational. Under this programme, and working in complementarity with the 11th EDF Support to Rule of Law and Anti-Corruption in Nigeria (RoLAC) programme, emphasis will be placed on the implementation of the National Gender Policy, ensuring continuing support for the passage of the Gender and Equal Opportunities Bill, as well as follow-up of the implementation of the Violence Against Person Prohibition Act 2015 and the Child Rights Act 2003.

The programme is in line with the EU Gender Action Plan 2016-2020⁸ and especially with the thematic priority **Political and Civil Rights - Voice and Participation**, especially objective 17 (Equal rights and ability for women to participate in policy and governance processes at all levels) and 18 (Women's organisations and other CSOs and Human Rights Defenders working for gender equality and women's and girls' empowerment and rights freely able to work and protected by law).

³ COM(2011)637 final of 13.10.2011.

⁴ COM(2012) 492 final 12.9.2012.

⁵ https://eeas.europa.eu/sites/eeas/files/nigeria_eu_country_roadmap_for_engagement_with_civil_society_2014_0.pdf

⁶ United Nations Convention on the Elimination of All Forms of Discrimination against Women.

⁷ United Nations Security Council Resolution 1325 on women, peace, and security, 31 October 2000.

⁸ SWD(2015)182 final of 21.9.2015.

1.1.2 Stakeholder analysis

The main (but not exhaustive) stakeholders include:

1. **Nigerian civil society organisations (CSOs):** In Nigeria, there exists a multiplicity of CSO actors including traditional non-governmental organisations (NGOs) as well as organic membership-based ones such as professional and business associations, women's NGOs, labour and students' unions. The number of these entities is fast growing and they are playing visible roles in national development in a range of thematic areas, including the focal sectors of the 11th EDF NIP and other EU programme areas.
2. **Generic and Thematic CSO networks/coalitions:** CSO networks/coalitions are better placed to engage with the government in dialogue on the CSO regulatory framework as well as on sector⁹ specific policy processes. They are also important intermediaries to reach out and build the capacity of other CSOs, including grassroots CSOs. Thematic CSO networks/coalitions in the NIP focal sectors exist both at national and state levels.
3. **Academic institutions:** Academic institutions, be they public or private, are best-suited to provide assistance with regards to more professionalised long-term training and knowledge management services to CSOs. Accordingly, they are identified as important stakeholders of the programme in building the capacity of CSOs.
4. **Governmental entities:** There are several government entities that will have a direct or indirect role in the implementation of the ACT programme.
5. **Private Sector.** The private sector in Nigeria is fast growing. However, the idea of corporate social responsibility (CSR) is not well developed in the country and the engagement between CSOs and the private sector is weak.

1.1.3 Priority areas for support/problem analysis

The action is based on a solid assessment of the context in which civil society operates in Nigeria, and the identified priority areas are the outcome of the mapping and consultations to develop the EU Civil Society Roadmap for Nigeria, as well as the focus group meetings, interviews, consultations and review of existing research undertaken during the identification and formulation of the action. The process included visits and consultations to states across the country - to capture the views of civil society actors at the grassroots, which are often beyond the radar of development partners - as well as the federal level. Lessons learnt from past EU support to civil society have also been taken into account.

Priority areas for support are:

Strengthening the internal (e.g. internal governance and systems, proposal writing) and external (e.g. lobbying and advocacy) institutional capacities of grassroots, state and national CSOs and networks/coalitions to be more effective drivers of change: Many CSOs lack efficient governance and operational structures and are characterised by weak skill sets covering the whole gamut of the project management cycle, thus limiting their impact as drivers of change, especially in the areas of policy research as well as evidence- and issues-based policy advocacy, including budget analysis. There is also a need to diversify access to funding to the civil society actors, making use in particular of the growing opportunities in the private sector and incorporation of the business/social enterprise model by CSOs. Special attention will be given to women's organisation and organisations with strong women leadership and presence and those working on women's issues. Activities under Result 1 address these and related gaps.

Improving the regulatory framework for CSOs at national and state levels to be more effective, simplified and streamlined, as well as gender responsive, including developing

⁹ <http://www.nationalplanning.gov.ng/images/pub/ERGP%20document%20as%20printed.pdf>

the credibility of the civil society sector through the promotion of self-regulatory mechanisms for CSOs: There is currently a confusing plethora of processes for registration of CSOs which hinders compliance, in addition to a call within civil society for a transparent self-regulation system which is gaining currency. Activities under Result 2 address these and related gaps.

2. RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Insecurity caused by conflicts in the Northeast, Middle Belt and Niger-Delta regions.	M/H	Work with actors that are aware of/can provide early warning information on the security situation prevailing in the different areas where activities are implemented.
The political environment at federal and/or state levels deteriorates/Change in government.	L/M	Take a two-track approach by working with political office holders in tandem with key civil servants at senior policy/managerial levels to ensure programme continuity.
Passing of restrictive/disabling civil society law or narrowing space for CSOs' operation.	M	Continued engagement with legislators on CSO related legislations. EU will continue to engage with the Government within the overall development cooperation framework.
Low implementation and absorption capacity of selected CSO grant beneficiaries.	M/H	Institutional capacity assessments will be carried out and appropriate capacity development plans will be put in place before grant agreements. Close follow up and technical assistance will be provided to project grantees.
Misuse or misappropriation of funds by programme grantees/beneficiary CSOs.	M/H	Close monitoring and regular financial verifications procedures and external audit frameworks will be put in place.
Duplication of activities under ACT programme, focal sector CSO programmes and projects funded by other donors.	M	Close coordination between the EU Delegation, focal sector programme implementation units and donors working in similar focal sectors and states.
Insufficient engagement with girl- and women-focused organisations and support for their work which can reinforce the exclusion of both groups.	M	Girl- and women-focused organisations will be given special attention towards strengthening their internal and external capacities, thus enabling them to better promote and protect their rights.
<p>Assumptions: The programme is designed on the assumption that:</p> <ol style="list-style-type: none"> 1. There will be government and stakeholders' acceptance and support of the programme; 2. CSOs (networks/coalitions included) are willing and able to engage in the programme activities; 3. Sectorial public stakeholders are available and open to engage in dialogue with CSOs; 4. Each of the 3 focal sector programmes under the 11th EDF has a specific component for activities in favour of CSOs or room to involve CSOs as partners during implementation and there is sufficient coordination between them and the ACT programme 5 No significant time-lag between the implementation of the ACT programme and those for the 3 focal sectors. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

There was no stand-alone civil society support programme under the 10th EDF in Nigeria. However, the Increasing Non-State Actors' Implementation and Development Expertise (INSIDE) programme was implemented under the 9th EDF. INSIDE had limited success, and major lessons learnt include:

- The programme's coverage of the entire country has been perceived as too cumbersome. The need to be focussed and targeted in terms of geographic coverage is a major lesson taken up in the design of this programme.
- The weak capacity of the Programme Management Unit (PMU) as well as the lack of adequate collaboration between the PMU, National Authorising Officer (the former National Planning Commission) and EU Delegation affected the programme's successes. Accordingly, putting in place appropriate and effective management and implementation modalities is given adequate attention in this programme.
- The need for a continuous and sustainable structure to develop the capacity of CSOs beyond the programme implementation duration as opposed to ad-hoc training activities.

More recently under the 10th EDF, the Support to Federal Governance Reform (SUFEGOR) Programme, Support to State and Local Governance Reform (SLOGOR) Programme and Niger Delta Support Programme (NDSP) show that there is need to improve capacities and processes at federal, state and local government levels towards improvement in transparency, accountability and quality of policy planning, public finance systems, access to socio-economic services, as well as improved institutional, policy, legal and financial frameworks in the relevant focal sectors - all of which are germane to the objectives of the ACT programme and provide valuable insight into the further support the EU can provide.

3.2 Complementarity, synergy and donor coordination

The ACT programme will complement the CSO component programmes under each focal sector programme of the 11th EDF. The complementarity with the different programmes under each sector will take different forms depending on the nature and scope of the respective programmes as well as the focus given to CSOs in the programmes.

Apart from the focal sector programmes, there will also be complementarity between the projects under the ACT programme and the Instrument Contributing to Stability and Peace (IcSP), EU Emergency Trust Fund, European Instrument for Democracy and Human Rights (EIDHR) and CSO-LA programmes.

There is potential for coordination and collaboration with other donor programmes. At the moment donor coordination is very weak in Nigeria and there is need for the ACT programme to involve other donors with similar programmes in its management structures.

3.3 Cross-cutting issues

A **rights-based approach** will inform the entire work of the proposed programme. Accordingly, the ACT programme focuses on building the capabilities of rights holders to engage duty bearers towards ensuring good governance and sustainable development outcomes.

Considering the deep-rooted and widespread gender inequality in Nigeria, this programme prioritises **gender equality** as a cross-cutting issue, and will work to mainstream gender equality in line with both the EU Gender Action Plan (2016)¹⁰ and Nigeria's National Gender Policy (2006). It will target women's associations, those working with girls and gender-

¹⁰ SWD(2015)182 final of 21.9.2015.

focused organisations in the institutional capacity development support to CSOs as well as through giving special focus in its CSO project grant support to projects that adequately mainstream gender issues.

Empowerment of other marginalised groups, particularly **children, people living with disabilities and HIV/AIDS** will also be prioritised in the different components of the programme. Migration will also be included as a cross-cutting issue.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results options

This programme is relevant to the United Nations 2030 Agenda for Sustainable Development and will contribute to the progressive achievement of SDG 16 but also promotes progress towards SDG 5. This does not imply a commitment by the country benefiting from this programme.

The **Overall Objective** of the programme is to contribute to more inclusive, effective, accountable and gender-responsive development in Nigeria.

The **Specific Objective** of the programme is to enhance the credibility and role of CSOs as drivers of change for sustainable development in Nigeria.

Result 1: Current and potential Nigerian CSOs, including girl- and women-focused organisations and networks/coalitions working in EU programme areas, strengthened to effectively implement projects and engage in policy processes

Result 2: Appropriate, efficient and gender responsive civil society regulatory framework.

4.2 Main Activities

A comprehensive strategy and plan of action will be developed at the inception phase of the programme and will be updated regularly. The indicative activities under each of the results are described below:

Indicative Activities for Result 1

1. Conduct further capacity assessment of target beneficiaries (CSOs, girl- and women-focused organisations, CSO networks/coalitions, academic/training institutions).
2. Based on assessment conclusions, a capacity building strategy will be developed and implemented through targeted interventions, which might include:
 - Training and mentoring of EU programme areas beneficiary/partner CSOs (including girl- and women-focused organisations, CSOs working on gender, children and disability issues) to strengthen their organisational, technical and engagement capacity, with a focus on on-the-job training.
 - Training and mentoring of EU programme areas CSO networks/coalitions (including gender/child/disability-focused networks) to strengthen their organisational, technical and development processes engagement capacity, and to enable them build the capacities of other CSOs (their members and other grassroots CSOs). The support may include grants to networks to organise capacity building for other CSOs.
 - Establish partnerships with and provide support (technical assistance and grants) to academic institutions (especially institutions with existing CSO, gender or development study programmes) to enable them to provide CSO focused training and knowledge management services during and beyond the ACT programme duration.
3. Through a competitive process and upon "graduation" from capacity building mechanisms, provide project grants to selected CSOs to: 1) engage in policy dialogue and 2) implement additional innovative activities in EU focal areas (including competitiveness and trade).

Indicative Activities for Result 2

1. On improving the legal framework

- Conduct a review of the existing civil society legal framework at the national level and, as a pilot, at state level in selected states.
- Support multi-stakeholder consultation and advocacy between civil society and government on the on-going legal regulatory framework review at the national level in order to ensure stakeholder-wide acceptance of new regulatory law. This may include the provision of necessary technical assistance to CSOs and concerned government institutions in reforming the legal framework. The programme will ensure the participation of girl- and women-focused organisations as well as those working on gender and human rights in the process of reforming the CSO legal framework.
- Support the initiation of multi-stakeholder consultation and advocacy between civil society and state governments in selected states on the harmonisation of existing registration mechanisms, and roll-out of an effective and transparent regulatory framework.

On improving self-regulation

- Conduct a review of the existing civil society self-regulation initiatives and framework.
- Facilitation and provision of technical support to selected networks (including gender-focused networks) to put in place/strengthen and implement self-regulation mechanisms and compliance with legal regulatory frameworks at both national and state levels.

4.3 Intervention logic

The programme is designed to directly support national development goals and the EU's development cooperation objectives under the 11th EDF, which include improving governance, maintaining economic growth and expanding social equity. Nigeria's CSOs have the potential to act as drivers of change in the process of achieving national development goals.

The programme will focus on strengthening the institutional capacity of different categories of CSOs (networks/coalitions, national or state level CSOs and grassroots CSOs) as well as improving the enabling environment within which CSOs operate. The existence of strengthened CSOs and an enabling operational environment provides the foundations for CSOs to act as key and independent development actors in achieving sustainable development. The programme also aims to improve governance and development processes through directly supporting initiatives/projects that increase the participation of CSOs in policy processes and that promote civil society driven innovations. Research and knowledge management, capacity building, facilitating dialogue platforms and provision of project grants and technical assistance to CSOs are the major strategies or activities to be used by the programme towards achieving its results, and ultimately its objectives.

Specific attention will be given to CSOs working in the area of girls' and women's rights given the particular challenges these two groups face as a result of patriarchal practices founded on deep-rooted socio-cultural misconceptions and norms. By so doing, the programme will contribute to reversing the tide of exclusion and discrimination against the two groups and strengthen their roles as change agents.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation of the Budget Support component

N/A

5.4 Implementation modalities

5.4.1 *Indirect management with a Member State agency*

This action will be implemented in indirect management with the British Council in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323. This implementation entails undertaking of the ACT action as described in section 4 above. This implementation is justified because of the experience and good track record of the British Council in implementing governance and civil society programmes in Nigeria and other sub-Saharan countries. In Nigeria, the British Council has already been engaged in the provision of support to civil society organisations in the form of technical assistance, capacity building and grants under the Justice4All (J4A) programme and Nigeria Stability and Reconciliation Programme (NSRP). Through the implementation of these and other programmes, the British Council has established and built a positive working relationship with the civil society sector, the Government of Nigeria and other development actors in the country. The British Council in Nigeria can also mobilise and access expertise from other British Council regional and country offices in Africa.

The British Council will carry out the following budget-implementation tasks: launching calls for tenders and for proposals; defining eligibility, selection and award criteria; evaluating tenders and proposals; awarding grants, contracts and financial instruments; acting as contracting authority concluding, monitoring and managing contracts, carrying out payments, and recovering moneys due.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's Authorising Officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative Budget

	EU contribution (EUR)
5.4.1 Indirect management with British Council	13 600 000
Result 1: Nigerian CSOs and networks partners in EU programmes strengthened to effectively implement projects and engage in policy processes	11 100 000
Result 2: Appropriate, efficient and gender responsive civil society regulatory framework	2 500 000
5.9 Evaluation, 5.10 Audit	400 000
5.11 Communication and visibility	300 000
Contingencies	700 000
Total	15 000 000

5.7 Organisational set-up and responsibilities

The British Council will be responsible for the overall management of all components of the programme.

A Programme Steering Committee (PSC) will be established and will be composed of representatives of the National Authorising Office (NAO) and EU Delegation as well as representatives of at least 3 CSOs/networks/coalitions. The PSC will provide overall programme guidance and oversight. It will approve annual work plans, interim annual activity reports and the final report of the programme. The PSC will be chaired by the NAO and will meet twice a year and an ad hoc basis as is required. The British Council will provide secretariat support to the PSC and ensure effective reporting to the NAO.

A Technical Committee (TC) will be established and will be composed of technical level staff representing the NAO, EU Delegation focal sector programmes Programme Managers, relevant government agencies, relevant CSO partners, the implementing partner (British Council), and where applicable other implementing partner(s).¹¹ The TC will review and provide input on technical and operational matters related to the implementation of the respective result areas. The outputs of the TC will feed into the PSC deliberations. The TC will be chaired by the British Council and will meet quarterly.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner responsibilities. To this end, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of the implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as a reference the logframe matrix (for project modality). The report shall be laid down in such a way as to allow monitoring of the means envisaged and employed and of the budget details

¹¹ Although this is a Delegation Agreement, the Implementing Partner (British Council) may partner with another entity in the implementation of the programme. If this happens, the other implementing partner will participate in the relevant technical committee(s).

for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, a mid-term and final evaluations will be carried out for this action or its components via independent consultants to be contracted by the Commission.

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to relevant and effective CSO capacity development approaches and strategies.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the civil society and governance context in Nigeria.

The Commission shall inform the implementing partner at least two months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

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.

Indicatively, two contracts for evaluation services shall be concluded under a framework contract half way into the implementation period and at the end of the programme.

5.10 Audit

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.

Indicatively, one contract for audit services shall be concluded under a framework contract at the end of the implementation period of the programme.

5.11 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 5.6 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.

It is foreseen to conclude at least one service contract for the implementation of the communication and visibility obligations under this programme.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)¹²

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention Logic	Indicators	Baselines (inc reference year)	Targets (inc reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	OO: To contribute to more inclusive, effective, accountable and gender-responsive development in Nigeria.	1. Improved Human Development Index (HDI) 2. Gender Development Index (GDI)	1. HDI value 0.527 in 2015 2. GDI value 0.847 in 2015	1. HDI value for Nigeria improved in 2022 2. GDI value for Nigeria improved in 2022	2022 UNDP Human Development Report 2015 Gender Development Index	
Specific objective(s): Outcome(s)	SO: To enhance the credibility and role of CSOs as drivers of change for sustainable development in Nigeria.	1.1. Status public perception on the credibility of CSOs 1.2. Status public recognition of the role and contribution of CSOs to national development 1.3 Status public recognition of the role and contribution of women's organisation and gender focused CSOs to national development	1.1. Baseline to be determined at programme inception 1.2. Baseline to be determined at programme inception 1.3. Baseline to be determined at programme inception	1.1. Significant positive change in perception (target TBD based on the baseline) at programme end. 1.2. Significant positive change in public recognition (target TBD based on baseline) at programme end. 1.3. Significant positive change in public recognition (target TBD based on baseline) at programme end	Public perception surveys at project inception and end	CSOs are committed and ready to act as drivers of change Government is committed to improve the enabling environment for CSOs' operation and support the programme implementation

¹² Indicators aligned with the relevant programming document are marked '*' and indicators aligned to the EU Results Framework '**'.

Outputs	<p>O1: Nigerian CSOs and networks partners in EU programme areas capacitated to effectively implement projects and engage in policy processes</p>	<p>1.1. Number of local EU partner CSOs receiving EU's institutional capacity building support</p> <p>1.2. Number of women organisations accessing EU support</p> <p>1.3. Percentage of female and male staff/members of CSOs passing through EU capacity building activities</p> <p>1.4. Number of policy initiatives EU partner CSOs participating in</p> <p>1.5. Percentage of CSO projects supported by EU funds which attain a reasonable level expected results</p>	<p>1.1. Baseline to be drawn from 2017 database on EU support</p> <p>1.2. Baseline from 2017 database on EU partners</p> <p>1.3. Baseline from 2017 database of EU interventions</p> <p>1.4. Baseline from 2017 database of EU partner CSOs</p> <p>1.5. Baseline from 2017 database on EU supported CSO projects</p>	<p>1.1. At least 500 CSOs have directly or indirectly received EU institutional capacity building support</p> <p>1.2. 10% increase in the No. of EU partner women organisations</p> <p>1.3. 35 % of all capacity building participants are women</p> <p>1.4 EU partner CSOs will engage in at least 100 additional policy initiatives</p> <p>1.5. Reasonable target to be set at inception based on baseline</p>	<p>Programme progress reports and final evaluation report; Government reports</p>	<p>CSOs are committed to enhance their capacity and collaborate to ensure participation in capacity development activities</p> <p>Willingness on the part of both CSOs and government to constructively engage in policy processes</p>
	<p>O2: Appropriate, efficient and gender responsive civil society regulatory framework</p>	<p>2.1. Status of an appropriate and efficient legal framework at national level for regulating CSOs</p> <p>2.2. Status of streamlined CSO regulatory framework at States level</p> <p>2.3. Number of CSO networks with functioning self-regulation mechanisms</p> <p>2.4. Number of gender-focused CSOs participating in the process of reforming the regulatory framework at national state levels</p>	<p>2.1. Currently 3 CSO bills before the National Assembly</p> <p>2.2. Multiple and vague CSO registration and regulation systems in most States</p> <p>2.3. No functional CSO self-regulation mechanism currently</p> <p>2.4. Baseline TBD</p>	<p>2.1. An appropriate CSO Act will be enacted by the National Assembly before end of 2019 and full implementation by 2022</p> <p>2.2. Streamlined CSO registration and regulatory systems put in place in at least 6 States</p> <p>2.3. At least 3 networks will have functional self-regulation mechanisms in place by 2020</p> <p>2.4. Reasonable target to be set based on the baseline</p>	<p>Resulting legislative document and programme progress reports State level legislative documents and programme progress reports Programme progress reports</p>	<p>Government is committed to put appropriate, comprehensive and enabling CS regulatory framework</p> <p>CSOs are committed and willing to participate in self-regulation mechanisms</p>