

# PAVE Institutional Document

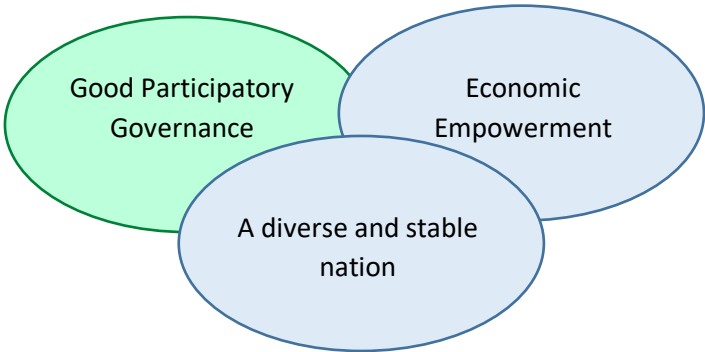
## 1. Vision and Mission

**Mission:** *PAVE is a multi-stakeholder network of Nigerian Government and Civil Society Organizations founded as a means to enhance collaboration between civil society and government institutions in order to counter the violent extremism. PAVE is an inclusive network that reaches out to communities at the grassroots level and strives to find sustainable solutions by addressing the underlying causes of violent extremism. PAVE is working towards a sustainable and peaceful society where the rights of the individuals to justice are guaranteed, a Nigeria free and fair in political, economic and social sense, with equal opportunities for everyone.*

**Vision:** *The problem of violent extremism is historical and complex in Nigeria. Violent extremism emerges from a multitude of diverse fault lines such as religion, identity, geography and socio-economic factors. Violent extremism is a multi-dimensional problem that requires also a multi-faceted response. PAVE acknowledges the relevance of other disciplines such as security, development, health and education and believes it is essential that we combine our efforts with those from different sectors. However, PAVE will focus on CVE-specific strategies in order to avoid duplication with other existing approaches.*

## 2. Theory of Change

The long term objective of PAVE is to foster greater awareness of Countering Violent Extremism (CVE) related issues amongst civil society and state actors, build the capacity of actors to combat the drivers of radicalization and strengthen links between these actors so as to coordinate CVE action.



In order to achieve our long-term goal, PAVE plans to build a strategic Government and CSO collaborative effort in an inclusive manner to reduce and prevent violent extremism. PAVE is looking to work closely with:

- The law enforcement agencies
- The Judiciary
- Governments at various levels – Local, State and Federal

- Relevant ministries and governmental departments and agencies (MDAs)
- Communities and their structures
- Women and Youth Groups
- Youth at risk
- Media
- Traditional, religious and community leaders
- Private Sector

### *Strategies; Ensuring Effectiveness*

In order for PAVE to be effective, we must endeavour to build trust and synergies, enhance the capacity of our partners, strengthen resilience within communities and ensure improved service delivery from both government and CSOs.

We believe that a combination of social, economic and political interventions can help to create a stable and diverse nation. The promotion of quality education, religious and ethnic tolerance, responsible citizenship, access to markets, vocational training as well and enhanced community participation in governance will help to reduce the sense of isolation and indignity that pushes many down the path of radicalization.

We believe that if we can prevent radicalization, we can prevent recruitment and by so doing contribute to reducing the reach, effectiveness and impact of violent extremism. Vulnerable groups and communities can be proactively engaged productively, economically and politically.

Counter-radicalization, Education and Re-orientation and the Mainstreaming of Gender and Youth will serve as the foundation of all PAVE's activities. We also plan to be mindful of community sensitivity in all our work. With the above as the central thrust of our work; PAVE will focus on the following thematic areas:

1. Peace Building and Conflict Resolution
2. Women and Youth
3. Security and Safety
4. Media Outreach
5. Humanitarian Interventions and Internally Displaced Persons

### *Method*

PAVE will carry out its various activities through the following methods:

- Research and documentation to ensure an evidence based approach.
- Identification and mapping of CSOs, flashpoints and credible voices for peace within our communities.
- Engaging communities and working closely with them in order to ensure ownership and sustainability of projects.
- Training and capacity building for all relevant stakeholders.
- Advocacy and campaigning to raise awareness on CVE.

### *Interventions*

Component 1: Peace Building and Conflict Resolution

Specific Objective: To build the capacity of stakeholders to mitigate violence and proliferate peaceful narratives

Impact: Greater inter-communal, inter-ethnic and inter-religious harmony; Reduced potential for, and threat of extreme violence

Projects:

- a. Develop peace language and messages
- b. Training and building mechanisms for conflict handling (styles) and transformation
- c. Training and building mechanisms for early warning signs and response

Component 2: Women and Youth

Specific Objective: To strengthen the involvement of women and youth in peace building and prevention of violence; Reduce the vulnerability of women and youth to violence

Impact: Women and youth actively involved in peace building and the prevention of violence

Projects:

- a. Capacity building programmes for women and youth on peace-building, conflict management/resolution, early warning and early response
- b. Economic empowerment activities (job creation, grants scheme, vocational training)
- c. Build the capacity of organizations on gender-based issues

Component 3: Security and Safety

Specific Objective: To enhance civil security relations, improve the conduct of security personnel to operate within the law and respect human rights; To raise the level of security and safety consciousness and participation of the people.

Impact: Civil public relationship improved; Security and safety consciousness enhanced

Projects:

- a. Improving civil-security relations
- b. Human rights education for security agencies
- c. Enhancing capacity for community policing
- d. Capacity building on security consciousness and safety measures

Component 4: Media Outreach

Specific Objective: To enhance stakeholder's capacity for media engagement; to promote peace and conflict sensitive reporting.

Impact: Enhanced media engagement; Improved peace and conflict sensitive reporting.

Projects:

- a. Capacity building on peace and conflict-sensitive reporting
- b. Enhance strategic partnership with media
- c. Capacity building on effective media engagement

Component 5: Humanitarian Interventions and Internally Displaced Persons

Specific Objective: To improve the living condition of IDPs in their place of displacement; To promote the protection of human rights and ensure their safety and security.

Impact: Welfare and all-round development of IDPs enhanced.

Projects:

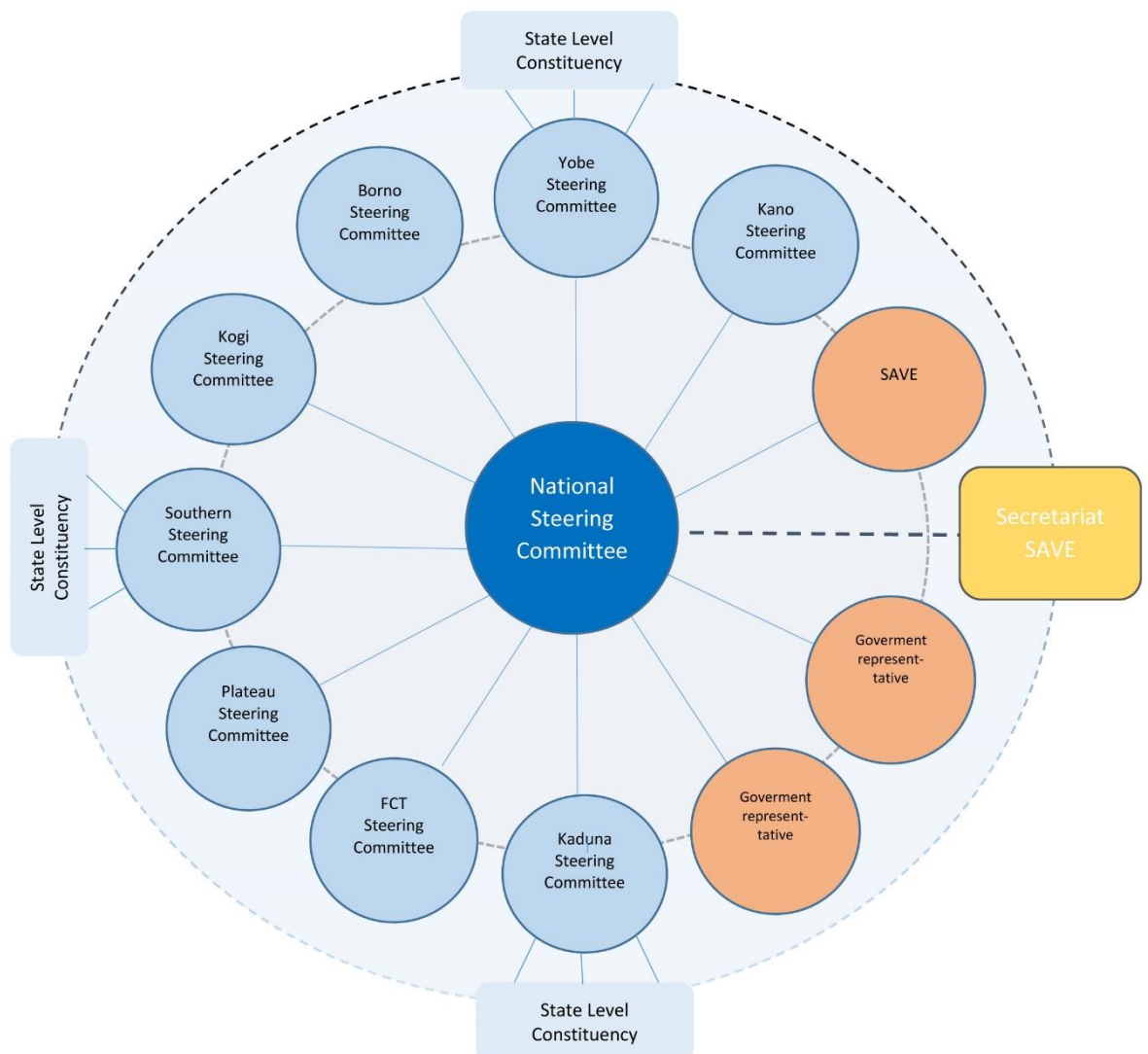
- a. Developing a database of the humanitarian situation/IDPs
- b. Working with vulnerable groups to ensure provision of basic services
- c. Trauma counselling and psycho-social support

- d. Rehabilitation and reintegration
- e. Building the capacity on management of IDPs and collaboration with existing structures

### 3. Structure and Membership

The PAVE network will be rolled out at both national and state level and its governance structure will also follow these two levels. For the coming two your PAVE will be active in the following States: the 6 pilot States of SAVE which are Borno, Yobe, Kano, Kaduna, Plateau and Kogi, and the Southern States Akwa Ibom and Lagos (taken together in the steering committee), as well as FCT. In each state PAVE will ensure a close interaction with the State and Local technical assistants (STA/LTA) from SAVE and the local government.

The picture hereunder shows how the members and levels are linked:



This model is based on the current situation in which SAVE is active in 6 pilot states. The future states in which SAVE is going to expand its focus will eventually be added to the members and focus of the network. For this reason the model as proposed in this document will be in place for a period of 2 years.

#### *The Governance structure*

- The members of the PAVE are both government and civil society.
- The ultimate responsible organ is the General Assembly. The GA comes together once a year.
- The Civil Society members of the GA (8 states x 3 CSO members = 24) elect the 8 National Steering Committee (NSC) members from Civil Society. The three Government positions in the NSC are assigned to SAVE and the relevant Ministries. SAVE will decide with the Ministries how to fill in the governmental representation in the NSC. Important Ministries are Ministry of Interior, Ministry of Youth, Ministry of Women, Ministry of Planning and Development **(please check the right names)**
- The full NSC (both members from CS and Government) elect the Chair, also for a period of 2 years. The chair can only be from the civil society NSC members.
- The GA consists of the members of the 8 States and the representatives from Government.
- In each State there will be a State Steering committee (SSC), consisting of three CSOs, the SAVE State Technical Assistance and a member from local government (5 members total).
- On state level the PAVE SSC will have the same hybrid representative model as on national level. The Civil Society members at state level elect the three CSOs in the SSC for a period of 2 years. Here the renewal is unrestricted.
- The three CSOs that are member of the SSC will appoint among themselves one CSO as candidate for the NSC.
- The period of NSC membership is 2 years with a one-time renewal. Members can step down in the meantime. If this concerns Civil Society members, the SSC will be asked to come up with a new candidate. The GA will officially have to approve this candidate.

#### *Decision-making at the level of NSC*

- The NSC is given the mandate by the GA to steer the PAVE network according to the strategic document and the approved annual/long term budgets
- Each year the GA will update and approve a new strategic document as well as the annual budget
- The NSC is assisted by a secretariat. This role is assigned to SAVE for the coming two years with the prospect of continuation.
- The NSC takes decisions on the basis of consensus. The reason is that the partnership between the actors in PAVE should be based on agreement. If consensus cannot be reached, the Chair of the NSC together with SAVE are consequently mandated to take the decision.

#### **4. Membership criteria**

For all members:

- Residing and working in the specific State within a physical location
- Working in a field relevant to CVE
- Acknowledged by communities and other members at specific State level.
- Organization must be legally recognized at some level

*For SSC and NSC members*

- Need to work actively on CVE specific issues
- Track record of projects administered and implemented, preferably in the area of CVE
- Proven ability to administer and manage funds
- Well formalized organizational structure
- Proven accountability to employees and beneficiaries of the organizations
- Based within a senatorial district of the state
- Track record of capacity building,
- Committed to invest a relevant amount of time in the coordination and steering of PAVE

**5. Communication – formal vs. informal**

**6. Activity Plan**