

**THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND
ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND
DISPLACED PERSONS IN AFRICA**

**Action Fiche for the implementation of the Horn of Africa Window
T05 – EUTF – HoA – REG - 10**

1. IDENTIFICATION

Title/Number	Research and Evidence Facility		
Total cost	Total estimated cost: EUR 4 100 000 Total amount drawn from the Trust Fund: EUR 4 100 000		
Aid method / Method of implementation	Direct management: service tender procedure		
DAC-code	150	Sector	

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The Action is **based on the cross-cutting output of improving policy and practice within the EU Trust Fund**, and will contribute to its four objectives of creating greater economic and employment opportunities, strengthening resilience of most vulnerable communities, improving migration management, and improving governance and conflict prevention.

The **geographical coverage of the action** is regional, comprising the 9 eligible countries under the Horn of Africa window of the Trust Fund.

The intervention logic aims to collate, synthesise and produce evidence and policy relevant knowledge to inform targeted interventions so that they have a positive impact on addressing instability, migration management and forced displacement. It will do so by generating new research and evidence, engaging with research bodies primarily based in the Horn of Africa, as well as by collating research and evidence from relevant research bodies, including those funded by other EU instruments¹. The main assumption is that the Horn of Africa window of the Trust Fund can have much greater impact by ensuring information, experience and lessons learned are used to influence programmatic, policy and decision-making.

The action will also build capacity to undertake and use research and, to that end, will engage with key user stakeholders This will also ensure the sustainability of the action, i.e. the commitment to engage and build the capacity of research entities in the region.

2.1.1. Regional context

The Horn of Africa is a region faced with chronic instability and affected by the rising challenges of migration, forced displacement and violent conflict. It is characterised by a high

¹ Such as the Hedayah Centre of Excellence for countering violence extremism

population growth of 3% (with the total population doubling every 23 years) and an increasingly young population (over 60% of the estimated 242 million people in the region are youth). If properly harnessed, this represents a significant demographic dividend for the region. If neglected, it can be a catalyst for negative outcomes. However, the absolute number of poor people is increasing, while the number of people living on less than \$1 a day is only marginally declining.

Approximately 60-70% of the region consists of lightly populated borderlands, remote and peripheral arid and semi-arid areas. While they receive little investment, the peripheries and borderlands are often important sites of cross-border economies and bear the brunt of refugee movements, including protracted situations. The lack of equitable distribution of wealth and political participation has resulted in a growing alienation between the centre and periphery. This tension is at the root of the multiple political, economic, social and environmental vulnerabilities afflicting the region, which undermine national cohesion, creating social cleavages and adding to the sense of disenfranchisement and marginalisation.

Of key concern amongst those vulnerabilities are the governments' shortcomings at providing basic security needs for law and order, property rights, education, employment, health or food programmes, as well as the vicious circles of violent inter- and intra-state conflict, the flow of internally displaced people (IDPs) and refugees, trans-boundary threats in the form of trafficking of human beings and goods, smuggling of migrants or the infiltration of violent extremist ideologies, the high youth unemployment, low productivity and poorly developed market structures, undeveloped infrastructure, and environmental degradation.

2.1.2. Sector context: policies and challenges

Instability and Conflict

The Horn of Africa is often ranked as one of the most violent regions in the world. Conflict is currently mostly intra-state in nature such as in Somalia, Sudan and South Sudan, as well as inter-communal across the region. Whilst Somalia is slowly emerging from prolonged conflict, civil war has broken out in South Sudan threatening the stability of the region. The causes at the root of these intra-state conflicts stem from multiple vulnerabilities referred to in the preceding section. The Horn of Africa also retains a significant risk of inter-state conflict. The internal dynamics of the region are themselves affected by the broader supra- regional dynamics such as the Gulf States' increasingly active engagement in the politics of the Horn. At the same time, dynamics in the Horn, notably in Sudan, have significant impact upon neighbouring countries, be they in the Sahel region (Chad, Central African Republic) or in North Africa (Egypt, Libya). Terrorist groups, notably Al-Shabaab, have expanded their influence to a point where they pose a danger to the region. Growing alienation of communities across the Horn creates a sense of exclusion and marginalisation, which can be exploited by militant groups.

Mixed Migration

There are several mixed migration routes originating from Horn of Africa: (1) via Sudan, into Libya and across the Mediterranean; (2) to Egypt and into Israel—severely restricted as of mid-2012; (3) down the Eastern Corridor toward South Africa; and (4) via Yemen to Saudi Arabia and beyond. In addition, because of the security situation in Yemen, a growing number of persons return from there to the Horn of Africa.

There are different groups of migrants with various needs and vulnerabilities, including: (a) irregular migrants (dislodged by a real and/or perceived inability to thrive - economic migrants - or driven by a desire to unite with other family members or some other factor); (b) victims of trafficking who have been coerced or deceived into servitude, forced labour, or sexual exploitation; (c) unaccompanied minors and other vulnerable persons; and (d) refugees and asylum seekers in search of asylum from conflict or persecution in their country of origin. The distinction between the groups is often not clear, and for example many refugees and asylum seekers but also irregular migrants might find themselves trafficked.

Over 4 million refugees and IDPs are estimated to have returned to their areas of origin between 2006 and 2013. For both IDPs and refugees, the return to their area or country of origin does not necessarily mean that they find durable solutions to the situation of displacement. It is therefore critical to understand what are the barriers to and the conditions and processes that underpin durable solutions, and the development activities that can facilitate such solutions. Tackling violent conflict and extremism, themselves drivers of forced displacement, and organised crime such as trafficking and smuggling requires a regional approach. A number of regional frameworks for dialogue and cooperation exist such as the AU Horn of Africa Initiative on Trafficking in Human Beings and Smuggling of migrants, or the Khartoum Process, established in November 2014 to serve as a basis for dialogue and cooperation between the countries in the region and the EU.

Displacement

The Horn of Africa hosts over 8.7 million displaced persons, including over 6.5 million internally displaced persons and about 2.2 million refugees, representing the largest IDP and refugee population in Africa. Kenya and Ethiopia are the first and second receiving countries of refugees in Africa. Ethiopia hosts more than 700,000 refugees mainly from Somalia, South Sudan, Eritrea and Sudan. Kenya hosts around 585,000 refugees mainly from Somalia, South Sudan and Ethiopia. Uganda hosts nearly 500,000 refugees, including from South Sudan and Somalia.

Forced displacement, irregular migration and violent conflict are transnational challenges that affect all the countries of the Horn (and beyond), albeit to various degrees. The geostrategic situation of the region makes it both a source of origin (Eritrea, Somalia, Ethiopia, Sudan), destination (Ethiopia, Kenya, Sudan, Uganda) and transit (Sudan and Djibouti) of migrants. Tackling violent conflict and extremism, themselves drivers of forced displacement, also requires a regional approach, given the interconnection between the different contributing factors, again in full recognition of significant local dimensions.

There are four major displacement situations in the Horn of Africa, protracted over the last 20 years: (1) forced displacement from Eritrea (around 354,000 refugees and asylum seekers, of which over 200,000 are in Ethiopia and Sudan) and Somalia (1.1 million refugees) (2) internal displacement in Somalia (1.1 million IDPs); (3) on-going displacement in and from South Sudan, as a result of conflict with Sudan, and internal conflict (1.5 million IDPs and 0.5 million refugees in neighbouring countries); and (4) Sudan, due to conflict in Darfur, East Sudan and the Transitional Areas (3.1 million IDPs and 0.7 million refugees and asylum seekers).

The underlying drivers and dynamics of conflict, irregular migration and displacement in the region are divergent and need to be better understood in order to be addressed by the Trust Fund.

2.2. Lessons learnt

The EU has long since funded research through its various instruments – but both thematic and country level evaluations have concluded that there is further need for operationally focused research to be collated and, where gaps exist, commissioned to inform targeted and effective programming. Key lessons both from the EU and work done by Member States highlight the importance of a strong communication component of any research and programme to ensure that evidence is reaching relevant stakeholders and is being used to improve the effectiveness of interventions.

Amongst the most effective ways to support the uptake of research knowledge are strengthening demand for knowledge and improving access to information, building capacity to do and use research, and engaging with key user stakeholders. To this end a substantial proportion of the action's budget will be allocated to communication (including knowledge management and open access publication), capacity building to various stakeholders and monitoring and evaluation.

Stability, security, migration and displacement are all politically complex processes. We need to be armed with the best knowledge we can muster about local political economy dynamics, and understand how they act as drivers of irregular migration, forced displacement or violent extremism. At the same time, accessing to information and proceeding to its analysis is not enough. In addition to be well-informed, international partners need to be able to make good choices about issues to work on (challenges that have local salience) and with whom to work (actors that because of its credibility, knowledge and networks can effect progressive change).

Although a significant number of IDPs and refugees have returned to their area of origin in the past 8 eight years, this does not necessarily mean that they find durable solutions to the situation of displacement. It is therefore critical to understand what are the barriers to and the conditions and processes that underpin durable solutions, and the development activities that can facilitate such solutions.

There is a continuum of displacement in the Horn of Africa. IDPs and refugees are intertwined with voluntary economic migrants, including the former group (especially youth) embarking on economic migration. Effectively addressing these issues requires a holistic approach designed to (a) support capacity enhancement of governance structures at national, subnational, and local levels for improved security and development; (b) mitigate economic, social, and environmental impacts to support social cohesion; (c) strengthen the resilience and economic capacities for self-reliance; and (d) address the conditions for return to communities of origin and urban areas, given the increasing urbanization of displacement and return².

2.3. Complementary actions

In addition to the EU Trust Fund, the EU, EU Member and Associated States and other contributing donors support the Governments and organisations of the region in their state and

² World Bank Study: Forced Displacement and Mixed Migration in the Horn of Africa, June 2015.

nation building efforts through a number of national, regional and thematic programmes, which are implemented outside the EU Trust Fund.

In the case of the EU, national and regional development cooperation programmes for the period 2014 to 2020 amount to approximately €3.4 billion, and focus chiefly on supporting the agriculture sector (including food security, livestock and natural resource management), the infrastructure sector (including road infrastructure and energy), governance (devolution, justice reforms, public financial management and other accountability institutions), as well as peace and security. EU national and regional programmes, as well as those of EU Member and Associated States and other donors to the EU Trust Fund, directly contribute to promoting stability and addressing the root causes that lead people to migrate because of economic and other reasons. The research and evidence which will be produced through this contract should also be available to inform these interventions where relevant.

The results of this contract will also aim to better inform national and regional development policies of partner countries and regional organisations, with a view to improve decision- and policy-making, as well as to guide policy dialogue between them and with the EU, EU Member and Associated States and other donors to the EU Trust Fund.

2.4. Donor co-ordination

EU Member States, as well as other partner countries to the Trust Fund have expressed their interest in strengthening the evidence agenda to inform targeted operationally focused intervention, and inform policy and political dialogue and well as policy and decision making.

The action will be guided by discussions and prioritisation of operational interventions within the Operation Committee of the Horn of Africa window of the Trust Fund, where the outcomes of the action will be presented.

The action will also coordinate with the different policy and political dialogues and platforms, such as the EU-Horn of Africa Migration Route or Khartoum Process (a regional dialogue among countries of origin, transit and destination along the East Africa migratory route, launched at a ministerial conference in Rome in November 2014, with an initial focus on preventing and tackling human trafficking and smuggling of migrants), the IGAD Regional Consultative Process (a platform which aims to facilitate dialogue and regional co-operation in migration management, through which information is exchanged, best practices shared and solutions to common challenges are pursued), of the different donor coordination mechanisms in place for countering violence extremism, such the Global Counterterrorism Forum Working Group on the Horn of Africa, which the EU co-chairs, the EU-funded Hedayah Centre.

The action will also coordinate with the Regional Development and Protection Programme Steering Committee, led by The Netherlands, which will also be able to benefit from this action.

3. DETAILED DESCRIPTION

3.1. Objectives

The overall purpose of the action is to fill knowledge gaps about the causes and drivers of instability, including violent conflict, irregular migration, forced displacement at regional,

national and local levels, capture lessons learned, generate evidence of impact, and feed this knowledge into operational, programming policy and political practice. Evidence will be used to inform a wide variety of stakeholders such as relevant government bodies, regional organisations, other donors, implementing partners and civil society.

The specific objectives will be to collate, synthesize and disseminate the outcomes of existing and new research and evidence related to instability, irregular migration and forced displacement in the Horn of Africa; to communicate the outcomes of existing and new research and evidence to, and share knowledge amongst, all concerned stakeholders; and to strengthen the ability of key stakeholders to better use an evidence-based approach.

3.2. Expected results and main activities

The **expected results** are:

Result 1: Relevant existing evidence on instability and mixed migration in the Horn of Africa collated, catalogued and effectively disseminated to decision makers in the EU and partners.

The action with collate, synthesize and disseminate high calibre and operationally focused existing research and evidence related to instability and mixed migration in the Horn of Africa, both including research commissioned by the European Union and relevant literature from external bodies. This may involve rapid data collection from existing sources or literature reviews. In addition to that, the action will also commission and quality-assure new operationally focused research in order to fill evidence gaps based on immediate needs as well as research of a long term nature.

This may involve refining and producing research proposals identified by the EU and other members of the Operational Committee of the Horn of Africa Window of the Trust Fund, as well as the RDPP Steering Committee which should include objectives and outputs, budgets, human resource requirements, including those from the region with which the action will cooperate to conduct the research.

Relevant research is expected to be undertaken by a network of field based researchers based in the region, who will produce a coherent body of high quality operationally focused new knowledge that makes a significant contribution to the understanding of instability and mixed migration in the Horn of Africa. In this context the Facility will be expected to ensure the sustainability of the action by engaging, building capacity and raising the profile of southern research partners.

An Independent Expert Advisory Group³ will be convened to advise the Fund Manager on research options the implementation of the action on operationally focused research and evidence gaps related to instability and mixed migration in the region.

Result 2: strategic communication of research systematically conducted, and knowledge shared amongst different stakeholders.

The action will develop and implement a coherent communications strategy, which will involve undertaking a communications assessment, stakeholder analyses and the provision of feedback on the results of research. It will produce a range of communications outputs accessible to policy makers, donors and implementing partners, including the production of communications products, the identification of communication channels (including the media,

³ Please note that this Expert Advisory Group is separate from and additional to the non-key experts.

web based resources, workshops, meetings and written material, working with target audiences and maintaining presence on the internet). Also, a system, including on-line systems to enable EU staff and staff from contributing donors to the Trust Fund working on project identification/design/monitoring, will be created to easily access research so that they can take an evidence based approach; dissemination for policy / political dialogue.

Data and evidence collected will be used to identify and communicate emerging big picture issues as well as specific geographical areas and populations at risk of falling into conflict, or of experiencing irregular and forced migratory flows; this may involve inter alia the organisation of conferences up to twice a year. The action shall also ensure the capitalisation and sharing of knowledge related to the implementation of the project. It concerns observations of technical and pedagogical value, which are interesting for other professionals. For sharing such information, the Contractor shall use the capacity4dev.eu web platform.

Result 3: ability of key stakeholders to better use an evidence-based approach strengthened

The action will form strategic partnerships and strengthen the ability of key institutions in the region working on conflict and migration management, to more effectively prevent and manage conflict and improve migration management through the use of an evidenced based approach. For that purpose, capacity building will be provided to relevant national and regional institutions and other selected stakeholders on the use and application of data and evidence for the purpose of operational, programmatic and policy decision making. This output will directly support the strengthening of specialized selected institutions and will contribute to the overall sustainability of the action.

3.3. Risks and assumptions

Risks and mitigation measures

Contextual risk

The governance context and exclusive political settlement in some of the eligible countries can be considered a key driver of displacement, migration and violent conflict. It is important to underline that substantial progress needs to be made towards a more inclusive politics to address the underlying drivers of migration and conflict.

Programmatic risk of the EU Trust Fund

There are a number of programmatic risks resulting from conflict and governance contexts. Those will be mitigated by taking a conflict sensitive approach to designing, implementing and evaluating interventions funded through the Trust Fund. This involves minimising the unintended consequences of the development intervention on conflict i.e. 'avoiding harm' and maximising development's contribution to peace and stability. Strong research and analysis is central to understanding the context and ensuring that interventions have a positive impact – this aspiration is reflected in the EU's commitment to research and analysis funded through the Trust Fund.

Reputational and operational risks related to the quality of new evidence produced also exist, and will be mitigated by the quality assurance to which each piece of research will be subject.

Inherent risks related to regional instability must also be taken into account regarding the safety and security of staff, and the consequences these may have in hindering the progress of research requested.

Other mitigating measures have been considered, including a strong communications component of the action which will ensure that research is both demand driven and reaches intended stakeholders and decision makers.

The assumptions for the success of the action and its implementation include:

- The research is feasible, focused on the correct issues, and is researchable;
- Research is operationally focused and there is sufficient demand for and use of research findings;
- Partner institutions are open to using an evidence based approach to improve decision making;

3.4. Cross-cutting issues

This action is intended to be cross cutting and will result in operationally focused research and evidence which will improve the quality and impact of interventions for all of the strategic lines of action.

Following good research practice and ethics, research and research participants will be treated with cultural and gender sensitivity and confidentiality. All stakeholders, including research participants, are to be involved in the validation of research results. Research practices will rights-based and conflict sensitive, ensure that no participant suffers harm as a result of their participation in research. Participation will be voluntary and based on consent and allow the possibility to opt out at any point. Issues relating to conflict are by their nature sensitive, and will be approached as such.

3.5. Stakeholders

Stakeholders will include members of the Operational Committee for the Horn of Africa Window of the EU Trust Fund, the Regional Development and Protection Programme Steering Committee, as well as regionally based research bodies and decision makers at regional, national and local level, other donors and implementing partners as well as civil society organisations. Ultimately the final beneficiaries of the action are the people of the region, who will benefit from more informed and targeted operational actions.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement, if relevant

No financing agreement will be concluded for the implementation of this action.

4.2. Indicative operational implementation period

The implementation period will be 30 months from the date of the conclusion of the service contract for the implementation of the action, whilst the overall execution period (including a closure phase of no more than 12 months) will not exceed 48 months from the same date.

4.3. Implementation components and modules

The action will be implemented in centralised management, through a negotiated procedure for the award of a service contract. To that end a number of organisations will be invited to submit a tender. Those organisations will have long standing experience in the conduction of research in the areas covered by this action, and the collation and dissemination of evidence. They shall also have proven experience and a network of field researchers anchored in the Horn of Africa, as well as proven administrative and financial capacity to managed this action.

4.4. Indicative budget

Component	Amount in EUR thousands
Research and Evidence Facility (Results 1 to 3)	4 000 000
Monitoring, audit and evaluation	100 000
Total	4 100 000

The progress of the action will be monitored as follows:

4.5. Evaluation and audit

If necessary, ad hoc audits or expenditure verification assignments could be contracted by the European Commission for one or several contracts or agreements.

Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. The amount allocated for external evaluation and audit purposes should be shown in the budget at section 4.4. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

4.6. Communication and visibility

The European Commission will place an extremely high value on the ability of a prospective Service Provider to demonstrate the potential for ensuring that policy and practice takes account of relevant research, and that the results of research are used to practical effect. Amongst the most effective ways to support the uptake of research knowledge are strengthening demand for knowledge and improving access to information, building capacity to do and use research, and engaging with key user stakeholders. To this end it is suggested that a substantial proportion of the Facility's budget will be allocated to communication (including knowledge management and open access publication), capacity building and monitoring and evaluation.

A **logical framework** showing targets and indicators is attached.

Indicative Logframe Matrix – Research and Evidence Facility

	Project description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective	<p>The overall objective of the Trust Fund is to address the crises in the regions of the Sahel and Lake Chad, the Horn of Africa, and the North of Africa regions. It will support all aspects of stability and contribute to better migration management as well as addressing the root causes of destabilisation, forced displacement and irregular migration.</p> <p>The expected impact of the EU Trust Fund is improved stability and development in the region.</p>			
Programme purpose	<p>The overall purpose of the REF is to collate, synthesise and produce evidence and policy relevant knowledge to inform targeted interventions so that they have a positive impact on addressing instability, irregular migration and forced displacement.</p>	<p>Policy and programming processes on stability and migration are informed by better quality evidence</p>	<p>Retrospective review of the EUTF demonstrates active incorporation of analysis, approaches and lessons learned from multiple studies</p>	<p>EUTF decision makers and partners are receptive to the use of high quality evidence</p>
Expected results	<p>R1: Relevant existing evidence on instability and mixed migration in the Horn of Africa collated, catalogued and effectively</p>	<p>EU decision makers and partners content with availability of improved evidence</p>	<p>User satisfaction study In-depth interviews of a sample of at least 20 key</p>	<p>Research is operationally focused and there is sufficient demand for and use of research findings;</p>

	disseminated to decision makers in the EU and partners.		stakeholders demonstrates emerging influence of the REF	
	R2: An Independent Expert Advisory Group (IEAG) convened and engaged to provide advice to the EUTF manager on research gaps.	Number of meetings of Expert Group	Minutes of IEAG meeting shared with EUTF management team.	
	R3: Research partners identified and engaged to produce a coherent body of high quality operationally focussed new knowledge that makes a significant contribution to the understanding of instability and mixed migration in the Horn of Africa. In this context the Facility will be expected to ensure the sustainability of the action by engaging, building capacity and raising the profile of southern research partners.	Number of research partners engaged; EU decision makers content with the contribution.	Rapid-response policy-relevant research outputs and briefings published Evidence to be collected by Service Provider; user satisfaction study 50% of survey group rate outputs as high or very high quality Peer review by IEAG	The research is feasible, focused on the correct issues and is researchable;
	R4: Systematic and strategic communication of research, targeting different EUTF audiences (through a combination of channels including the media, web based resources, workshops, meetings and written material).	Number of publications, media-based interventions, relevant meetings Proven evidence of improved access to research outputs or uptake and use of new knowledge by the EUTF interventions, policy makers, international organisations, research institutions and other users of	Evidence to be collected by Service Provider Number of instances in which research users express satisfaction at improved access.	Partner institutions are open to using an evidence based approach to improve decision making.

		<p>research, especially those in the Horn of Africa.</p> <p>Number of publications, media-based interventions, relevant meetings held in a timely fashion to coincide with decision making cycles</p>	<p>Participation of REF project team members in at least 10 external events to disseminate policy findings</p> <p>Google Analytics (or other relevant software) to provide data on website use – including number of reports downloaded, from where, and breakdown of website users – in order to provide indication of research ‘accessibility’.</p> <p>Qualitative ‘stories of change’ produced that provide a narrative that can consider the reach, importance and reliable attribution of changes brought about by the availability of research and evidence.</p>	
		Means	Indicative costs	
Activities	1 Collate, synthesise and disseminate high calibre and operationally focused existing research and evidence related to instability and mixed migration in the Horn of Africa, both including research commissioned by the European Union and relevant literature	Desk based research		

	<p>from external bodies. This may involve rapid data collection from existing sources or literature reviews.</p>			
	<p>2 Convene an independent Expert Advisory Group to advise the EUTF Horn of Africa window manager on operationally focused research and evidence gaps related to instability and mixed migration in the region.</p>	<p>Quarterly meetings convened</p>		
	<p>3 At the request of the EUTF Horn of Africa window manager, commission and quality assure new operationally focused research in order to fill evidence gaps based on immediate needs as well as research of a long term nature.</p>	<p>Combination of field based research and desk based quality assurance</p>		
	<p>4. Form and manage and build the capacity of a network of field based researchers based in the region who will undertake relevant research. Indicative research partners primarily based in the region must be named in the proposal and inception report.</p>	<p>Regular engagement by the service provider with research bodies based in the region to commission works and builds their capacity to deliver (through feedback).</p>		

	<p>5.1 Develop and implement a coherent communications strategy, in consultation with research and management staff;</p> <p>5.2 Produce a range of communications outputs accessible to policy makers and EUTF decision makers</p> <p>5.3 Use data and evidence collected to identify and communicate emerging big picture issues as well as specific geographical areas and populations at risk of falling into conflict, or of experiencing irregular and forced migratory flows; this may involve the service provider organising dissemination conferences up to twice a year.</p>	<p>This will involve undertaking a communications assessment, stakeholder analyses and the provision of feedback on the results of research.</p> <p>Production of communications products, identification of communication channels, working with target audiences and maintaining the Facility's presence on the internet</p> <p>Workshops and conferences</p>		
	<p>6. Create a system, including on-line systems to enable EU staff working on project identification / design / monitoring and staff of other relevant institutions, to easily access research so that they can take an evidence based approach; dissemination for policy / political dialogue.</p>	<p>Research made available to the Capacity 4 Dev website</p>		

	<p>7. Form strategic partnerships and strengthen the ability of key institutions in the region working on conflict and migration management, to more effectively prevent and manage conflict and improve migration management through the use of an evidenced based approach.</p>			
	<p>8. Support the development of a monitoring and evaluation framework for the EUTF which will assess the use of evidence to underpin targeted programming and assess the impact of interventions funded through the EUTF Horn of Africa window.</p>			