



**UNITED NATIONS DEVELOPMENT PROGRAMME**

**Support to Early Recovery and Social Cohesion in the North East (SERSC)**

**FINAL REPORT**

**16 May 2017**

<b>Project No:</b>	<b>00099643</b>
<b>Implementing Agency:</b>	<b>Government of Adamawa, Borno and Yobe States; and the Nigerian Army Peacekeeping Centre (NAPKC), Kaduna</b>
<b>Project Duration:</b>	<b>1<sup>st</sup> March 2016 – 28<sup>th</sup> February 2017</b>
<b>Project Budget:</b>	<b>US\$1,500,000</b>
<b>Country:</b>	<b>Nigeria</b>

## **1. Introduction**

The project of 'Support to Early Recovery and Social Cohesion in the North East' with funding of 1.5 million USD by the Government of Japan was implemented from 1 March 2016 to 28 February 2017. The objective of the project was to contribute to the social stabilization and recovery of the most affected population and communities in Adamawa, Borno and Yobe States.

The project targeted the following key areas: i) Livelihoods stabilization of vulnerable community members and returning IDPs, through income generating activities and enhancement of productive capacities; ii) Rehabilitation of selected damaged public/community infrastructures and short term job creation; iii) Peace building and reconciliation; iv) Value re-orientation and civic responsibilities; and v) Protection of civilians. The implementing partners were the State Governments of Adamawa, Borno and Yobe States and the Nigerian Army and Peacekeeping Centre (NAPKC), Kaduna.

## **2. Project Management and Governance**

The project was executed using National Implementation (NIM) modality. The UNDP Country Office was held accountable for the financial management and overall reporting aspects of the project on behalf of the Government of Japan and other contributing partners while the implementing partners had responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

For the governance of the project, a Project Steering Committee was established and co-chaired by UNDP and the Federal Ministry of Budget and National Planning (MBNP) with membership drawn from key partners including the National Emergency Management Agency (NEMA), Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) of Borno State Government, Yobe State Committee on Reconstruction, Rehabilitation and Resettlement (CRRR), Adamawa State Emergency Management Agency (ADSEMA), and the Embassy of Japan in Nigeria.

The Steering Committee Meeting was held twice on 13 June 2016 and on 31 January 2017. Once the approval was received and funds released, UNDP informed the implementation partners about the approval and subsequently held the first Steering Committee Meeting of the stakeholders. The meeting was convened jointly with the one for the 'De-Radicalization, Counter-Terrorism and Migration in Northern Nigeria (DCM)' project, also supported by Japan. The participants included the representatives of UNDP, Ministry of Budget and National Planning (MBNP), the Embassy of Japan, the beneficiary States of Adamawa, Borno and Yobe, NAPKC, NIALS, CDD and NEMA. In the meeting, the plans of the activities were approved and a launch ceremony of the project was agreed upon.

Two months after the first Steering Committee Meeting, a formal launching ceremony of the two projects was held in Maiduguri on 15 August 2016. Among the participants were the Executive Governor of Borno State, Ambassador of Japan to Nigeria, and interim UNDP Resident Representative.

The second Steering Committee Meeting on 31 January 2017 was held with the presence of UNDP, MBNP, the Embassy of Japan, the beneficiary States of Adamawa and Yobe, NAPKC, NIALS, and CDD. Based on the progress report which had been submitted to the stakeholders prior to the meeting, it was reported that the project was going well and key project targets had been achieved.



Picture of the launching ceremony in Maiduguri on 15 August 2016

### 3. **Results Achieved Under Each Output**

#### 3.1. **Output 1-1. Livelihood Support (Gov of the 3 States)**

##### Targets after 12 months:

- 200 affected accredited entrepreneurs (min 20% women) restarted their businesses through cash grants.
- 1,300 farmers (Min 20% women) able to start farming activities.

##### Indicative Activities

- 1.1.1 Recruit two expert consultants;
- 1.1.2 Conduct gender-sensitive assessments of affected local small scale businesses;
- 1.1.3 Create a database of owners and identity of destroyed or burnt businesses;
- 1.1.4 Identify needs/requirements of each accredited business holders, taking into account respective needs of women and men business owners;
- 1.1.5 Provide grants to the accredited business owners for asset recovery (min 20% women);
- 1.1.6 Provide advisory support services to the grant beneficiaries;
- 1.1.7 Provide support to 1,300 farmers (min 20% women) - farm inputs, farm implements and operating cash; and
- 1.1.8 Conduct quarterly monitoring and evaluation of the grant support.

##### **3.1.1. Support for entrepreneurs / business enterprises**

480 IDPs including 114 women (24.7%) were identified as beneficiaries and received support of provision of inputs or grants. The materials provided included: generators for barbers and phone chargers, milling machines for millers, butterfly sewing machines for tailors, and welding machines for welders. The number of beneficiaries in each LGA are shown in the chart below.

Number of beneficiaries of business enterprises in Borno State

LGA	F	M	Grand Total
BAMA		20	20
DIKWA	1	32	33
KIVA	17		17
KUKAWA		20	20
MAFA	6	74	80
MARTE		11	11
MOBBAR		15	15
NGALA	1	20	21
PULKA	33		33
<b>Grand Total</b>	<b>58</b>	<b>192</b>	<b>250</b>

Number of beneficiaries of business enterprises in Yobe State

LGA	F	M	Grand Total
Damaturu	4	26	30
Fune	2	8	10
Geidam	3	12	15
Gujba	3	12	15
Tarmuwa	2	8	10
<b>Grand Total</b>	<b>14</b>	<b>66</b>	<b>80</b>

Number of beneficiaries of business enterprises in Adamawa State

LGAs	F	M	Grand Total
GOMBI	3	12	15
HONG	5	28	33
MADAGALI	14	22	36
MAIHA	2	16	18
MICHIKA	10	14	24
MUBI NORTH	2	9	11
MUBI SOUTH	6	7	13
<b>Grand Total</b>	<b>42</b>	<b>108</b>	<b>150</b>

States	F	M	Total
<b>Borno</b>	<b>58</b>	<b>192</b>	<b>250</b>
<b>Yobe</b>	<b>14</b>	<b>66</b>	<b>80</b>
<b>Adamawa</b>	<b>42</b>	<b>108</b>	<b>150</b>
<b>Total</b>	<b>114</b> <b>(24.7%)</b>	<b>366</b>	<b>480</b> <b>(240% of target)</b>



*Picture of provision of business inputs in Adamawa State*



*Picture of provision of business inputs in Borno State*



*Picture of provision of business inputs in Yobe State*

### 3.1.2. Support for farmers with agricultural inputs

The agricultural inputs for the rainy season were distributed to 1,342 farmers in 22 LGAs. The proportion of female beneficiaries were 20.01%.

To identify the needs, the State Governments recruited consultants and made a survey of agricultural inputs that are effective to support farmers in each LGA. Based on the results of the survey, the inputs were purchased and distributed in each LGA. The list of the inputs supplied include: Fertilizer NPK/Urea, Millet, Maize, Guinea corn, Cowpea (beans), Fertilizer SSP, Sesame, Groundnut, Herbicide, Pesticide, and Sprayer. The number the beneficiaries in each LGA is as below.

#### Number of Farmers benefited in Borno State

LGA	F	M	Grand Total
BIU	17	64	81
DAMBOA	32	68	100
HAWUL	17	45	62
KAGA	42	158	200
KONDUGA	41	159	200
<b>Grand Total</b>	<b>149</b>	<b>494</b>	<b>643</b>

#### Number of Farmers benefited in Yobe State

LGA	F	M	Grand Total
Damaturu	18	92	110
Fune	1	49	50
Geidam	4	66	70
Tarmuwa	10	40	50
Yunusari	6	64	70
<b>Grand Total</b>	<b>39</b>	<b>311</b>	<b>350</b>

#### Number of Farmers benefited in Adamawa State

LGA	F	M	Grand Total
FUFORE		31	31
GANYE	5	20	25
GIREI		27	27
GOMBI	26		26
HONG	3	17	20
MADAGALI	1	29	30
MAIHA	25		25
MICHIKA	12	18	30
MUBI-NORTH	2	32	34
MUBI-SOUTH	2	28	30
YOLA-NORTH	5	27	32
YOLA-SOUTH	1	38	39
<b>Grand Total</b>	<b>82</b>	<b>267</b>	<b>349</b>

Summary of number of beneficiaries in the three states

States	F	M	Total
Borno	149	494	643
Yobe	39	311	350
Adamawa	82	267	349
<b>Total</b>	<b>270</b> <b>(20.01%)</b>	<b>1,072</b>	<b>1,342</b> <b>(103.2% of target)</b>

In addition to the supply of agricultural inputs distributed over the rainy season, based on analysis of harsher status of livelihood over the dry season, inputs for livelihoods in dry season were distributed in Borno State. The number of beneficiaries was 357, as shown in the chart below.

Number of beneficiaries of supported in dry season in Borno State (tentative)

LGA	Cattle Rearing (cow & Bull)	Fishing	Water Pump for irrigation	Grand Total
ASKIRA	26		21	47
BAMA			40	40
DIKWA		10		10
GWOZA	28	17		45
KUKAWA			40	40
MAFA	21		40	61
MARTE			93	93
NGALA			21	21
<b>Grand Total</b>	<b>75</b>	<b>27</b>	<b>255</b>	<b>357</b>





*Pictures of distribution of agricultural inputs in Borno State*

### **3.2. Output 1-2. Rehabilitation of Infrastructure (Borno State Gov)**

#### Targets after 12 months:

- 2 cities supported for CI's repair and rehabilitation;
- 2 public/community infrastructure in 2 cities.
- 100,000 affected people (50% women) benefitting from restored or improved access to rehabilitated public/community infrastructure.
- 500 persons benefitting from emergency jobs (disaggregated by sex – min 20% women)
- 20% gender-balanced maintenance committees established and functional

#### Indicative Activities

- 1.2.1 Recruit 2 national technical experts;
- 1.2.2 Select 2 cities in Borno State;
- 1.2.3 Conduct assessments of public/community infrastructure damages and losses in Borno State; Enumerate the destroyed or burnt public/community infrastructure and identify, at least, two to be rehabilitated through participative processes involving local government structures and community development committees, and Borno State MRRR;
- 1.2.4 Prepare bill of quantities for the selected infrastructure to be rehabilitated following labour intensive, locally acceptable and disaster-resilient building techniques;
- 1.2.5 Conduct scoping and create database of local manpower existing at project site;
- 1.2.6 Identify, recruit and train local workers (min 15% women), as well as, manpower that is non-existent at project site;
- 1.2.7 Rehabilitate selected infrastructure, provide temporary employment to the targeted population and pay project workers;
- 1.2.8 Build capacities of the community members and officials to properly maintain the rehabilitated infrastructure;
- 1.2.9 Conduct regular monitoring of project and write reports.



Borno State recruited experts and assessed infrastructure damages and losses, resulting in a list of infrastructure to be constructed or rehabilitated in the project. The State was able to increase the number of infrastructure to be covered through the use of the available resources in the project. 11 facilities in the chart below were chosen and completed.

In total, 532 workers including skilled and unskilled were employed for rehabilitation. Depending on the type of his or her designation, the salary of workers per day varies from 2,000 NGN to 4,000 NGN. The employment provides the IDPs of source of income and helped them to re-establish their living. The 532 workers included 49 female workers, which is 9.2%, lower than the 20% target.

In addition to rehabilitation of facilities, furniture and equipment were provided on the basis of available resources. The details are also shown in the chart below.

List of Facilities, number of workers employed and equipment provided

FACILITIES	LGA	LOCATION	No. of workers employed	Furniture and equipment provided
Primary School	Kaga	Makinta Kururi	34	Double Desk Seater
Local Government Secretariat	Mafa	Mafa	186	Tables, chairs, etc.
Maternity Health Care	Ngala	Gambodu	74	
Maternity Health Care	Damboa	Damboa	19	
Primary School	Damboa	Wajiroko	16	Double Desk Seater
Dispensary	Damboa	Wajiroko	29	
Primary School	Damboa	Sabon Gari	35	Double Desk Seater
Primary School	Hawul	Kwajaffa	8	Double Desk Seater
Dispensary	Hawul	Kwajaffa	5	
Primary School	Biu	Debiro	35	Double Desk Seater
General Hospital	Damboa	Damboa	91	Tables, chairs, beds, sheets, drip stands etc.
Total			<b>532</b> <b>(106.4% of target)</b> <b>Inc. 49 women</b> <b>(49% of target)</b>	



*Picture of outside of primary school reconstructed in Kaga LGA*



*Picture of inside of primary school reconstructed in Kaga LGA (before supply of desks)*



*Picture of the secretariat building in Mafa LGA before rehabilitation*



*Picture of the secretariat building in Mafa LGA rehabilitated*



*Picture of furniture provided to secretariat building in Mafa LGA rehabilitated*

### **3.3. Output 2-1&2-2. Capacity for dialogue & Core Moral Values (Borno State Gov)**

#### Targets after 12 months:

- 80 men and women (min 20% women), and 80 religious leaders with improved social skills and engaged in local peace building/conflict transformation initiatives.
- 10 communities/villages benefitting from an operational local platform/mechanism for dialogue.
- Positive trend in the identified conflicts that have been resolved through mediation/prevention by the local platforms/mechanisms.
- 4 network of mediators established.
- 100 community and religious leaders, women and youth (min 20% women), 10 CBOs and 10 media organizations trained as peace champions/moral ambassadors.

- 1,000,000 persons (at least 40% women) reached by peace and moral messages through various means (radio shows, community discussion or dialogues, etc).
- Values and re-orientation messages aired on 10 radio stations over a period of 3 months.

Indicative Activities

- 2.1.1 Conduct two trainings for 80 stakeholders including women groups and youth (min 20% women) on dialogue, mediation and conflict transformation for effective reconciliation at the community level;
- 2.1.2 Workshop for 80 religious leaders on dialogue, peaceful co-existence, religious harmony and tolerance;
- 2.1.3 Support the establishment of broad-based platforms for dialogue and mediation network framework;
- 2.2.1 Engage two experts to develop manual and key messages on value re-orientation and civic responsibility;
- 2.2.2 Train 100 women, youth, media organizations and CSOs as peace champions and moral ambassadors to propagate tenets of value re-orientation and civic responsibilities in the North East;
- 2.2.3 Engage media houses to air value re-orientation and civics messages; and
- 2.2.4 Monitor and evaluate the impact of the project and prepare report.

The Government of Borno identified the consultants, developed training materials and arranged on three types of workshops for different categories of participants in the three States. The date and the number of the participants are shown in the charts below.

Date and attendees of Training of stakeholders including women groups and youth

State	Date	Participants
Adamawa	8-9 February 2017	16
Borno	27-28 January 2017	48
Yobe	2-3 February 2017	16
Total		80 Inc. 19 women (23.7%)

Date and attendees of Training of religious leaders

State	Date	Participants
Adamawa	6-7 February 2017	16
Borno	25-26 January 2017	48
Yobe	31 Jan - 1 Feb 2017	16
Total		80

Date and attendees of women, youth, media organizations and CSOs

State	Date	Participants
Adamawa	10 February 2017	60
Borno	30 January 2017	20
Yobe	4 February 2017	20

Total	100
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In the workshops, participants learned the method and philosophy of dialogue and peaceful co-existence, followed by participatory discussion. As a monitoring of effects of the training, self-evaluation of the participants regarding knowledge, attitude and practice for dialogue and peaceful co-existence was done by participants before and after the training. As shown in the chart below, all the category showed positive improvement from the training.

**Positive change of knowledge, attitude and practice after the training**

	knowledge	attitude	practice
women and youth	28.20%	4.70%	8.40%
clerics	25.70%	3.20%	5.10%
media	17.50%	2.50%	4.60%

In addition to capacity building through training, jingles for value re-orientation and civic messages were developed to promote to promote dialogue and peaceful co-existing in the society. The jingles were aired in 10 broadcasting stations in the region since the beginning of January 2017 to the end of February 2017.



**3.4. Output 3-1. Capacity for Protection of Civilians (NAPKC)**

<p><u>Targets after 12 months:</u></p> <ul style="list-style-type: none"> <li>- 80 security officers (min 35% women) trained on civilians’ protection and deployed to crisis locations.</li> <li>- Two sessions of 2-week training on protection of civilian course for security personnel.</li> </ul> <p><u>Indicative Activities</u></p> <p>2.3.1 Identify and conduct 1-week training for 80 security personnel to be deployed to crisis locations in Nigeria on protection of civilians;</p> <p>2.3.2 Periodic monitoring and evaluation of training; and</p> <p>2.3.3 Prepare activity report.</p>
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NAPKC designed a course on Protection of Civilians (POC), recruited a facilitator and conducted 3 streams of training as shown in the chart below. 117 security officers including 28 (41%) female officers were trained. Each stream was conducted for eight days.

Term	Organization of the trainees					Gender		Total
	MOD	Armed Forces	Police Force	Paramilitary	NGOs	Female	Male	
20 - 27 May		33		6	9	15	33	48
27May - 4Jun	1	26	3	6	13	28	17	45
29July - 12August	1	19			5	5	19	24
Grand Total	2	78	3	12	27	48 (41%)	69	117 (146% of target)

The method of instruction used during the course were presentations, plenary sessions and syndicate discussion. The participants were subject to a series of indoor scenario based exercises aimed at testing their ability to analyse and react to POC related issues and also to understand their roles in POC during an armed conflict. Generally, the level of assimilation on the side of the participants was satisfactory. Subsequently, the comprehensive activity reports were submitted from NAPKC.



*Images of training on Protection of Civilians*

#### **4. Overall evaluation, lessons learnt and way forward**

The result of achievement of the targets stipulated in the project document is shown in the table below. All the targets have been achieved except for only one of the targets, proportion of female workers employed for rehabilitation of infrastructure.

##### List of targets and achievements

Output	Target	Achieved
1-1. Livelihood Support (Gov of the 3 States)	200 businesses	480
	20% women	25%
	1,300 farmers	1,342
	20% women	20.01%
1-2. Rehabilitation of Infrastructure (Borno)	2 infrastructure	11
	500 workers	532
	20% women	9.2%
	160 improved skill	160

2-1. Capacity for dialogue & 2-2. Core Moral Values (Borno State Gov)	100 moral leaders	100
	20% women	23.7%
	10 radio stations convey messages	10
3-1. Capacity for Protection of Civilians (NAPKC)	80 officers trained	117
	35% women	41%

Female workers in reconstruction: The target of proportion of female workers for the infrastructure failed to be achieved due to cultural and social norms in the project site. In the area, it is quite unusual for women to work in construction. In addition, there was also an issue of productivity of female workers in unskilled physical work. Since the physical strength of female workers is perceived not to be as much as that of male workers, the implementing partners were afraid that inclusion of many female workers may reduce the overall productivity and cause delay in the rehabilitation. To avoid the failure in reconstruction and rehabilitation with the cash for work scheme in future, close consultation with the partners and identification of works that can be done by female workers without decreasing the overall productivity should be done.

Modality of payment to workers: In the project, payment to the workers employed for reconstruction or rehabilitation of public infrastructure were done with pre-payment by the State Government and post-settlement by UNDP as an exceptional treatment. This is because direct payment to the workers was practically difficult because most of the workers did not have bank accounts. The exceptional modality has disadvantages including financial burden for the implanting partner to make a pre-payment. To address the issue, adoption of alternative methods of direct payments such as mobile money transfer should be examined.

Overall, the project was conducted in satisfactory quality and provided catalytic programmatic evidence to further scale-up support in the North East through a resilience based approach. Based on the experience in this project, UNDP Nigeria formulated an integrated community based early recovery programme for North East Nigeria. As one of the inputs to the integrated programme, UNDP Nigeria submitted a proposal of the project in the next phase to the Government of Japan, which was approved and the project started in March 2017. Reflecting on the lessons learnt in this project, the project of the next phase will contribute to further accelerate the early recovery and community stabilization of the region.