



From Relief to Recovery

NORTH EAST NIGERIA EMERGENCY RESPONSE AND RECOVERY STRATEGY (2017-2019)





In Maiduguri, Nigeria, CRS staff are registering families that have been displaced by Boko Haram violence so they can receive an electronic voucher to buy food and household supplies in local markets.

Photo by Michael Stulman/CRS

CRS in Nigeria

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OVERVIEW

An estimated 10.7 million people¹ in one of the world's poorest, most drought-prone regions, have been affected by the Lake Chad Basin humanitarian crisis, sparked by Boko Haram extremists. Now in its seventh year, it is impacting Cameroon, Chad, Niger and Nigeria. Having re-established its presence in Nigeria in 2000, CRS works with its local partners—leveraging their extensive grassroots networks and capacity to reach the rural poor—in 32 of the country's 36 states.

Working in 10 local government areas of Yobe State, CRS has been providing a multisectoral emergency response since 2014, including water, sanitation and hygiene (WASH), polio and routine immunization, and emergency food assistance for conflict-affected communities. In July 2016, CRS launched operations in Borno State, providing vulnerable households with immediate relief through integrated programming aimed at meeting families' need for food, living supplies, WASH and shelter.

This three-year emergency response and recovery strategy sets forth the blueprint developed by CRS and

its local partners—namely the Federation of Muslim Women's Associations in Nigeria, the North East Youth Initiative for Development, the Network for Integrated Rural Advancement, the Centre for Integrated Development and Research, Caritas Nigeria and the Justice, Development and Peace Commission of the Maiduguri Diocese—to ensure that conflict-affected families in North East Nigeria receive lifesaving support in a safe and equitable manner. Moreover, CRS and its partners will build upon the life-saving emergency relief assistance, with longer-term support as individuals, families and communities recover and rebuild their lives.

GEOGRAPHIC PRIORITIES

CRS and its partners will provide relief and recovery assistance to 300,000 people in the most affected parts of Borno, Yobe and Adamawa states in North East (NE) Nigeria, based on anticipated and cyclical needs. Within these states, CRS has prioritized areas most affected by insecurity and displacement. While CRS will prioritize emergency assistance in Borno and in key local government areas (LGA) within Yobe, in the more accessible areas—including southern Borno and Adamawa—CRS will build on the immediate relief with mid- to long-term programming. The table on Page 3 provides figures for targeted households by state and by year.

1. OCHA, Lake Chad Basin Crisis Update, February 3, 2017

300,000

PEOPLE WILL RECEIVE RELIEF AND RECOVERY ASSISTANCE FROM CRS IN THE MOST AFFECTED PARTS OF BORNO, YOBE AND ADAMAWA STATES IN NORTH EAST NIGERIA

GEOGRAPHIC PRIORITIES

Beneficiary targets for 2017-2019

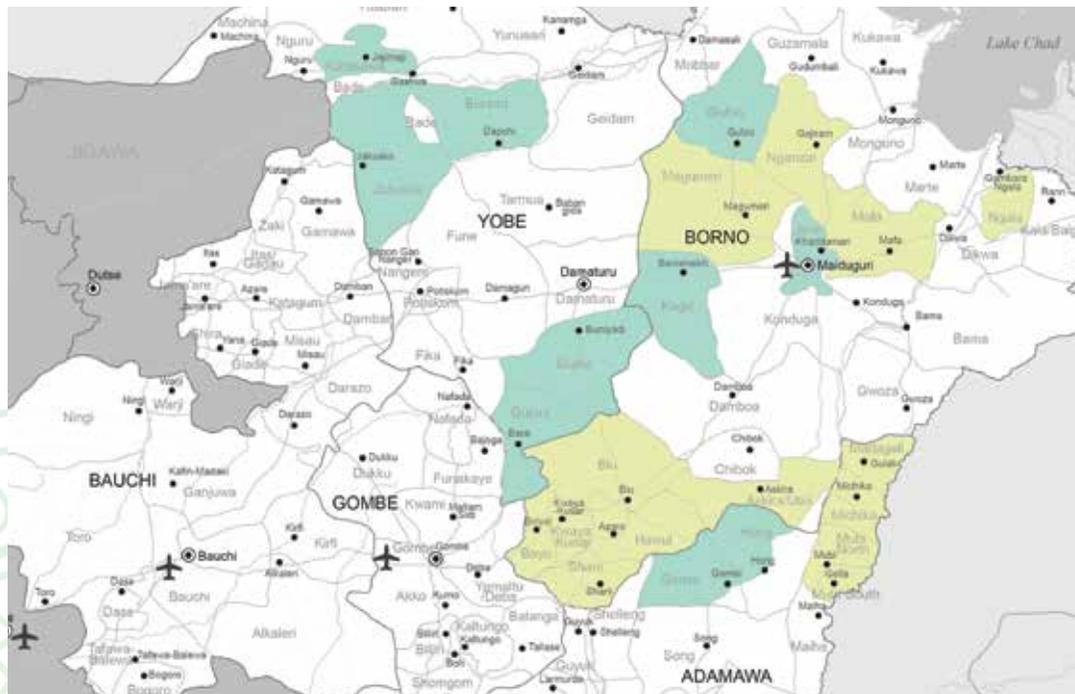
State	Number of targeted households			Targeted local government areas	
	2017	2018	2019	Supported	Planned for future support
Adamawa	3,000	4,000	4,500	Gombi, Hong	Mubi North and South, Michika, Madagali
Borno	5,000	6,000	7,000	Maiduguri city, Jere, Kaga, Gubio	North and west of Maiduguri: Nganzai, Magumeri East of Jere: Mafa, Ngala Southern Borno: Biu, Hawul, Askira, Kwayar Kusar, Bayo, Shani
Yobe	13,000	10,000	8,000	Karasuwa, Jakusko, Bursari, Gujba, Gulani	
Total	21,000	20,000	19,500		

In **Borno**, CRS will continue to intervene in the urban center of Maiduguri and Jere LGAs, where an estimated 1.1 million internally displaced people have sought refuge. Ensuring strong coordination with key stakeholders, CRS will expand program activities to other LGAs based on needs and accessibility. To the north and to the west of Maiduguri, CRS will focus on the large numbers of conflict-affected communities in Nganzai, Magumeri, Gubio and Kaga LGAs. To the east of Jere, and access permitting, CRS will focus on the LGAs of Mafa and Ngala. CRS will work where needed in partnership with colleagues in Cameroon and local partners through a “one-agency”² approach and remote management. In southern Borno, CRS will work through its Feed the Future grant in the LGAs of Biu and Hawul, with a focus on reaching vulnerable communities in Askira, Kwayar Kusar, Bayo and Shani through recovery support.

In **Yobe**, CRS will continue to provide relief and recovery support to conflict-affected communities in the LGAs of Karasuwa, Jakusko and Bursari, thus building on CRS’ ongoing emergency work. When possible, CRS will gradually phase out emergency support to targeted families that, with livelihoods support, are able to surpass vulnerability criteria. In addition, emergency activities will be expanded to the LGAs of Gujba and Gulani, which are among the least accessible and most critically affected areas.

In **Adamawa**, CRS and its partners will provide recovery support to vulnerable families in the LGAs of Gombi and Hong, and, security permitting, expanded to Mubi North and South, Michika and Madagali.

2. Some areas of NE Nigeria are more easily accessible through Cameroon. CRS (Nigeria) will work with CRS (Cameroon) to help families in these border towns.



- LGAs where CRS is working
- LGAs into which CRS wants to expand

Adapted from Nigeria Northeast States Reference Map, OCHA

NEEDS ASSESSMENT SUMMARY

As of June, nearly 9 million people in NE Nigeria are in severe need of humanitarian assistance. Alarming, between June and August, an estimated 5.2 million people could experience food insecurity, twice as many as in March last year.³

The Famine Early Warning Systems Network (FEWS NET) confirmed in December 2016 that a famine had likely occurred, and may be ongoing, in less accessible parts of Borno.⁴ Meanwhile, the rest of the state remains in a food security crisis (IPC Phase 3), including Kaga and Magumeri LGAs, and emergency (IPC Phase 4), including Gubio and Nganzai LGAs (Figure 1).⁵

Global acute malnutrition rates have reached emergency threshold levels in parts of Borno, Adamawa and Yobe states with a significant proportion of children having no access to treatment.⁶ The ongoing conflict has resulted in widespread disruption of agricultural, market and livelihood activities, reducing the production of staple crops, hampering the movement of goods and people, and increasing trading costs.⁷

Compounding the poor nutritional and food security situation are the deteriorating water, sanitation and hygiene conditions. Overall, 75 percent of water supply infrastructure (water points, wells and boreholes) in Borno have been destroyed, systematically targeted by the insurgency,⁸ while insufficient and inadequate sanitation facilities and hygiene material pose a serious health threat. In CRS' present intervention areas, 53 percent of families are living in makeshift shelters, 18 percent in

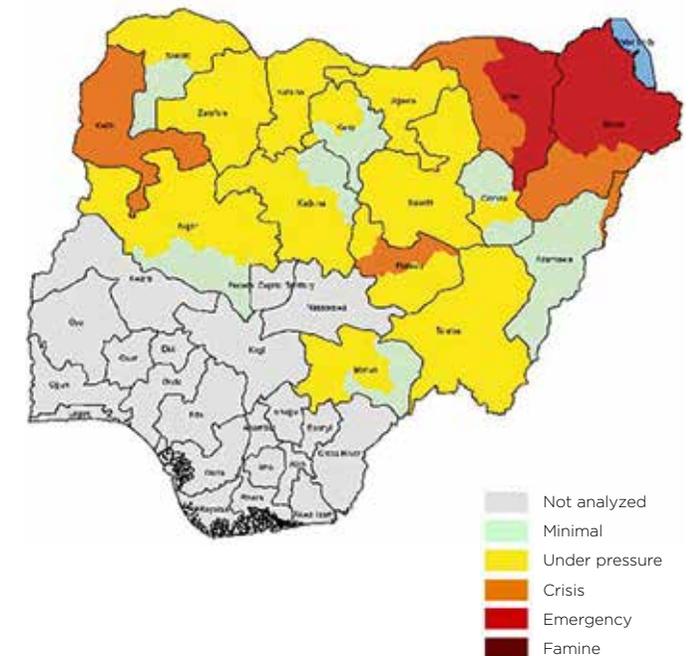
unfinished buildings and 26 percent in rooms provided by host families. Poor shelter means that vulnerable families are increasingly exposed to the elements, sexual and gender-based violence, theft and fire.

In addition to experiencing material shortages, people in Borno and Yobe have endured entire disruption of their social networks and normal community fabric. Intense pressure on local resources and employment strains the relationship between internally displaced people (IDP) and host communities. Urban centers are swelling with uprooted families with limited means to support themselves. Trust is further eroded by armed opposition groups' tactics of using people from within the targeted communities—often women and children—as carriers of improvised explosive devices detonated in public spaces such as markets and IDP camps. Survivors of gender-based violence face social and political stigma, and have limited access to psychosocial, justice, legal aid and socioeconomic resources.

In a January rapid gender analysis conducted in Jere LGA in Borno, CRS and CAFOD found that displaced women living in urban neighborhoods such as Simari felt isolated from traditional social support. They were more often living with host families connected to their husband's social network, while he sought labor elsewhere in Nigeria. The women were left with little access to and control over basic household needs. It is common for boys to work in informal day labor and for girls to be overburdened with domestic work.

In this emergency context, IDP and returnee families are among the most vulnerable, as frequent displacement results in the loss of their savings and key assets—such as crops, livestock, livelihood materials, and basic household items—as well as the interruption of their livelihoods, and the erosion of any safety net. Host communities providing people with refuge in their homes play a major role: In Borno alone, the vast majority (74 percent) of IDPs have settled with communities and families, and only 26 percent found refuge in camps.⁹ Albeit a sign of solidarity, hosting has also resulted in the depletion of host communities' limited resources.

Cadre Harmonisé analysis: Food and nutrition security projected situation in Nigeria June-August 2017



3. In the worst affected and least accessible areas of Borno and Yobe, a total of 55,000 people are estimated to be experiencing famine-like conditions (IPC phase 5), and that total is projected to rise to more than 120,000 people by June 2017 (Source: FAO).

http://www.fao.org/fileadmin/user_upload/emergencies/docs/FAOSituationReport_NortheasternNigeria_January2017.pdf

4. FEWS NET. "A Famine likely occurred in Bama LGA and may be ongoing in inaccessible areas of Borno State," December 13, 2016; <http://www.fews.net/west-africa/nigeria/alert/december-13-2016>

5. Cadre Harmonisé update analysis to identify risk areas and populations in acute food and nutrition insecurity in Adamawa, Borno and Yobe States of Nigeria, August-September 2016. http://fscluster.org/sites/default/files/documents/fiche-nigeria_aout2016_vf.pdf

6. Source: HRP 2017.

7. Prior to the insurgency, a majority of people in Borno (80%), including women, were involved in crop or livestock farming (Source: FAO).

8. Government of Nigeria. North-East Nigeria Recovery and Peace Building Assessment (RPBA), 2016.

9. Ibid.

PROGRAM OBJECTIVES AND ACTIVITIES

CRS' ERR strategy in Nigeria is grounded in the [principle of integral human development](#), which promotes the good of the whole person and every person. This strategy also reflects the priorities outlined in the broader [CRS Lake Chad Basin Emergency Strategy](#).

CRS and partner programs will support conflict-affected families—IDPs, returnees and vulnerable host families—on their path from relief to recovery. In collaboration with beneficiaries, local partners, the wider humanitarian community and the Government of Nigeria, CRS will work toward helping *communities in NE Nigeria live cohesively and with dignity through strengthened assets and sustainable livelihoods*. This will take place through five strategic objectives (See the Results Framework on Page 8).

CRS' strategy is holistic and multisectoral to ensure that the needs of families and individuals are met in a comprehensive way. We will seek to reduce gaps in humanitarian coverage for people in need, and create synergies and alignment of programming in targeted communities.

In addition, the integration of gender and protection mainstreaming into all aspects of this response will help lead to significant, sustainable impact—especially for the most vulnerable. The program areas of this response will be evaluated regularly to ensure their relevance, effectiveness and efficiency.

Incorporating lessons learned and best practices from ongoing programming, CRS will leverage new technologies, market-based responses, area-based coordination and effective social mobilization to ensure community ownership, acceptance and program relevance.

Food assistance and nutrition

Food is among the most urgent needs for families' survival and wellbeing in NE Nigeria. CRS and its partners will meet these immediate food needs with market-based approaches (including e-vouchers) to support the local economy, allow families the dignity of choice, and improve overall efficiencies. Where markets are not functioning or have limited supplies, CRS is well placed to ensure the rapid delivery of food aid, and will prioritize local or regional purchases. Food assistance activities will be supported by rigorous market and feasibility assessments to determine the most appropriate mode and transfer mechanisms. Prices for key food commodities will be monitored via the [MARKit](#) tool throughout project implementation to improve food security outcomes and ensure they follow the CRS "do no harm" principle.



A community mobilizer uses a fingerprint scanner linked to a mobile phone for beneficiary e-voucher registration.
Photo by Dooshima Tsee for CRS

In terms of nutrition support, CRS will develop a robust screening and referral mechanism for children suffering from malnutrition. Referrals to nutrition services will be made through linkages with partners and agencies operating in the intervention areas. To address limited local knowledge of hygiene and nutrition, trained community mobilizers will follow up with families to reinforce infant and young child feeding practices through counseling and peer support groups that include both male and female caregivers. CRS and its partners will reinforce the knowledge of community mobilizers through regular trainings. Finally, where needed, CRS will include transportation funds to support families when such costs hinder them accessing nutrition services.

Shelter and household items

CRS' shelter and non-food item (NFI) responses have been designed to improve people's living conditions in areas of displacement and return. Immediate relief will be provided through the distribution of emergency shelter kits, construction tools and essential household items. Where feasible and appropriate, CRS will use functional markets and offer e-vouchers for the purchase of relief items. For returnee families, or IDP families living in sub-standard housing arrangements, CRS will provide rental subsidies, cash or materials for the construction of transitional shelter. For families physically unable to rebuild their shelters, CRS will hire and train local community members as skilled workers to help with construction efforts. Finally, CRS and its partners will complement all shelter activities with information, education and communication material and training on best building practices and safer construction methods.

PROGRAM OBJECTIVES AND ACTIVITIES

Target group input to promote community participation

To ensure strong community participation and buy-in, all shelter designs will be reviewed and adapted with the input of target groups to increase beneficiary satisfaction, shelter utilization and impact. Where possible, CRS will promote the hiring of workers from local communities, as this is a demonstrated and successful way of increasing community ownership of program activities and supporting local livelihoods.

Water, sanitation and hygiene

CRS will work to reduce the transmission of diarrheal, infectious and other diseases through the promotion of good hygiene practices, the provision of safe drinking water, and improved living conditions. Though the technical solutions will vary from community to community based on the local context, activities will likely include rehabilitation of existing water points or construction of new boreholes in safe, accessible areas selected by the community. CRS will focus on improving water safety through use of closed water sources, water storage container cleaning events and chlorination of drinking water.

CRS will construct and rehabilitate sanitation infrastructure to meet people's needs in host, IDP and returnee communities, especially for women and girls who are primarily responsible for fetching water. Before any activity takes place, and applying "do no harm" principles, CRS will first engage with landowners to seek their approval. Activities will range from construction or rehabilitation of latrines and



CRS will focus on improving water safety.

Photo by Dooshima Tsee for CRS

bathing areas, improvements to drainage and support for desludging, and solid waste management.

Due to extremely poor hygiene practices, CRS will place a strong emphasis on hygiene promotion and social mobilization using a three-pronged approach: Distribution of essential WASH items, promotion of safe hygiene practices at the grassroots and household levels, and the strengthening of community capacity. CRS will also look to design and deliver "dignity kits" with information and supplies for women's hygiene needs. All communications materials will be developed in the local language. Finally, CRS will encourage community care and maintenance of gender-segregated latrines and bathing spaces. Locally hired male and female hygiene promoters and social mobilizers will take on pivotal roles in engaging communities to ensure projects are tailored to the local needs of women, men, boys and girls, and that hygiene promotion activities are culturally sensitive.

Agriculture and livelihoods

Through a combination of agricultural and other work activities, and with a strong focus on technical training, CRS will help people start to recover or restart their livelihoods. In rural areas, the activities will focus on increasing staple crop systems and resilience and, where opportunities exist, pastoralist support. Given the impact of climate change on the Lake Chad Basin region and the North East, CRS and partners will promote climate-smart agricultural practices and trainings. In cities, CRS and partners will identify vocational skills for youth—including carpentry, tailoring and welding—and other income-generating activities such as homestead gardening. Complementing household-level activities, the program will also support affected communities to restore their collective assets and infrastructure, including drinking water systems, roads, marketplaces, communal buildings and storage facilities. Cash-for-work activities will engage people in rehabilitation efforts while providing them with essential cash to meet their urgent, daily needs.

Finally, and to sustain economic recovery, CRS will promote its [Savings and Internal Lending Communities](#) (SILC) approach, proven to rebuild communities' assets and livelihoods. Those participating in SILC will benefit from a safe place to deposit their savings, access to insurance and a means to invest in their livelihoods. SILC activities will also help to strengthen community relations and build social cohesion. In many contexts, the approach has been proven to increase women's empowerment through greater self-confidence and self-reliance by enabling convenient access to small loans that allow women to address their families' needs.

PROGRAM OBJECTIVES AND ACTIVITIES

Social cohesion

If not properly addressed, the psychological and social impacts of emergencies can undermine families' long-term mental health and psychosocial well-being, and impede their ability to recover and develop. Recognizing the vital importance of community to people's wellbeing, especially throughout an emergency, CRS and partners will integrate psychosocial support and social cohesion in all of the program areas.

Cultivating just, peaceful societies is part of CRS' mission, and an essential component of integral human development. Thus, and by applying CRS' social cohesion methodology, *The Ties that Bind*, this strategy will incorporate binding, bonding and bridging activities into the overarching relief and recovery assistance.

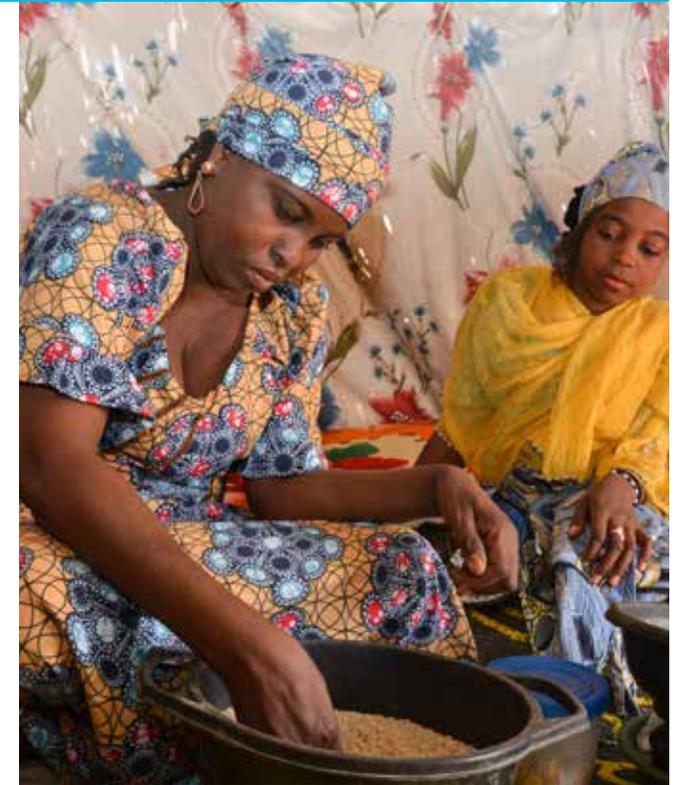
Binding activities will provide space for internal reflection and personal transformation, including trauma healing that addresses individual trauma, such as sexual and gender-based violence. *Bonding* activities will strengthen relations within respective identity groups through dialogue and collaboration with other group members. Finally, *bridging* activities will bring communities together in activities that

promote dialogue, mutual understanding and a joint construction of a shared vision for a peaceful future.

To support the healing of people's psychological wounds, and to help families and communities rebuild social structures and resume their lives, CRS will provide the following support, with respect for local customs:

- Identification and mapping of qualified organizations, resource people and services to provide specific and specialized levels of care, including services for survivors of sexual or gender-based violence
- Elaboration and delivery of reliable, pertinent information linked to psychosocial support services
- Training and creation of community peer counseling groups and referral systems based on a mapping exercise
- Creation of safe spaces for children and youth

Finally, CRS will seek to identify entry points and opportunities to integrate psychosocial, social cohesion and peacebuilding activities into other programming areas, such as vocational skills training for youth, and nutrition counseling and peer support groups for mothers.



Hamsatu Adamu and her daughter prepare food they received from the USAID-FFP-funded food assistance program in Bursari, Yobe state. Photo by Dooshima Tsee for CRS

Support for local partners

In line with its guiding principles, and according to the commitments set forth in the **Grand Bargain** as part of the World Humanitarian Summit, CRS will continue to support **local partners** and the Caritas Internationalis (CI) response in NE Nigeria by privileging joint implementation where possible; ensuring strong coordination at the local, regional and national levels; and continuing to invest in partners' institutional capacities, including cash preparedness and coordination.

CRS will seek opportunities to integrate psychosocial, social cohesion and peacebuilding activities into other programming areas such as vocational skills training for youth, and nutrition counseling and peer support groups for mothers.

PROGRAM OBJECTIVES AND ACTIVITIES

Results Framework

Note: The Nigeria ERR Strategy RF is linked to the [Lake Chad Basin Strategy](#) RF in the following manner: SO1 is linked to LCB's IRs 1.3 and 2.5; SO2 is linked to LCB's IR 1.1; SO3 to IRs 1.2 and 2.3; SO4 to IRs 1.4, 1.5, 2.1, 2.2, 2.4 and 2.6; and SO5 to IRs 5.1, 5.2 and 5.3.

Goal: Communities in NE Nigeria live cohesively and with dignity through strengthened assets and sustainable livelihoods.	
Strategic objectives	Intermediate results
SO1: Food Security and Nutrition Affected populations have improved food and nutrition.	IR 1.1 Targeted households have improved access to nutritious foods.
	IR 1.2 Targeted households have improved nutritional practices.
SO2: Shelter Affected populations live in healthier conditions with improved safety and security.	IR 2.1 Targeted households have improved access to safe and adequate shelter.
	IR 2.2 Targeted households have improved access to essential non-food HH assets
SO3: WASH Affected populations meet their immediate water, sanitation and hygiene (WASH) needs and live in improved hygienic conditions.	IR 3.1 Targeted households access safe and appropriate sanitation facilities.
	IR 3.3 Targeted households apply key messages on hygienic behaviors.
	IR 3.2 Targeted households access infrastructure and resources that allow for adequate quantities of safe water.
SO4: Agriculture and Livelihoods Affected populations have secured their livelihoods.	IR 4.1. Affected populations practice improved, sustainable agricultural production techniques.
	IR 4.2 Targeted communities have improved access to livelihoods and income-generating activities.
	IR. 4.3 Targeted households manage their resources for improved resilience.
SO5: Social Cohesion Affected populations benefit from strengthened social cohesion and protection.	IR 5.1 Affected populations re-establish trust within and among communities.
	IR 5.2 Affected populations access quality psychosocial support services.
	IR 5.3 Family and community support systems are strengthened.

Cross-cutting IRs

- Targeted households have improved access to accountability and feedback mechanisms as aligned with best practices for protection mainstreaming.
- Equitable participation and access to project activities and resources increased through gender-responsive targeting and implementation strategies.
- Staff knowledge and awareness on training on sexual and gender-based violence prevention and protection mainstreaming principles, including strengthened “do no harm” approach.



Photo by Dooshima Tsee for CRS

PROGRAM OBJECTIVES AND ACTIVITIES

Cross-cutting program standards

CRS' Integrated Human Development framework underpins this strategy, focusing it on human dignity and providing a holistic systems thinking approach. Through its programming, CRS and partners will ensure:

- Robust **monitoring, evaluation, accountability and learning (MEAL)** activities and processes to swiftly adapt strategies and interventions, with special attention to establishing accountability mechanisms and learning to improve equitable assistance delivery.
- The safety and dignity of—and access for—all beneficiaries and target communities through the implementation of a [protection mainstreaming framework](#).
- A minimum standard of gender-responsive planning, implementation and evaluation processes as outlined in CRS' **global gender strategy**.
- **Adequate staff knowledge, attitudes and skills** related to gender integration and protection mainstreaming with particular focus on working in areas with high prevalence of sexual and gender-based violence.
- The integration of **staff-care measures** promoting well-being and safeguarding staff from exposure to unnecessary threats to their physical and emotional health.
- That **good governance and peacebuilding considerations**, including how CRS and partners engage with hierarchical leadership, are mainstreamed in program development and design to ensure that all groups, including youth and women, are included in decision-making.
- Integration of **information and communications technology for development (ICT4D) solutions** to improve accuracy and timeliness of monitoring data, and improve efficiency and effectiveness of CRS responses.

CRS' Integrated Human Development framework underpins this strategy, focusing it on human dignity and providing a holistic systems thinking approach.



In Maiduguri, CRS is referring this child to a health center where he will receive treatment for malnutrition.

Photo by Michael Stulman/CRS