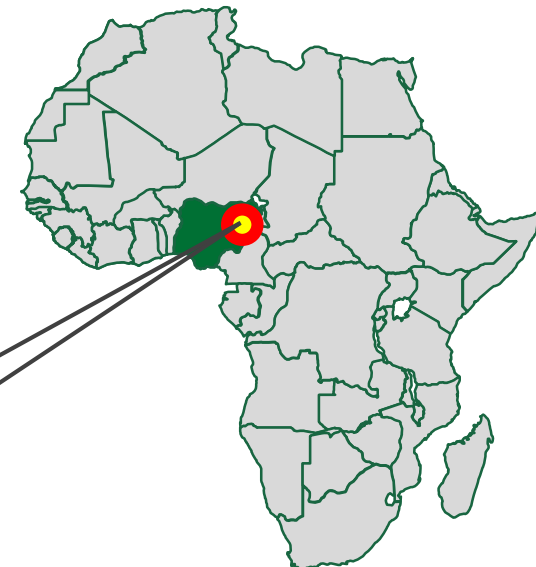




Internally Displaced Persons (IDPs): An Integrated Approach to Rehabilitating IDPs with Dignity.



**NORTH-EAST
NIGERIA**



Paper by: Toluwalola Kasali, 12 February, 2016

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Executive Summary

Boko-Haram: The Militant Islamic Extremist Group

- Founded in 2002, initially focused on opposing western-style education;
- Launched military operations from Maiduguri in 2009;
- Designated as a terrorist group by the US in 2013;
- Joined the Islamic State (IS), and now refers to itself as IS's West African province;
- Their mode of operation has involved killing, abduction of women & children predominantly, and destruction of lives and property.

The Facts

- Their activities have resulted in the displacement of persons from their original settlement;
- Over **2million** internally displaced persons in North-East Nigeria;
- Thousands killed, hundreds abducted, including at least **200** Chibok school girls;
- Over **1million** displaced persons in 2015 alone.

The Problems

- Camps or camp like sites accommodate only **8%** of the population of internally displaced persons;
- Displaced persons are living in camps and camp sites longer than necessary (prolonged displacement);
- Increasing number of displaced persons putting pressure on existing facilities;
- A solution gap exists between early phase of displacement and long-term rehabilitation.

The Proposal

- Reduce period of prolonged displacement;
- Prepare IDPs to survive physically, mentally and economically upon reintegration into the society;
- Empower IDPs through skill acquisition and training;
- Reintegration of IDPs into communities (original, host or new communities);
- Establishment and implementation of livelihood-promoting activities that link up with longer-term development programs.

Paper Objective

This document outlines a broad framework and implementable principles for achieving long-term rehabilitation objectives for Internally Displaced Persons (IDPs). In anticipation of long-term development needs, there should be a framework during the period of displacement to prepare IDPs for the future by providing them with trainings in relevant skills, including literacy and numeracy training for adults, agriculture, agricultural extension services, and vocational skills. This paper provides detailed and practical approaches for implementing the framework. It also covers strategies and programs that address the needs of IDPs and focuses on humanitarian assistance, transition, reintegration and long-term development issues.

Internally Displaced Persons

Internally Displaced Persons (IDPs) refer to persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border.

Rehabilitation

Rehabilitation as used within this paper refers to the strategic restoration and reintegration of displaced persons into communities (either communities of origin or new communities), by providing them with skills and ideas that will make them economically self-reliant and able to pursue sustainable livelihoods instead of relying on aids.

Rehabilitation will occur through:

- Reintegration at original place of origin “return”;*
- Integration into local host communities; or*
- Integration within other states in Nigeria.*

1

Introduction

There is no harm in falling but there is great harm in staying down. Dignity can be regained.

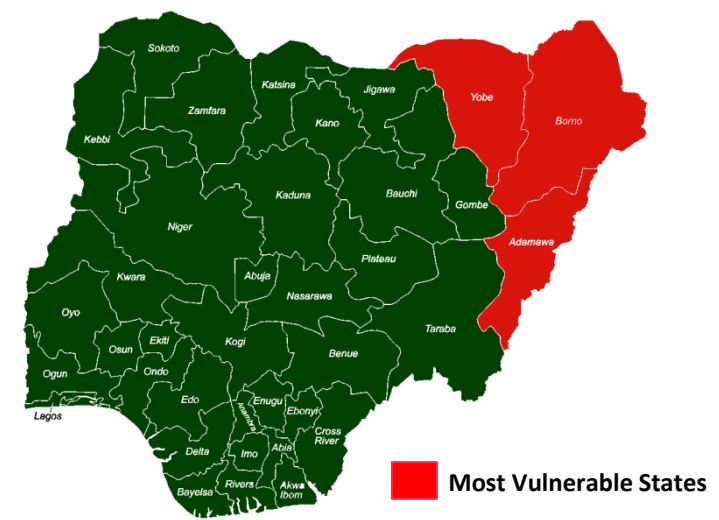
This paper comes as a result of the concern for IDPs, having regard to their trauma, pain, suffering, and what will appear to be an initial lack of preparation as to how to effectively deal with the problems arising as the numbers grow. There is no doubt that the relevant agencies are striving to do their best however, it is apparent that the issues of internal displacement is multifaceted and overwhelming, requiring a more comprehensive, structured and collaborative approach.

The approach in this paper, seeks to provide suggestions on how to tackle the problems being faced by the IDPs and re-integrate them into the society in a sustainable way in order for them to regain their human dignity.

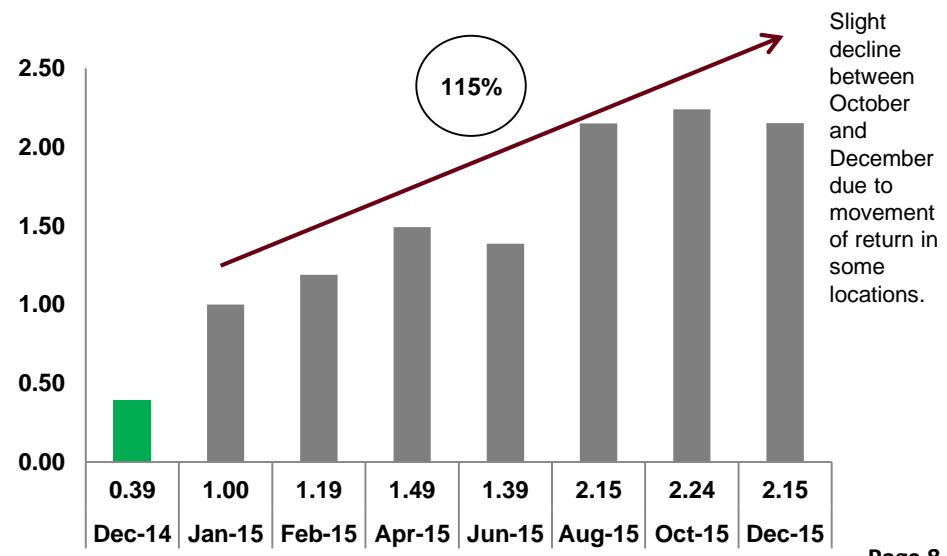
Introduction

- There are **2,151,979** IDPs in Nigeria as at December 2015;
- Nigeria has the highest number of IDPs in Africa;
- Majority of IDPs were displaced in 2014 (**61.5%**);
- Approximately (**34.2%**) of IDPs were displaced in 2015;
- There are circa **78** formal and informal camps and sites for IDPs in Nigeria as at December 2015;
- There are **178,314** Nigerian refugees in neighboring countries (Cameroon, Chad, and Niger). Nigerians are being deported/returned from Cameroon;
- Displaced persons experience ***grief, loss of economic opportunities, breakdown of cultural identity, loosening of social and familial structures, interruption of schooling and increased poverty levels;***
- IDPs require special attention and adequate protection during their displacement, search for help, and rehabilitation.

Most Vulnerable States



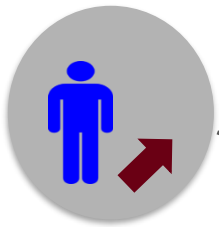
Internally Displaced Persons (Million)



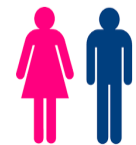
The Nigerian Situation

In Numbers

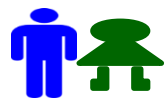
September 2015



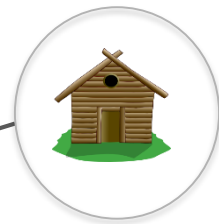
2,151,979
Internally Displaced Persons



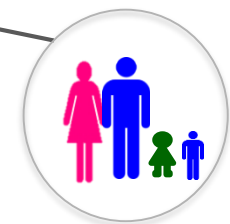
44%
Of the IDPs are adults



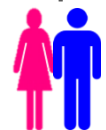
56%
Of the IDPs are children



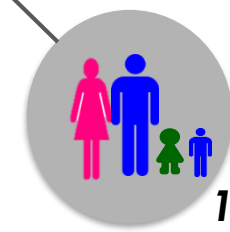
78
IDP camps and sites



115%
Growth in IDPs (Jan – Dec) 2015



21,799
Nigerian returnees from Cameroon



178,314
Refugees

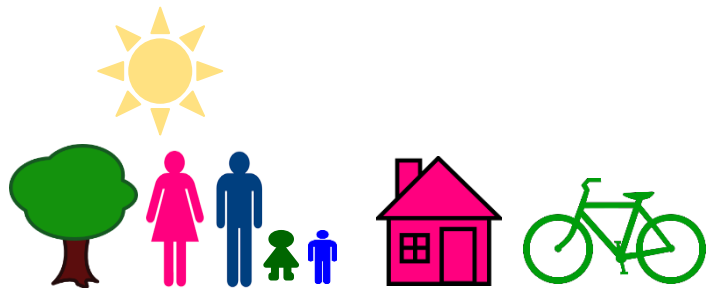
2

The People: Internally Displaced Persons

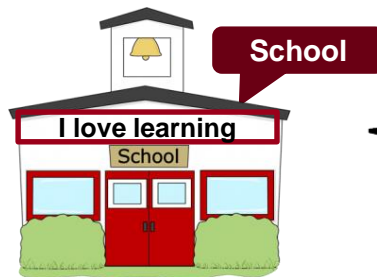
If the numbers were faces, they will look just like me and you

Their Story

They are people just like me and you



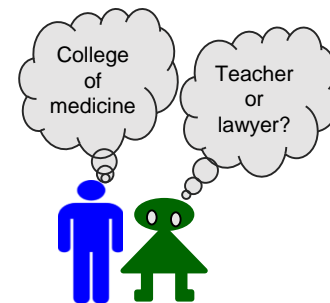
A family starts a normal day with bright hopes



Children are in school learning and writing exams



Graduation is here!!!



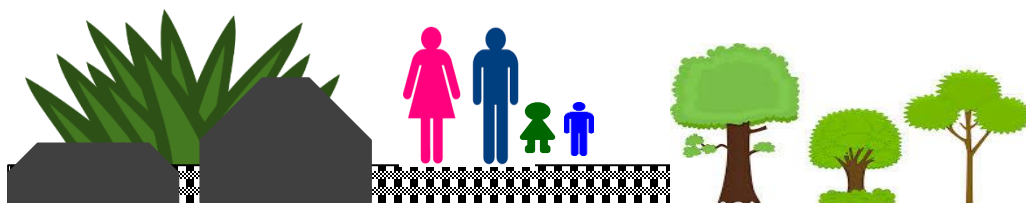
Teenagers are dreaming of furthering their education

The insurgents rampage through towns, destroying homes and means of livelihood.



The arrival of the Boko-Haram insurgents, they destroy life as people know it

People travel for days by road and through the forests hungry, tired and in need for some form of hope.



Their Journey

People lose their lives along the way or settle in neighboring communities, while others eventually make it to the IDPs camps/sites, finding shelter, hope and comfort.



What next?

What are the plans for REINTEGRATION?

→ TRAINING & SKILL ACQUISITION?

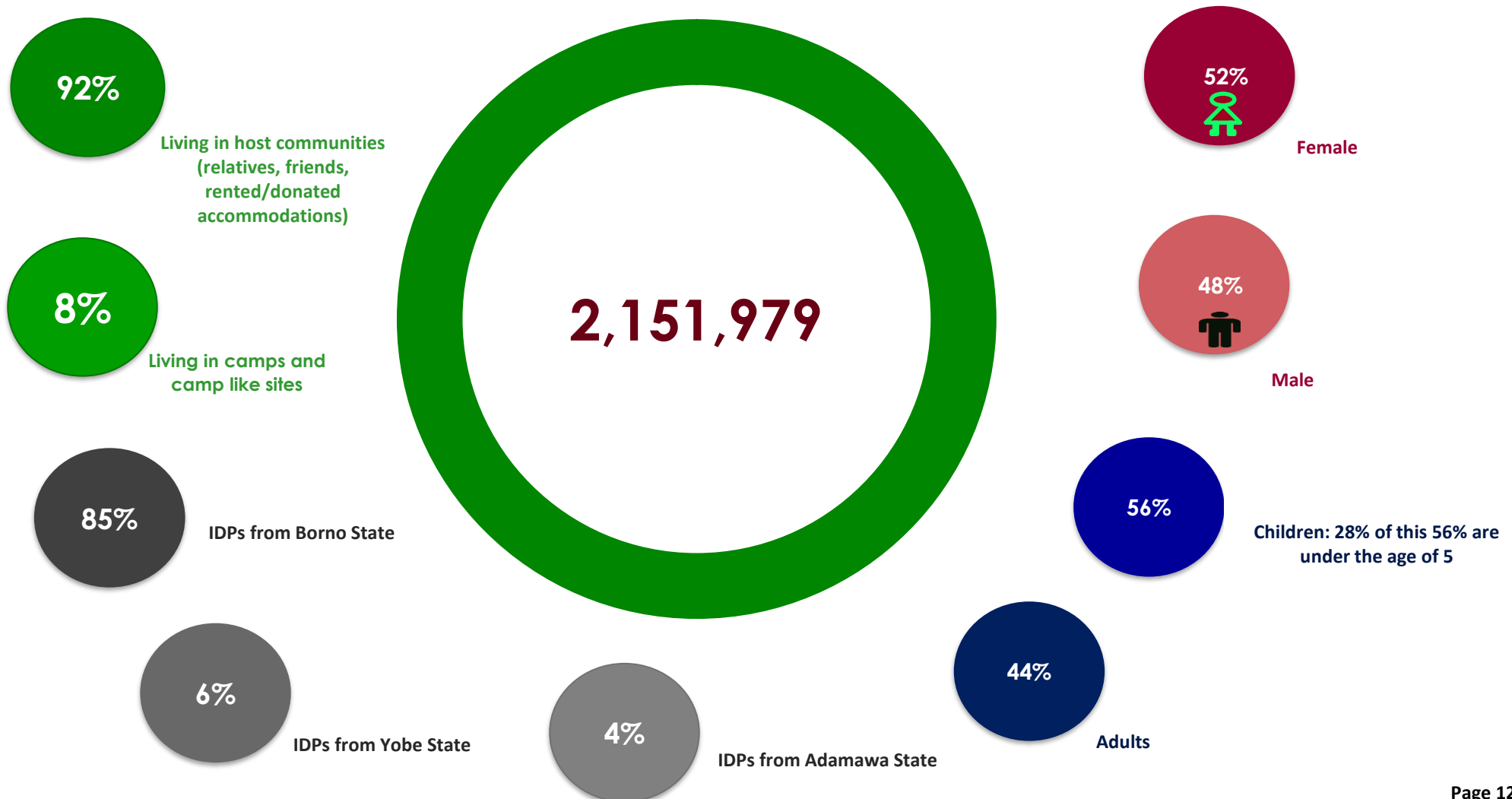
→ RESETTLEMENT?

→ FULL SCALE REHABILITATION?

Internally Displaced Persons In Numbers

There are **2,151,979** internally displaced persons in Nigeria.

Internally Displaced Persons



3

The Gap

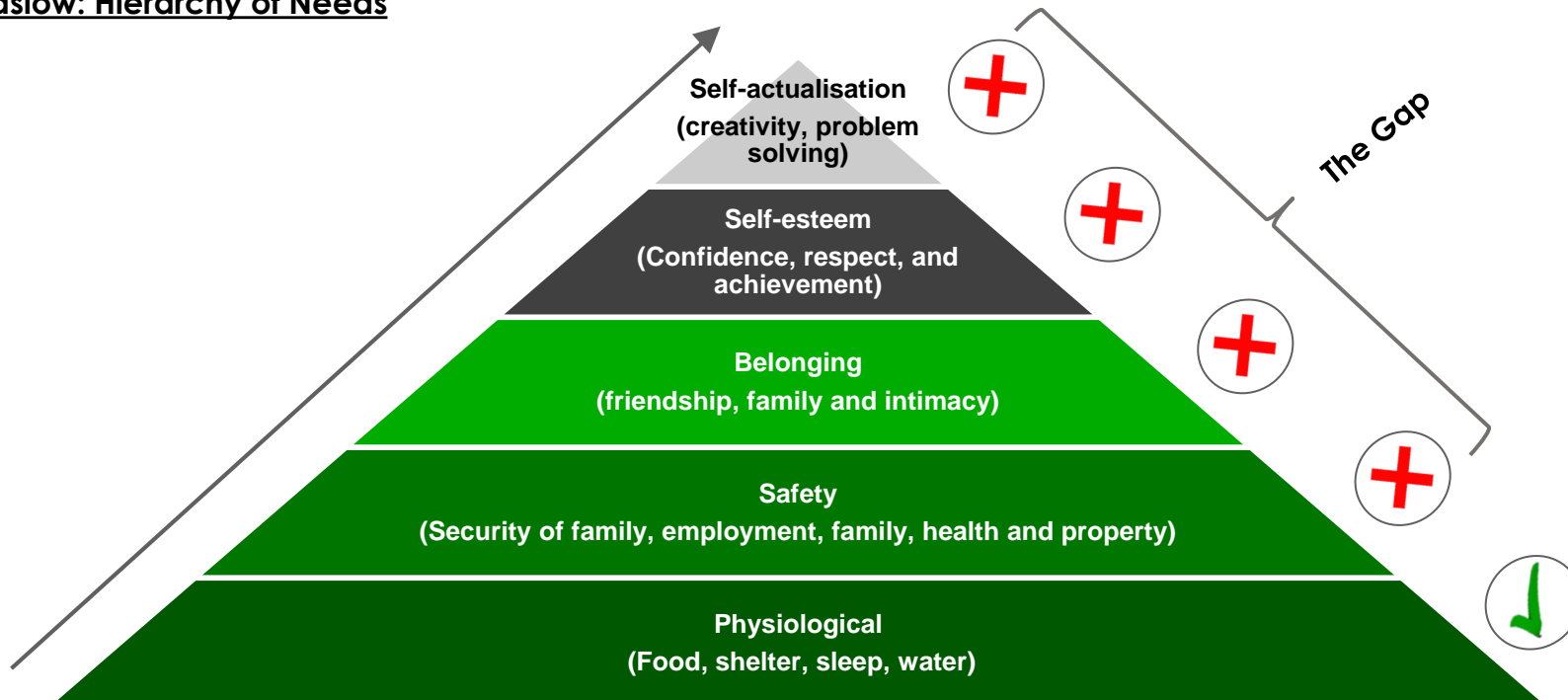
The best time to plan for the future is today

Where we are

The Gap

- While some of the IDPs now have access to relief materials; food, water, shelter, clothing, supplies, sanitation, etc., there is still a need to **develop sustainable means of livelihood, as well as regain dignity**;
- The increasing number of IDPs has been putting pressure on existing facilities, negatively affecting living conditions and causing avoidable ill health amongst the people;
- Camps/sites are intended to be a temporary fix for about six to eight months until the IDPs are resettled however, some of these persons have been living in the camps for over one year because they are **not resourced, skilled and adequately equipped to move on**;
- The IDPs need to be equipped and prepared by means of counselling, skill acquisition and training. This is to prepare them to survive physically, mentally and economically when they leave the camps/sites;
- Supporting the IDPs should involve helping to meet their **basic physiological needs** when living in the camps, while also ensuring that they are being prepared on how to create and sustain life outside the camp.

Maslow: Hierarchy of Needs

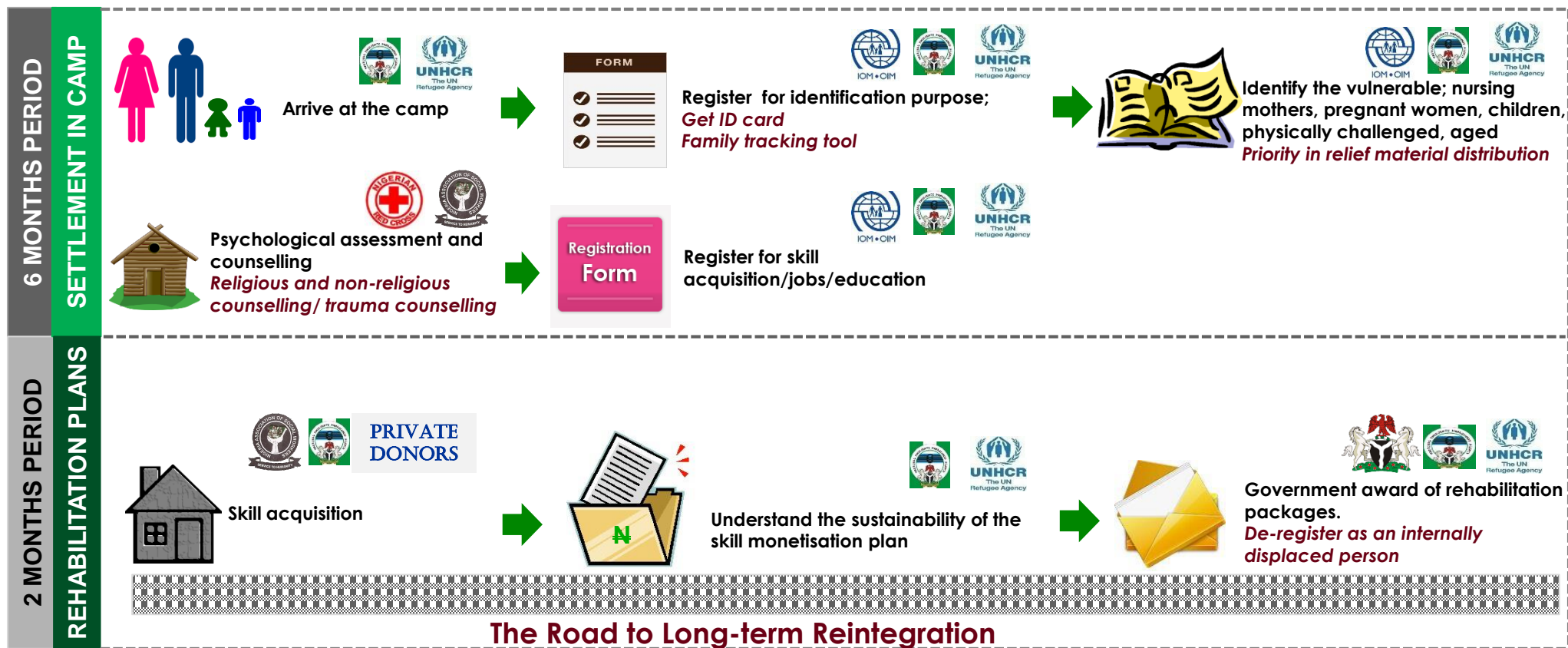


Where we need to be

A coordinated system of arrival, transition and departure

Creating a coordinated working system will reduce inefficiencies, resource mismanagement, duplication and wastage. The humanitarian, governmental, non-governmental, and social organisations, have complimentary roles and will need to adopt a coordinated approach for the execution of operations that will help achieve early-phase settlement and long-term rehabilitation plans for the IDPs.

It is therefore, important to have a comprehensive, collaborative, and multi-sectoral needs assessment to identify the full range of requirements and be 'needs-driven' in the response to the IDPs.



While a high number of IDPs will remain unable to return to their communities for longer periods because of the protracted crises, some IDPs can be resettled in host communities or other communities in Nigeria with the support and provision of agencies and the government.



IDPs should not be encouraged or compelled to return or relocate to areas where their life, safety, liberty or health will be at risk.

Where we need to be

Phase and needs assessment

- In the early phase of displacement and settlement, IDPs urgently require shelter, food, water, clothing, sanitation systems, healthcare, and protection. A needs assessment at this phase will help determine what the agencies and the government can provide, as well as what is required externally;
- In the transition phase, some IDPs will seek to return to their areas of origin (“**return home**”), some will prefer integration within current local areas (“**local integration**”), while others will prefer settlement in other states within the country (“**outside integration**”) to enable them begin the process of return and reintegration;
- In the long-term rehabilitation phase, IDPs will require assistance to ease their transition from living in the camps to being resettled in their old homes or elsewhere within other communities. Assistance will also be required from local and state governments to construct or repair water systems, health systems, schools, and transportation routes;
- Through all phases, the IDPs will require support that will help improve their self reliance and reduce their reliance on aids. Displaced persons should be involved in the entire process to guarantee a buy-in to the program.

SETTLEMENT (EARLY PHASE)	REINTEGRATION/REHABILITATION (LONG-TERM)
Water and food	Transportation to place of resettlement
Health services	Allowance
Education & training	Business seed capital
Trauma counselling	Help to reclaim land and property
Religious counselling	Help to rebuild houses, schools, health, water & sanitation services and businesses
Tools (Agricultural)	Access to land for agriculture and other activities
Equipment (Sewing machines)	Assistance with removing mines or other dangerous objects from the land area
Documentation (Identity cards, legal documents)	Civil society (protection)
Family tracking tools	Reconcile land disputes and other rehabilitation claim disputes
Agricultural inputs	Security and protection
Security and protection	

How we plan to get there

Dedicated professionals working within a system (A Collaborative Approach)

The camps should be run by a group of dedicated agencies/professionals who understand the nature of the crisis; a team of social and humanitarian workers, health workers, counsellors, security agencies and psychologists. Pulling on the strength and experience of each individual organisation/professional, will help to create an effective system within which the IDPs can effectively and more efficiently go through the phases. The issue of internal displacement is multifaceted, with different organisations working on different aspects therefore, a collaborative response will bring together all agencies and organisations on the basis of their respective mandates and expertise in responding to the needs of IDPs. It is advisable for the Nigerian government to set up an implementation work force comprising representatives of all relevant agencies, to ensure effective consultation and subsequent implementation of ideas within the framework.

National Emergency Management Agency (NEMA)

- Establishment of new camps;
- Coordination and Management of existing camps;
- Manage National data collection;
- Issue ID cards to IDPs;
- Resource management and allocation.

Nigeria Security and Civil Defense Corps

- Internal security within the camp;
- Screening of all IDPs in the camps on arrival;
- Rescreening of IDPs every Six (6) months.

United Nations Refugee Agency and other United Nation agencies

- Data collection;
- Assist NEMA in the coordination and management of the camps;
- Manage shelter and protection needs in association with NEMA and civil defense corps;
- Resource management and allocation.

Nigerian Red Cross Society & International Organisation for Migration

- Psychological and mental evaluation of IDPs;
- Humanitarian needs;
- Health related needs;
- Information gathering and dissemination;
- Early, transition & rehabilitation stage assistance.

Association of Social Workers

- Work directly with NEMA to meet the needs of the most vulnerable, oppressed and needy;
- Be in charge of social related needs of the displaced persons;
- Evaluation of social projects.

State Emergency Management Agency/Institute of Peace and Conflict Resolution

- Manage data collection within the states;
- Manage conflict amongst internally displaced persons;
- Manage conflicts arising with host communities;
- Train IDPs with NEMA and the government (**State and Federal**).

How we plan to get there

Government Rehabilitation Package per Individual/Household

- As the Nigerian army regains control of a significant part of Northeast Nigeria, it has become imperative to start making plans for the reconstruction of areas destroyed and the resettlement of IDPs;
- Upon arrival at their new destinations, those who return or resettle will need reintegration and rehabilitation support to promote long-term economic and social development;
- Sustainable development activities are vital to ensure that people who return or resettle are not abandoned but are given the support needed to rebuild their lives over the long term;
- This will require the participation and involvement of the Local, State and Federal Government. Specific agencies will also be involved in the process.

Monetary Items

Items Required	Explanation	Cost (Estimates) (N)
Transportation back home	Transportation to area of resettlement	5000
Monthly allowance (per individual/month) – Nigeria’s minimum monthly wage	Basic needs: rent, upkeep, feeding	18,000
Monthly allowance (per household of 3)	Basic needs: rent, upkeep, feeding	54,000
Business seed capital	Capital for business start-up	50,000
Equipment and Tools	Required for business growth	30,000

Non- Monetary Items

Items Required	Explanation	Cost (Estimates) (N)
Help to reclaim land (where applicable)	Reclaiming land lost to others (where applicable)	To be determined
Help to rebuild houses, schools , health , water & sanitation services and businesses	Rebuild houses, schools & businesses	To be determined
Assistance with demining of land area	Taking out mines or other dangerous objects from land that needs to be occupied	To be determined
Civil society (protection)	Provide protection through civil organisations	To be determined
Reconciliation of land or property disputes , including other rehabilitation claim disputes	Reconciliation of land disputes between communities	To be determined
Community centres in returnee communities	Centres that provide assistance and support to returnees	To be determined
Security	Security during rehabilitation	To be determined
Returnee de-registration centre	De-register IDPs on their return home/resettlement and register them as returnees	To be determined

How we plan to get there

The Role of the Government

While all relevant agencies will be required to play a role in the resettlement/rehabilitation process, including supporting along social and economic lines, it is the primary responsibility of the Nigerian Government to provide durable structures, frameworks and infrastructure within which other organisations can effectively work together to achieve stated objectives. The government will have a major role to play in the reconstruction of affected areas, as well as the rehabilitation of the internally displaced persons. The government will also need to communicate to communities the benefits of welcoming returnees and new settlers, including the arrival of new skills, resources, higher education, and businesses, which they may have gained during the period of displacement

ROLE	LEVEL OF GOVERNMENT
Establish legal & policy frameworks for rehabilitation	Federal
Adequate funding through Nigeria's national budget	Federal
Build upon existing coordinating structures	Federal
Policies that identify when displacement ends	Federal
Government structures to coordinate national & local response	Federal & State
Efficient allocation of international aid to specified purpose	Federal & State
Develop an official migration tracking system	Federal & State
Re-enfranchisement of IDPs	Federal & State
Protect & assist IDPs	Federal & State
Rehabilitation assistance packages	Federal & State
Needs assessment and consultation with IDPs and communities that have to integrate displaced persons	Federal & State
Coordinated advocacy	Federal & State
Ensuring that principles on human rights and humanitarian laws are followed	Federal & State
Free and unhindered access to relevant information about the situation in areas of their origin and relief assistance	Federal & State
Sensitisation and assistance to host communities	Federal & State
Organise and operate transit centres for IDPs	Federal & State

How we plan to get there

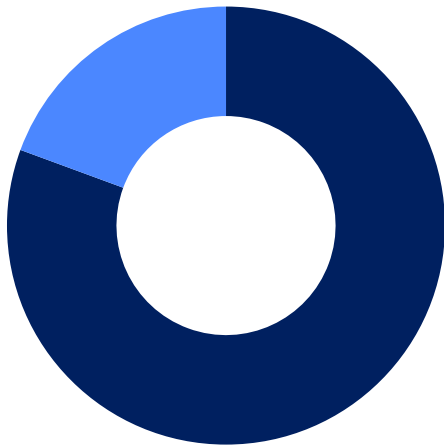
The Intention of Return Data

Intention to Return



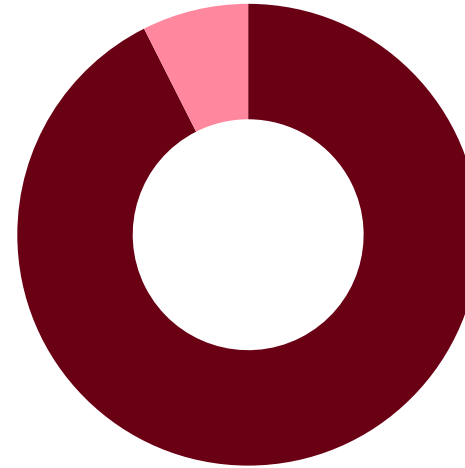
■ Expressed desire to return to place of origin ■ Expressed desire not to return to place of origin

Concerns for Returnees



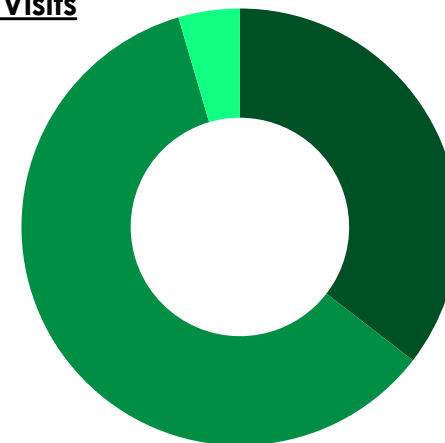
■ Security concerns ■ Improvement in economic situation in area of origin

Non-Returnees



■ Stay in the place of displacement ■ Rent houses

Displaced Persons Visits



■ Go back and forth between place of displacement and areas of origin
■ Visit place of origin to check on possessions
■ Go back and forth and visit to check on possessions (inclusive)

4

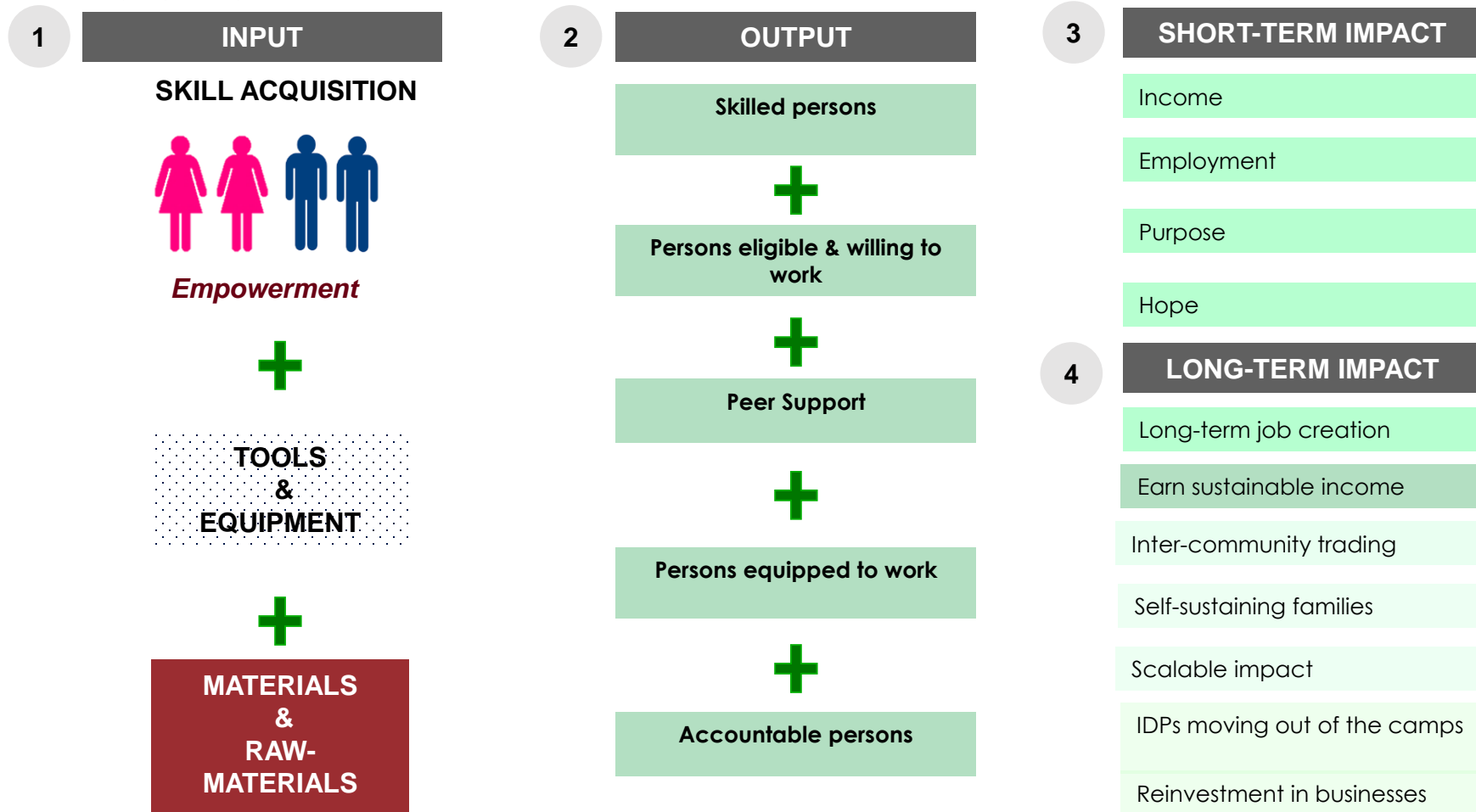
Solutions

Solutions should start from the perspective of those we are trying to help and promote dignity

The Proposal for Change

A one-stop program

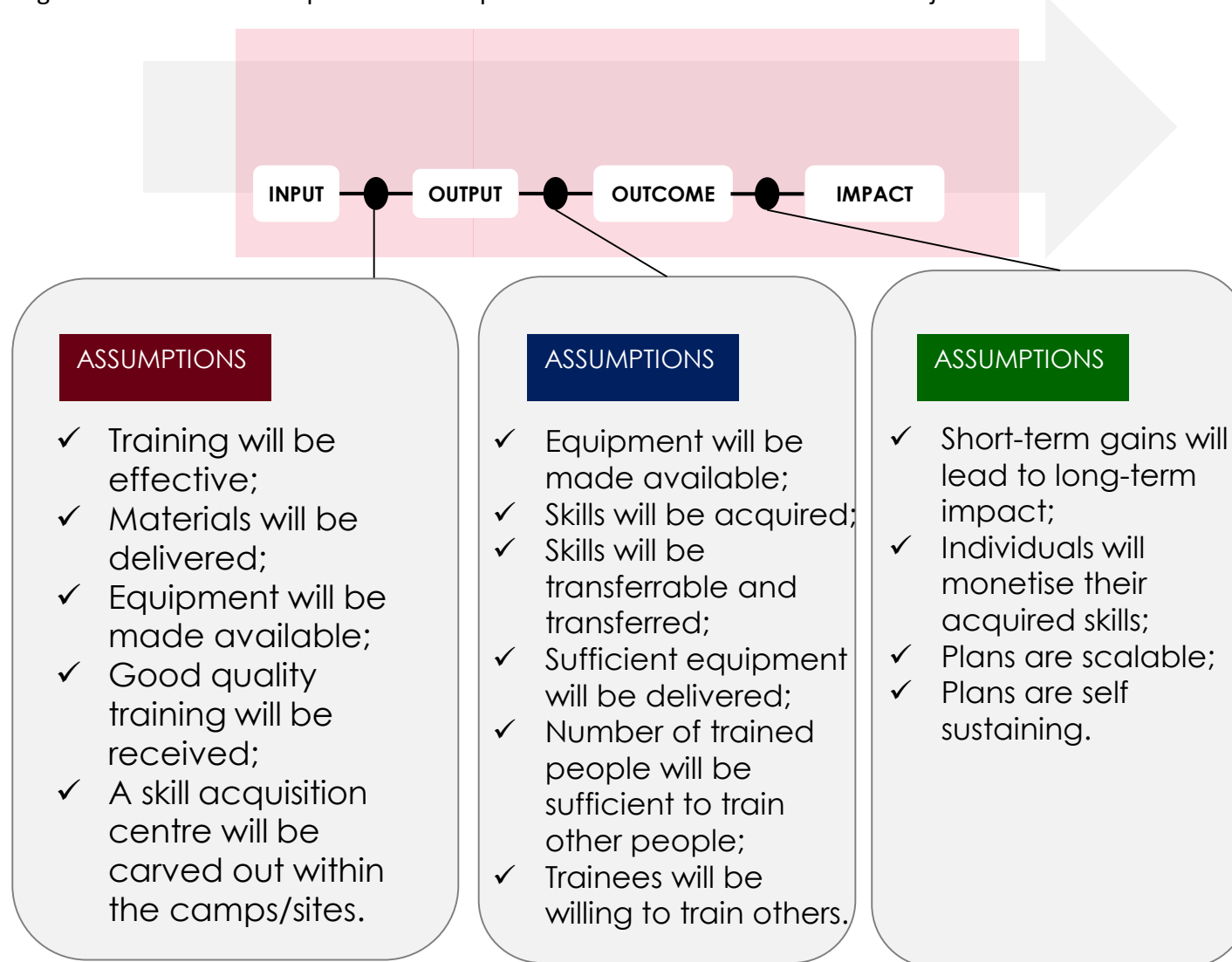
- In anticipation of the long-term development needs, programs during displacement should seek to prepare IDPs by providing training in relevant skills, literacy and numeracy training for adults, and agricultural production & agricultural extension services;
- It is aimed at training and equipping displaced persons within the camp with transferable skills that can be monetised. The objective is to deploy solutions/programs that will help fill the skill gap;
- A few people will be trained in various skills and provided with the necessary materials and equipment. The objective is for the trained people to go ahead to train others and the trained individuals will train others, consequently, creating a domino-effect.



The Proposal for Change

Assumptions

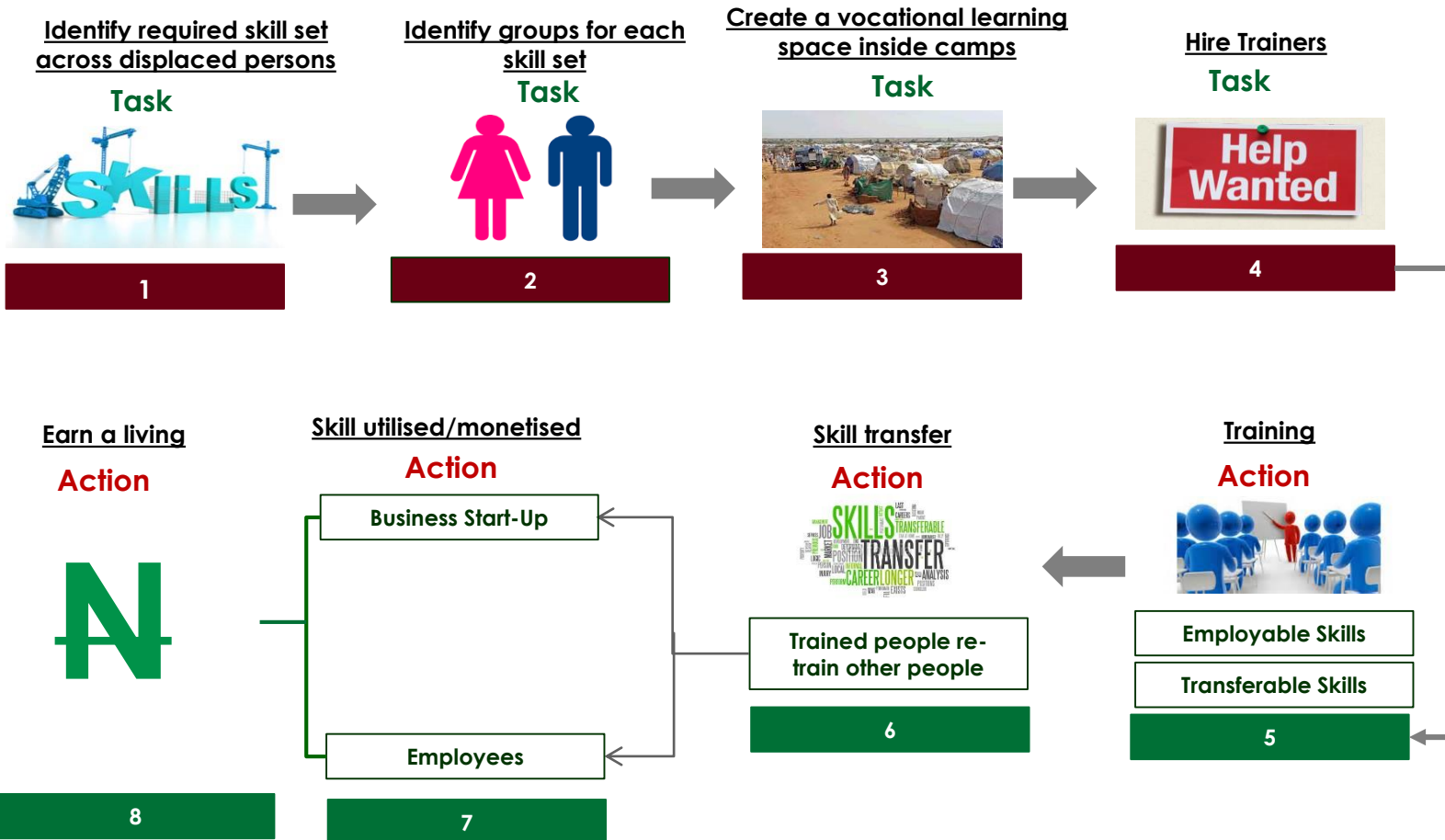
The theory of change makes certain assumptions that are presumed to hold true for the stated objectives to be achieved.



The Proposal for Change

Tasks and Actions

- IDPs need access to skill training and affordable microcredit for agricultural needs, business start-ups, and other short-term consumption needs;
- This will involve gradually integrating education, health, agriculture, and livelihood-promoting activities that link up with longer-term development programs;
- Tasks and actions will be required with the assistance of all relevant agencies and government bodies to achieve objectives relating to skill acquisition and skill transfer.

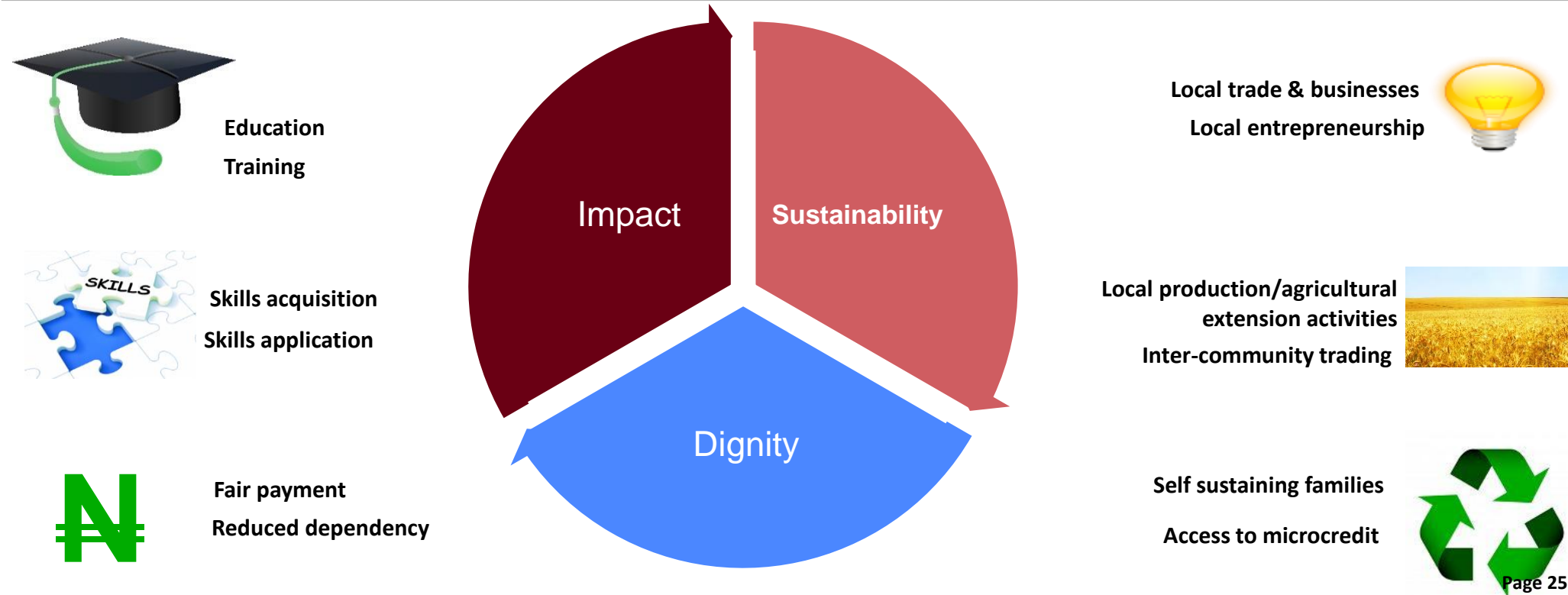


The Proposal for Change

Solutions that Promote Dignity

- The population of displaced persons represent a body of potential human and material assets and resources;
- IDPs exhibit characteristics of resilience, courage, and strength of mind to thrive, and have employed admirable set of skills to survive during the period of displacement;
- To develop their human, social and economic potential, it is important to provide displaced persons with opportunities for education, training, and income-generating initiatives;
- If they are not provided such opportunities, displaced persons can become a source of instability and disruption within the camps and communities. The male population in particular, can sometimes turn to criminal activities.

Solutions



5

The Programs-Quick Impact Projects

Impact is the primary value proposition

Quick Impact Projects

What we aim to achieve

- ❑ *Displaced persons need to be given opportunities to be productive and self-reliant;*
- ❑ *This requires that the Nigerian government treats displaced persons as contributors to social & economic development within their communities and State;*
- ❑ *Economic integration allows IDPs to better interact with the communities, as they are viewed as contributors rather than as burdens. The government should give displaced persons required access to socio-economic activities;*
- ❑ *A sustainable solution is achieved when internally displaced persons no longer have need for assistance and protection linked to their displacement;*
- ❑ *Displaced persons should be involved in the entire process to guarantee a buy-in to the program. IDPs are in a position to make informed and voluntary decisions on the sustainable solution they will like to pursue.*
- ❑ *Displaced persons should participate actively in the development of solutions and implementation strategies;*
- ❑ *Displaced persons should have access to all humanitarian and development agencies working within their communities and States.*

Smart Business Models Driving Sustainability & Impact

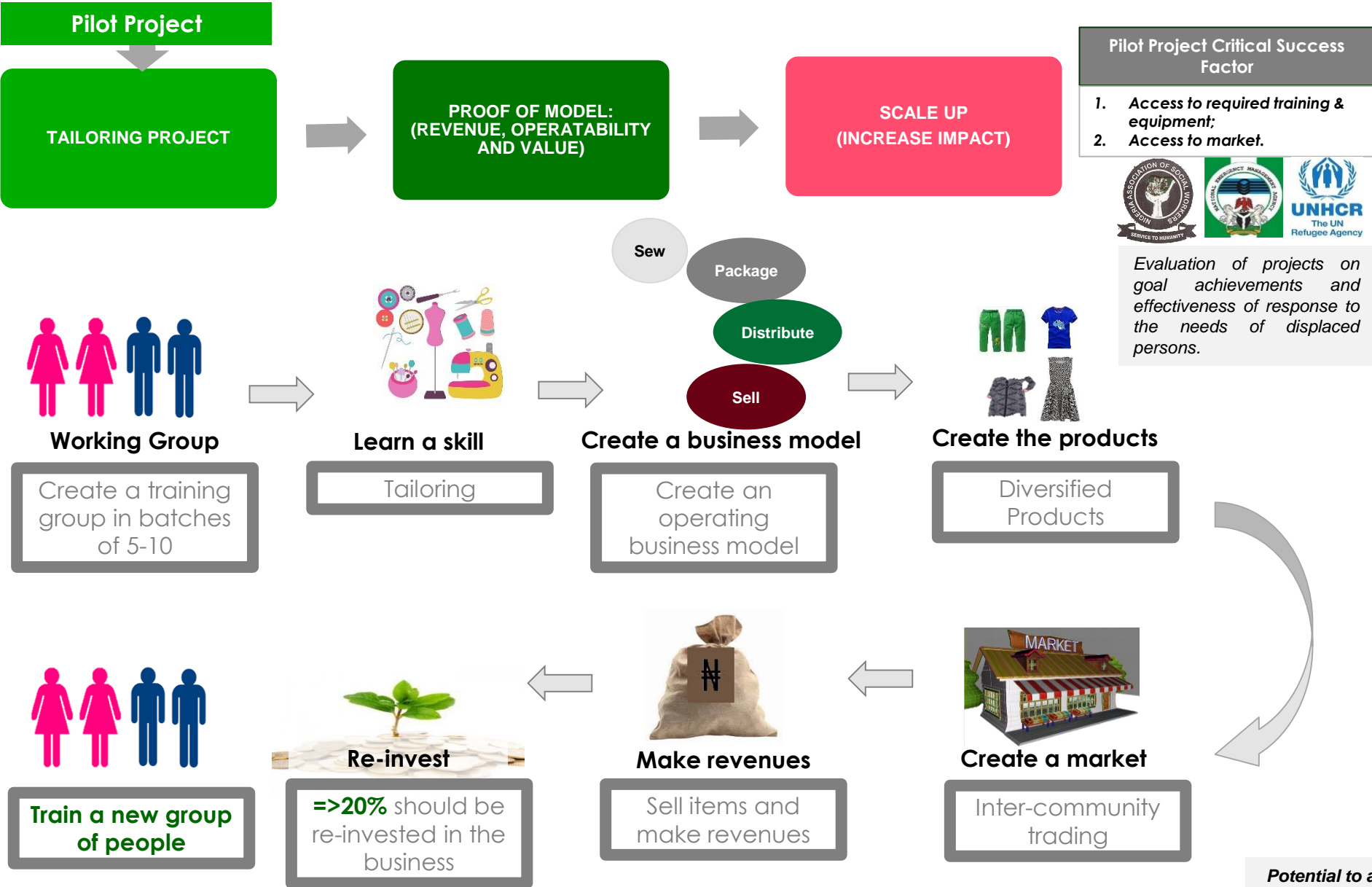
Impact as the Primary Performance Indicator

- Long-term sustainable solutions will involve smart practices using business models that will **prioritise and optimise business model sustainability as well as impact**;
- The resulting business model will change lives and improve the society **not a side benefit** but rather, as the **key focus**;
- Creating the business models will involve understanding the **change** you are looking to create and then using the best suited model to address that change while planning for business sustainability and impact.

What?	How?
Identify and Understand the Problem	Identify the economic problem being faced by the IDPs from an individual and system perspective. Understand what the displaced persons need and what economic solutions they are trying to achieve and are willing to work around.
Proposing Solutions	The solutions need to start from the perspective of the IDPs rather than what we think they might need and in so doing, build solutions that promote dignity and strength of purpose.
Build Productively upon the Work of Others	There will be no need to re-invent the wheel but rather, build productively upon the work of others; solutions can be offered around some of the equipment and resources that have already been made available or donated to the displaced persons.
Work Smartly	Find out who is already doing something about creating economic sustainability for the IDPs and investigate and establish ways to work together to build on existing infrastructure.
Implementing Sound Business Practices	The business programs to be offered to displaced persons should strive for financial sustainability and implement smart business practices; use available talent, resources, and systems to drive financial sustainability.
Revenue & Cost Engines	While it may be satisfactory to rely on charitable funds to kick off the programs, sustainability requires looking for a model that enables the business plan to stay afloat without the need for donations or grants which are difficult to guarantee indefinitely. Sustainable revenue plans can include employment generation, sales, or fees for service. Costs need to be kept under control and should at no point be unable to be covered effectively.
Scale & Impact	The business programs should be centred on generating measurable and sustainable impact for the displaced persons.

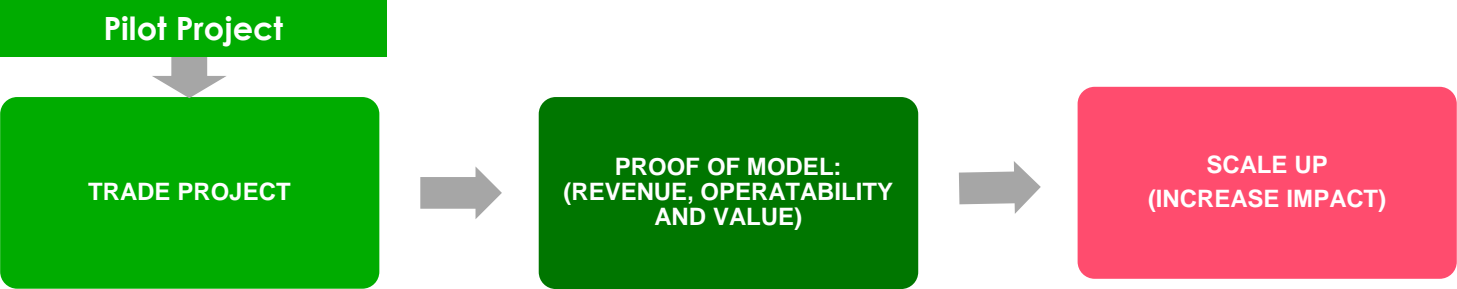
Work Program 1- Financially Sustainable Plan

Employment Creation – The Tailoring Project



Work Program 2- Financially Sustainable Plan

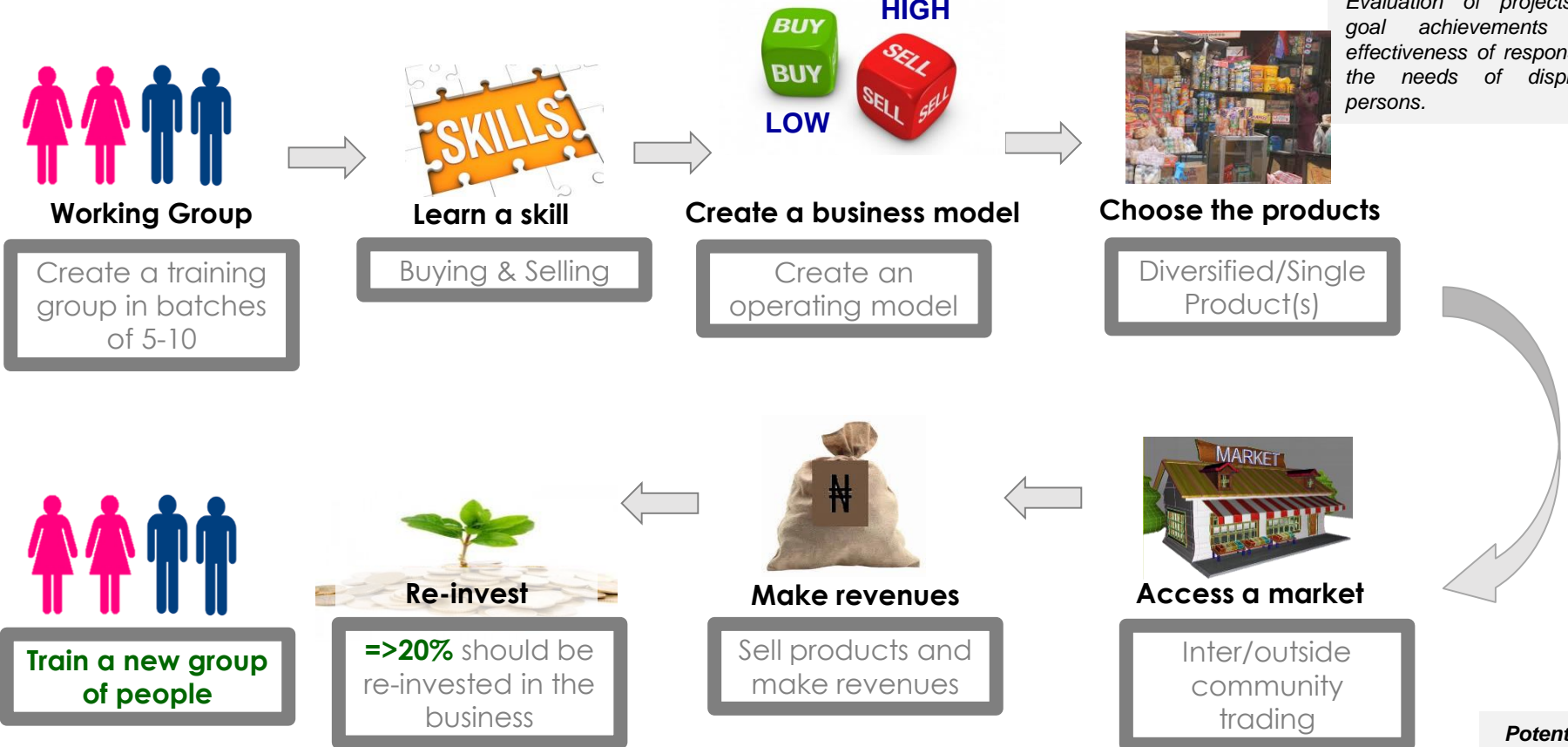
Employment Creation – The Petty Trade Project



- Pilot Project Critical Success Factor**
1. Access to required training & seed capital;
 2. Access to market.

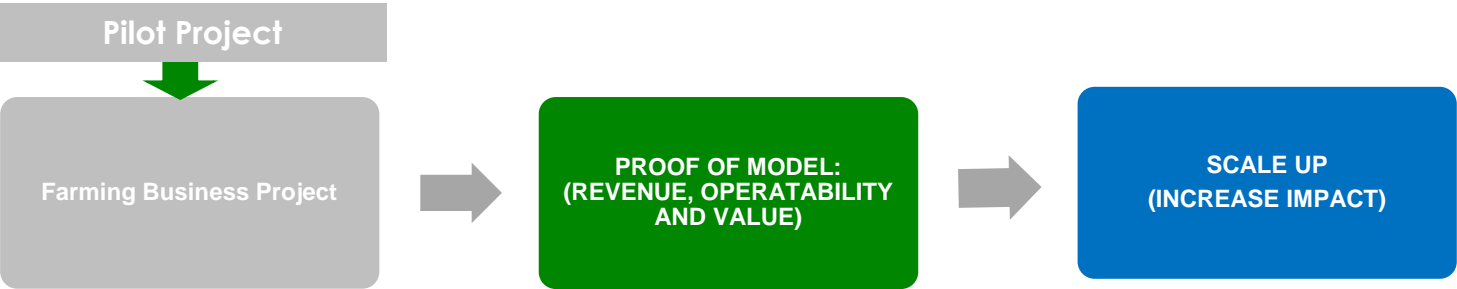


Evaluation of projects on goal achievements and effectiveness of response to the needs of displaced persons.



Work Program 3 – Financially Sustainable Plan

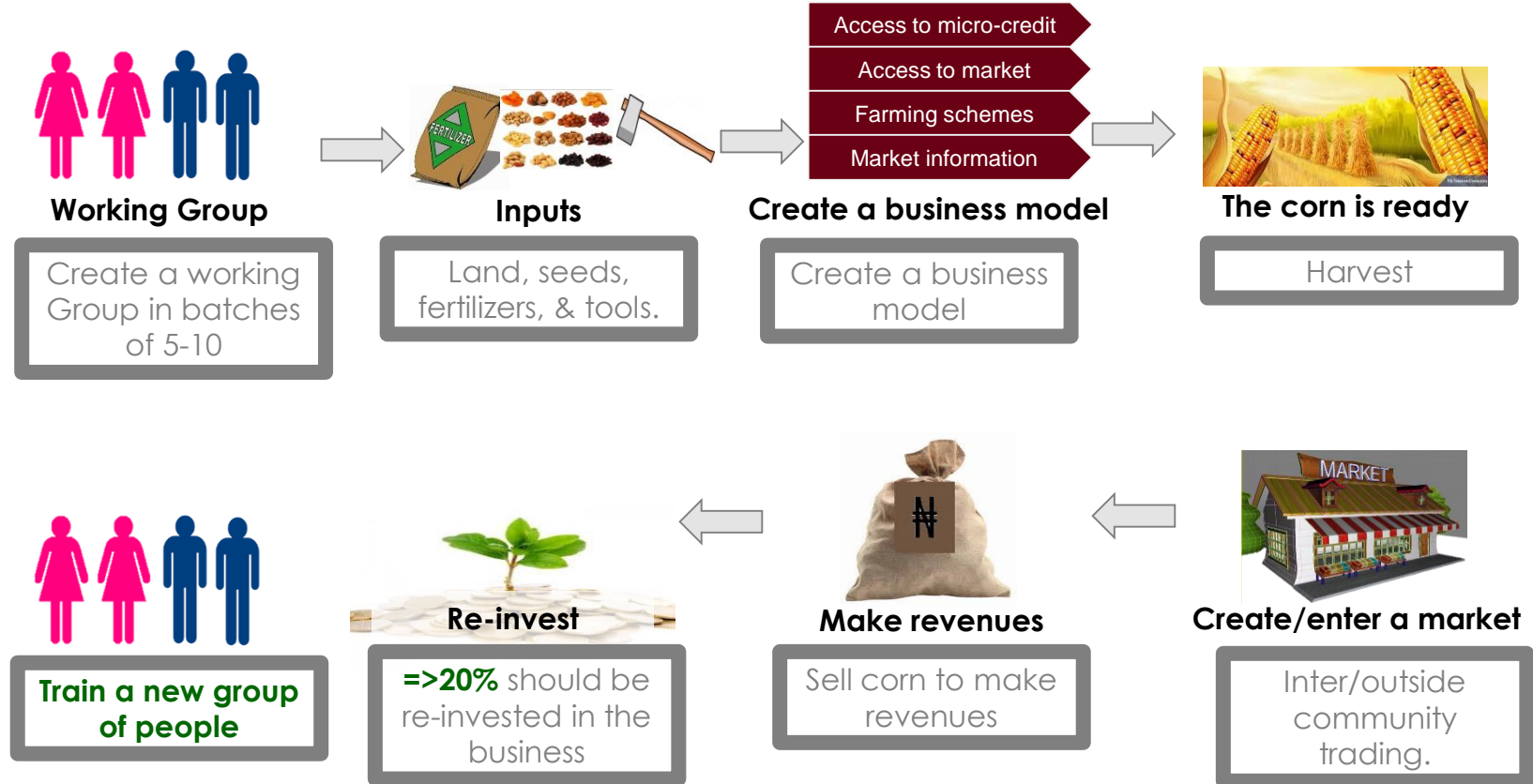
Employment Creation – The Farm Project



- Pilot Project Critical Success Factor**
1. Access to land by the Government or local community members;
 2. Conflict resolution amongst existing farm/field owners;
 3. Access to market .



Evaluation of projects on goal achievements and effectiveness of response to the needs of displaced persons.



Project Examples

What others are doing

Example 1: The briquette making machine

State	Nasarawa
Project	Biomass briquette making
Why?	Helping three communities recover from a dispute that had escalated into widespread violence in 2013.
No. of persons employed	120 people from three communities
Sales figure	Not available

- Helps to provide a sustainable source of income to members of the communities;
- The project is scalable and sustainable in the long-run because the raw-materials for the biomass briquette usually include agricultural and forestry waste products like wood chips, rice husks, straws, coconut and groundnut shells, etc) and these materials can be easily sourced within the communities;
- It will also serve as a way of helping to clear the sites of the producers;
- A sound business model can be built around it and replicated across other affected communities;
- Impact can be measured effectively.

Example 2: Bee keeping training and kits

State	Kaduna
Project	Operate bee hives and collect honey for commercial sale
Why?	Communities displaced by disputes with herdsmen.
No. of persons employed	Not available
Sales figure	US\$6000 (₦1.18m)

- The training helps to ensure that skills are gained and can be transferred;
- The people operate the hives - employment, some form of purpose is provided;
- Production is on a commercial scale – Source of sustainable income;
- Business is scalable – If resources are well employed, the program can be scaled up by providing more training opportunities, employing more people, expanding the program to other affected communities, research, and other forms of social development;
- Again, a sound business model can be built around it and replicated across other affected communities;
- Impact can be measured effectively.

6

The Checklist- Impact Assessment List

Impact should be monitored, measured and reported

Impact

Impact as the Primary Performance Indicator

- The level of impact should be monitored, measured and reported regularly;
- The measure of impact covers the breadth (how many people have been reached) and the depth (level of improvement achieved);
- It is crucial to scale the impact of the programs but not necessarily the size of the delivery support organisation;
- Identify clear ways to quantify impact and assess whether the change being achieved is coming from what we are doing or from other external factors.

Some Performance Indicators

Number of IDPs that have been trained

Number of IDPs with paid employment

Number of IDPs starting businesses

Number of IDPs that have self sustaining businesses

Number of IDPs willing to leave the camps

Number of IDPs that have left the camps since commencement of the program

Number of IDPs looking to return to the camps after a short period of departure

Number of IDPs willing to train others within the camps

Number of IDPs that have access to other forms of micro-credit

Length of stay (in months) of IDPs in camps/sites

Amount saved from reduced duplication of activities

7 Other Information/Abbreviations

Information

Additional Information

Types of Sites (Shelter for IDPs)

- **Camp:** Open-air settlements, usually made-up of tents, where IDPs find accommodation;
- **Collective center:** Pre-existing buildings and structures used for collective and communal settlements of the displaced population;
- **Transitional center:** centers which provide short term/temporary accommodation for the displaced population.

Classification of Sites

- **Government buildings;**
- **Community centres;**
- **Schools.**

Vulnerable Groups

- **Elderly heads of households;**
- **Single elderly;**
- **Child heads of households;**
- **Pregnant mothers;**
- **Nursing mothers;**
- **Female heads of households.**

Abbreviations

ABBREVIATION	DESCRIPTION
IDPs	Internally Displaced persons
IOM	International Organisation for Migration
IS	Islamic State
NEMA	National Emergency Management Agency
UNHCR	United Nations High Commission for Refugees
US	United States
USAID	United States Agency for International Development
NSCDC	Nigeria Security and Civil Defense Corps

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