Capacity Needs Assessment of Senior Staff of Relevant Ministries, Departments, and Agencies (MDAs) to Effectively Implement ONSA Communication Strategy on PVE and DDRR

Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism and Promoting Disengagement, Disassociation, Reintegration, and Reconciliation" Project

Final Report

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Abbreviations/Acronyms

CSOs	Conflict and Stabilization Operation
DDRR	Disengagement, Disassociation, Reintegration, and Reconciliation
DMEL	Design, Monitoring, Evaluation and Learning
EU	European Union
FCT	Federal Capital Territory
JAS	Jamā'at Ahl as-Sunnah lid-Da'wah wa'l-Jihād
ILT	Institutional Learning Team
IOM	International Organisation for Migration
ISWAP	Islamic State West Africa Province
MoWASD	Ministry of Women Affairs and Social Development
MDAs	Ministries, Departments and Agencies
NAP	National Action Plan
NEDC	Humanitarian, Early Recovery and Reintegration
NGO	Non-Governmental Organization
NSAGs	Non-State Armed Groups
ONSA	Office of the National Security Adviser
OPSC	Operation Safe Corridor
PVE	Preventing Violent Extremism
Search	Search for Common Ground
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SYMoI	Yobe State Ministry of Information
TOC	Theory of Change
TOR	Terms of Reference
US	United States
TIP	Trafficking In Persons
YSEMA	Yobe State Emergency Management Agency
YSMoB&P	Yobe State Ministry of Budget and Planning
YSMoHA&DM	Yobe State Ministry of Humanitarian Affairs and Disaster Management
YSMoJ	Yobe State Ministry of Justice
YSMoLG&EA	Yobe State Ministry of Local Government and Emirate Affairs
YSMoRA	Yobe State Ministry of Religious Affairs
YSMoWA	Yobe State Ministry of Women Affairs
YSMoYSS&CD	Yobe State Ministry of Youth, Sports, Social, and Communication Development
YSNEDC	Yobe State Northeast Development Commission

Acknowledgement

Executive Summary

This capacity needs assessment was conducted from July to August 2022. It was intended to measure relevant stakeholders' capacity and knowledge to implement the Office of National Security Adviser (ONSA) communication strategy on PVE and DDRR. The assessment focused on the relevant MDAs in five states of Nigeria notably, Adamawa, Gombe, Borno, Yobe, and the Federal Capital Territory (FCT) Abuja. The objectives of the capacity need assessment are to analyze and review the current ONSA communication strategy on PVE and DDRR, provide an overview and analysis of the strengths and weaknesses of the key stakeholders to implement communication strategy on PVE and DDRR, identify the main capacity gaps, opportunities, and demands by the relevant stakeholders, and outline key recommendations for developing a long-term and sustainable capacity development strategy which can enable Office of the National Security Adviser (ONSA) and relevant Ministries, Departments and Agencies (MDAs) to advance and accelerate the implementation of the communication strategy on PVE and DDRR at the state and community level.

The assessment adopted a consultative workshop approach in selected states. Stakeholders including Directors, Deputy Assistant Directors and other assigned staff were brought together in working group sessions to participate in the capacity needs assessment session. The main assessment tools including questionnaires were administered to Directors and Deputy Directors of MDAs and a qualitative questionnaire was administered to all the workshop participants capturing indicators for all the components. Interviews were held with members of the selected MDAs in workshop sessions and in addition, an extensive review of relevant documents was done to get insights into the contextual background of the assessment.

The assessment tools comprised four components; Individual Component, Organizational Component, Enabling Environment (broader systems), and ONSA Communications Strategy. Each of the mentioned components had Sub-dimensions or indicators and respondents were requested to rate them on a scale of 0-6 where (6.0) represented the highest possible rating implying that the indicator is "acceptable, and needs maintaining" while (0.0) was the lowest rating implying "not applicable or insufficient information". One of the limitations of the assessment was the low turnout of participants in some states. This was a result of conflicting activities for the stakeholders at the MDAs.

Key findings from the capacity need assessment show that the capacity of MDAs identified for the assignment was dependent on the type and mandate of the respective Ministry, Department and Agency, for example, those MDAs working closely on rehabilitation, reintegration, and reconciliation showed some strengths while those that are not working in this context like the Ministry of Budget and National Planning showed capacity gaps.

Secondly, Deputy Directors of MDAs and Community Associations portrayed capacity strength in most of the components that were assessed. Meanwhile, those holding the position of Directors showed weaknesses in most of the components. On average, the MDAs scored highly and showed strengths on the component of enabling environment (broader systems) compared to other components such as individual, organizational, and ONSA communication strategy on PVE/DDRR probably because the indicators for enabling environments such as the federal, state, and LGA structures, power relations, social norms, and policies that are listed in the terms of reference are items that the participants were conversant with and as well scored themselves highly during the working group discussion processes.

Comparatively, the Agencies showed more strength to implement the ONSA Communication Strategy on PVE/DDRR than the Ministries and Departments identified for the programme. Overall, there is still room for improvement in some capacity components, including individual capacity, organizational capacity, and the enabling environment (broader systems) for successful, efficient, effective, and sustainable implementation of the ONSA communication strategy.

Recommendation 1: There is a need for Search and IOM to support ONSA to popularize the ONSA Communication Strategy and its approaches to all the stakeholders in the MDA through various media outlets such as Newspapers, Radio and Television talk shows, and social media so that it becomes a working document that is well understood by the relevant stakeholders.

Recommendation 2: The communication plan should be localized for easy dissemination at the state and LGA levels. The approach should break down the communication strategy in multiple languages that applies to each of the states so that the project beneficiaries understand the concept easily as well as in infographics to drive the message on DDRR/PVE home effectively

Recommendation 3: There is a need for Search to support module development on areas such as methods of preventing violent extremism, reintegration, rehabilitation, deradicalisation, tolerance, and acceptance so that the capacity of the communities and MDAs are built for them to gain skills, knowledge and attitudinal changes for positive coexistence among settlers.

Recommendation 4: Based on the high capacity demonstrated by the Deputy Directors and Community Associations as compared to the Directors of MDAs, it is important that Search and IOM should consider the Deputy Directors and Community Associations as Strategic partners and stakeholders for the implementation of the ONSA Strategy.

1. Introduction: Project Background and Context

1.1 Introduction

This capacity needs assessment task was jointly commissioned by Search for Common Ground (Search) and the International Organization for Migration (IOM UN Migration) in collaboration with the Office of the National Security Advisor (ONSA) Nigeria, with financial support from the European Union (EU). The purpose of the assignment is to document the Strengths, Weaknesses, and capacity gaps of the Senior Staff including, Directors, Deputy Directors, Assistant Directors as well as other relevant staff of selected Ministries, Departments, and Agencies (MDA) of the Federal Government of Nigeria (FGoN) to implement the ONSA communication strategy on the Prevention of Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) in Borno, Adamawa, Gombe, and the Yobe States as well as the Federal Capital Territory (FCT). The assessment also intends to look into the enabling environment that supports staff to fully implement the ONSA communication strategy and proffer both short and long-term recommendations.

Nigeria is the most populous and largest economy in Sub-Saharan Africa. Historically, the country has faced, and continues to face several different conflicts, including an insurgency in the North East, ongoing ethnic and religious violence in the Middle Belt, and threatening militancy in the oil-rich Niger Delta.[1] Since its inception in 2004, Search has been using innovative approaches to promote peacebuilding in areas of tension and encouraging understanding across ethnic, religious, and gender lines in Nigeria.[2] Search has established offices in Abuja, Jos, Maiduguri, and Port Harcourt to address conflict, utilizing consensus-based advocacy training, conflict resolution training, human rights monitoring and reporting, and the facilitation of dialogue processes that engage all levels of society.[3]

Established in 1951, the International Organization for Migration (IOM) is the leading intergovernmental organization in the field of migration and works closely with governmental, intergovernmental and non-state actor partners, as well as other development actors to address four broad areas of migration management, Migration and development, Facilitating migration, Regulating migration and Forced migration. The IOM Constitution recognizes the link between migration and economic, social and cultural development, as well as the right of freedom of movement.[4]

IOM signed a Cooperation Agreement with the Government of Nigeria to support the efforts of the Government to manage migration through capacity-building, advisory services, and technical assistance on migration matters, including migration health

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[1] Congressional Research Service (2022). Nigeria: Key Issues and US Policy. Can be accessed at www.sgp.fas.org/crs/row/R47052.pdf

[2] https://www.sfcg.org/nigeria/ accessed on 21st July 2022

[3] Op. cit.,

[4] https://www.iom.int/who-we-are

information-assisted voluntary returns, and counter-trafficking.[5] Furthermore, strong collaboration has been established with national migration stakeholders to enhance border management, fight Trafficking In Persons (TIP), reduce irregular migration, and mainstream migration in the country's development plans since Nigeria continues to experience high internal and external migration due to the size of its population, economic climate, as well as its porous borders.[6]

IOM in Collaboration with Search for Common Ground is working on strengthening the capacity of relevant stakeholders in MDAs in Nigeria. The project aims to achieve the overall objective: to strengthen the capacity of the GoN to develop and implement PVE and DDRR programming.

1.2 Background and Context

The increased presence of Non-State Armed Groups (NSAGs) such as Jamā'at Ahl as-Sunnah lid-Da'wah wa'l-Jihād (JAS) and the Islamic State West Africa Province (ISWAP), coupled with violence and civil unrest, has generated social, political, and humanitarian crises in northeast Nigeria.[7] Military operations to defeat NSAGs have resulted in the arrest and detention of thousands of suspected fighters, affiliates, and in some cases, civilians and victims, who are often detained together in overcrowded detention facilities, thus amplifying the risk of further recruitment into NSAGs.[8] Therefore, establishing an effective DDRR process for former associates of NSAGs within a broader PVE framework to create the necessary conditions for peace and recovery is urgent and paramount.

In 2016, the Government of Nigeria took a notable step with the creation of Operation Safe Corridor (OPSC), an initiative promoting military and civilian agencies' collaboration in the rehabilitation and reintegration of low-risk NSAG associates. The government's initiative includes a 6-month rehabilitation programme at the OPSC transition and rehabilitation center in Gombe State for former low-risk men associated with NSAGs. Following that, two additional transition and rehabilitation centers were established in Maiduguri in Borno State: one is for women and children located in the Bulumkutu area and the other is for men in the Shokari area. Both centers are currently run by the Borno State Ministry of Women Affairs and Social Development (MoWASD). Although the initiatives primarily aim to assist rehabilitation and preparation for the reintegration of NSAG defectors, they are also expected to address the mistrust amongst the communities towards defectors and to promote reconciliation in the communities of return.

International Organization for Migration (IOM) considers it necessary to continue enhancing government capacities on conflict sensitivity in connection with DDRR and PVE programming, building upon the research on strategic communications and dissemination activities currently under development with the support of the US Department of State (Bureau of Conflict and Stabilization Operations - CSO), and to be implemented until February 2022. This has become especially relevant under the

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[5] www.iom.int/countries/nigeria as on 20th August 2022

[6] www.iom.int op. cit.,

[7] TOR op. cit.,

[8] TOR op. cit.,

new circumstances of the mass defections in Borno State and the need to strengthen reconciliation messages in the communities.

Likewise, the past strategic communications work of "Search" concerning DDRR in Northeast Nigeria, has produced the following lessons learned:

- The continuous need for ongoing strategic communication and discussion to dispel rumours and tackle misinformation and misunderstanding related to DDRR and PVE.
- Need to continue producing radio talk shows and airing more slots of the Voices of Peace messages to enable communities to participate and contribute to the discussions on DDRR and PVE-related programming.
- Secure inclusive script-writing processes for the radio dramas including community beneficiaries to ensure conflict sensitivity and avoid unintended effects on the target population.
- Need to create effective feedback mechanisms such as a toll-free call-in line to better address the feedback needs of the community

1.3 The Project Overview

Based on the terms of reference for "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism (PVE) and promoting Disengagement, Disassociation, Reintegration, and Reconciliation (DDRR) project" Search for Common Ground (Search) contribution is under pillar 1 and pillar 2.

- Pillar 1: Assessment, context analysis, and national planning
- Pillar 2: Technical "upstream" government support and aims to strengthen institutional capacities and government coordination between the federal and state levels, and to improve communication amongst civil society and government agencies on PVE and DDRR programming in Nigeria.

The project aims to achieve the overall objective of strengthening the capacity of the Government of Nigeria to develop and implement the PVE and DDRR programme by attaining three expected results that are:

1. Institutional capacities on PVE and DDRR programming of government officials at the federal and state levels are strengthened;
2. Coordination of DDRR programming between the federal and state government levels is improved; and
3. Communication and awareness of PVE and DDRR programming are enhanced.

Whereas, Search is focusing to achieve Result 3 which is "Communication and awareness on PVE and DDRR programming are enhanced". Additionally, under Expected Result 3, Search for Common ground (Search) will support institutional communication messaging and empower local platforms. This will enhance the coordination among the federal and state governments and promote a common understanding among government agencies and community members of DDRR and PVE strategies. Search will support the development of a communications strategy on PVE and DDRR through radio programming, audio-visual materials, and promoting

the engagement of community platforms with a focus on youth for the promotion and improved trust of the DDRR and PVE policies.

Table 1: Goals, Outputs, Beneficiaries, and Target Areas for the PVE and DDRR Project

Project Outcome	Project Output	Project Beneficiaries	Project Area (States)
Communication and awareness of PVE and DDRR programming are enhanced.	1. Support for the development of an institutional communication strategy for PVE and DDRR is provided.	• Ministries • Departments • Agencies	• Adamawa • Yobe • Borno • Gombe • Abuja (FCT)
	2. Local platforms and capacities of strategic community members are strengthened	Media practitioners Civil Society Organizations Communities	

Source: Search Project Logical Framework

For the implementation of the PVE and DDRR programme, Search identified and selected (31) fundamental ministries, departments, and agencies as presented in Table 2.

Table 2: Targeted Ministries, Departments, and Agencies for the Capacity Needs Assessment

Ministries
This capacity needs assessment covers the following Ministries, Departments and Agencies across Borno, Adamawa, Yobe, Gombe and the Federal Capital Territory (FCT) • Federal Ministry of Budget and National Planning • Federal Ministry of Interior • Federal Ministry of Justice • Federal Ministry of Women Affairs • Ministry of Humanitarian Affairs • Federal Ministry of Information and Culture • States Ministry of Religious Affairs • States Ministry of Local Government and Emirate Affairs. • States Ministry of Reconstruction, Resettlement, Rehabilitation and Humanitarian Services • States Ministry of Budget and Planning • States Ministry of Entrepreneur and Development • States Ministry of Humanitarian Affairs and Disaster Management • States Ministry of Women Affairs • States Ministry of Justice • States Ministry of Information • States Ministry of Youth, Sports, Social, and Communication Development
Departments
• National Directorate of Employment • Nigerian Correctional Service • Northeast Development Commission
Agencies
• Office of the National Security Adviser

• Operation Safe Corridor • Humanitarian, Early Recovery and Reintegration (NEDC) • National Emergency Management Agency • National Human Rights Commission • National Orientation Agency • Agency for Coordination for Sustainable • Yobe State Emergency Management Agency (YSEMA)	14
Others	
• Local Communities in targeted states	

Source: The Terms of Reference for Capacity Needs Assessment by Search

2. Objectives, Scope and Methodology of Assessment

2.1 Purpose and Objectives of Capacity Needs Assessment (CNA)

The purpose of the capacity needs assessment is to measure the capacity and knowledge of relevant stakeholders to implement the communication strategy of the Office of National Security Adviser (ONSA) on PVE and DDRR.

The specific Objectives

- Analyze and review the current ONSA communication strategy on PVE and DDRR
- Conduct an assessment and provide an overview and analysis of the strengths and weaknesses of the key stakeholders to implement communication strategy on PVE and DDRR in Borno, Adamawa, Gombe, and the Yobe States as well as the Federal Capital Territory (FCT).
- Identify the main capacity gaps, opportunities, and demands by the relevant stakeholders in the four states and the FCT. The assessment in its practicality should identify and analyze the main gaps between individuals and organizations (Ministry, Department, and Agency) and the potential opportunities that can be leveraged.
- Outline key recommendations for developing a long-term (5-10 years) and sustainable capacity development strategy which can enable ONSA and relevant Ministries, Department and Agency (MDAs) to advance and accelerate the implementation of the communication strategy on PVE and DDRR at the state and community level.
- Identify major opportunities that will enhance the ability of stakeholders to meet the goals and commitments of the communication strategy.

2.2 The Scope and Target Locations

The capacity needs assessment was undertaken in Northeastern Nigeria (Adamawa, Gombe, Borno, and Yobe) and the Federal Capital Territory (FCT) Abuja earmarked for the implementation of the PVE and DDRR programme (see Figure 1). Based on the terms of reference, the capacity needs assessment should reflect on four levels namely:
1. **ONSA Communication Strategy on PVE and DDRR** which outlines the communication approach to be used by key stakeholders at the community, state and national levels.
2. **The Enabling Environment** which describes the broader system within which stakeholders and organizations function by looking at federal, state and LGA structures, policies, power relations and social norms to create a thriving environment for PVE and DDRR.
3. **The Organizational Leve**l, which assesses internal policies, procedures, structures, and frameworks that allow an organization to adopt and implement the communication strategy on PVE and DDRR, and

4. **The Individual level,** which assesses individual skills, experiences and knowledge acquired in relevant PVE and DDRR initiatives. Some of these are acquired through formal training and education, others through learning by doing and experience.

Figure 2: Map of the Intervention Areas (Project sites)
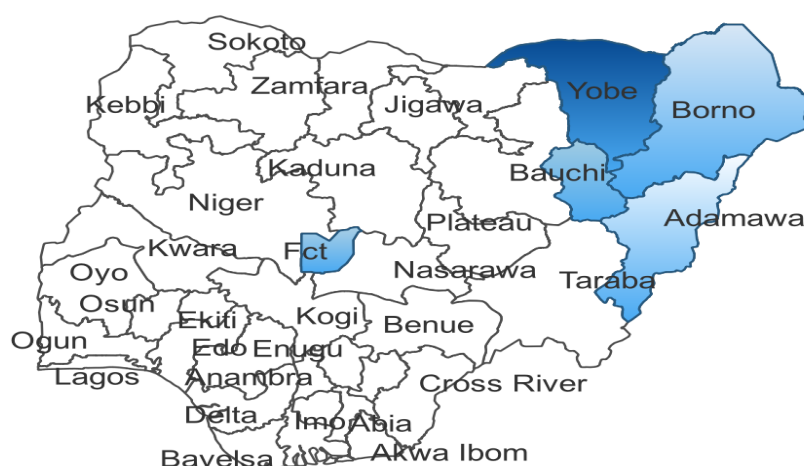
The capacity needs assessment was done between the months of July through August

2.3 Initial Planning, Identification, and Selection of Participants

To commence planning for the assessment, initial virtual meetings were held with the Search Focal Persons, Design, Monitoring, Evaluation and Learning (DMEL) Manager, the Head of National Projects and the Regional DMEL Coordinator and other relevant staff in Search. A comprehensive list of the Ministries, Departments, and Agencies highlighting the roles of individuals within the MDAs to be assessed was obtained from Search (See table 2).

Directors, Deputy Directors, Assistant Directors and other senior staff of Federal and State Ministries of Budget and National Planning, Interior, Justice, Women Affairs, Humanitarian Affairs, Information and Culture, Religious Affairs, Local Government and Emirate Affairs, Reconstruction, Resettlement, Rehabilitation and Humanitarian Services, Entrepreneur and Development, Youth, Sports, Social, and Communication Development and core Departments like the Departments of State Security Services, Nigerian Correctional Service, Northeast Development Commission amongst others were included in the sampling of individuals that were assessed and consequently led to the assessment of their MDAs, as well as the enabling environment to support the comprehensive implementation of the ONSA Communication Strategy.

Following the identification of the relevant stakeholders, relevant documents such as the project proposal, M&E Logical Framework, the PVE and DDRR project proposal document, the Search for Common Ground's External Evaluation Guidelines, ONSA Communication Strategy - (presentation was made, Ministries, Departments, and Agencies Policy, National Security Policy, and other strategic documents were reviewed and this guided the process of developing the inception report. Stakeholder workshops were scheduled on different dates in target locations to meet with relevant stakeholders and respondents to assess their capacity based on the assessment objectives.

The lead consultant worked with in-country consultants in each of the targeted states to facilitate the assessment locally based on their understanding of the context, stakeholders and broad understanding of PVE/DDRR in these locations. All the in-country consultants were trained through a virtual platform on how to use and administer both qualitative and quantitative instruments to elicit responses from stakeholders.

After the in-house training, a questionnaire pretesting was done in-house, and accordingly, further editing and fine-tuning were done to improve the tools. The final questionnaire (quantitative) data collection tool was administered through a paper data collection approach after being reviewed and approved by Search and IOM team. Meanwhile, the two qualitative tools were deployed on KoboCollect and Enkento platforms, an online data collection platform alongside a soft copy, administered by the in-country consultant.

2.4 Actual Data Collection
The actual data collection process applied a participatory approach to bring out the qualitative and quantitative dimensions of the capacity needs assessment objectives. Subsequently, full-day workshops were organized in Adamawa, Gombe, Borno, Yobe States, and the Federal Capital Territory (FCT) - Abuja on different dates where directors, deputy directors, assistant directors, senior staff and other assigned staff from the selected MDAs (see Table 2) were invited to participate. The questionnaires were administered to the stakeholders per the assessment objectives.

The workshops organized in the five targeted locations had a total representation of 91 Participants of which 25% (n=23) were females and 75% (n=68) were males from Ministries, Departments, Agencies (MDA), and communities. This clearly shows the low representation of women in supporting the communication strategy to improve the prevention of violent extremism, as well as in Disengagement, Disassociation, Reintegration and Reconciliation at the state, LGA and community levels.

The breakdown of participants can be seen represented in the table and graph below:

Table 3: Breakdown of stakeholders by the state for Capacity Needs Assessment

S/No	State	Female	Male	Total
1	Adamawa	3	14	**17**
2	Gombe	6	20	**26**
3	Borno	3	10	**13**
4	Yobe	5	16	**21**
5	FCT	6	8	**14**
Total		**23**	**68**	**91**

Figure 2: States and MDA Representations at the workshops
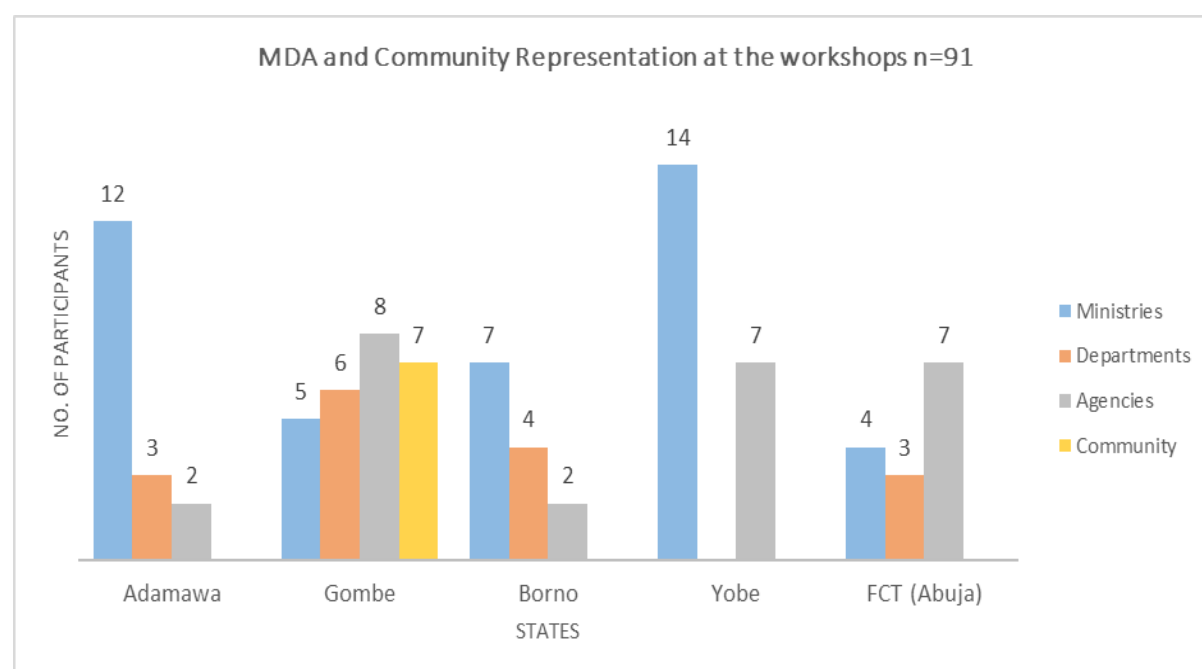
Source: Field data July - August 2022

During the workshop, a programme guide developed in consultation with the Search Team was used to guide the proceedings on the workshops. In each of the workshops, Search representatives made presentations about the project overview, before the lead consultant made a virtual presentation on the purpose and objectives of the capacity needs assessment. The in-country consultants then guided the participants on the methodological trend and administered the qualitative tools through hard copies and online platforms to the relevant stakeholders while also interpreting in Hausa and Fulfulde where appropriate.

The second stage of the workshop oversaw the gathering of the quantitative data. In this phase, the in-country consultants' grouped participants in various working groups based on their positions - Director, Deputy Director, Assistant Director and other senior staff within the MDAs that they work. They were further grouped by the MDAs they represented. For example, the Directors of Ministries formed a working group of Directors, while the Deputy Directors of Ministries formed another working group of Deputy Directors and the same applied to the Directors and Deputy Directors of Departments and Agencies, as well as senior staff or representatives of each group at the workshop.

The breakdown of the participants' representation in the assessment workshops indicates that, out of the 91 participants (Directors, Deputy Directors, Senior Officers, and Others) that are presented in Figure 3, the highest representation was by the State Ministries 38 (41.8%), followed by Agencies 26 (28.6%), Departments 16 (17.6%), Community Associations 9 (7.6%), and Federal Ministries 4 (4.4%).

Figure 3: State and Community Representation
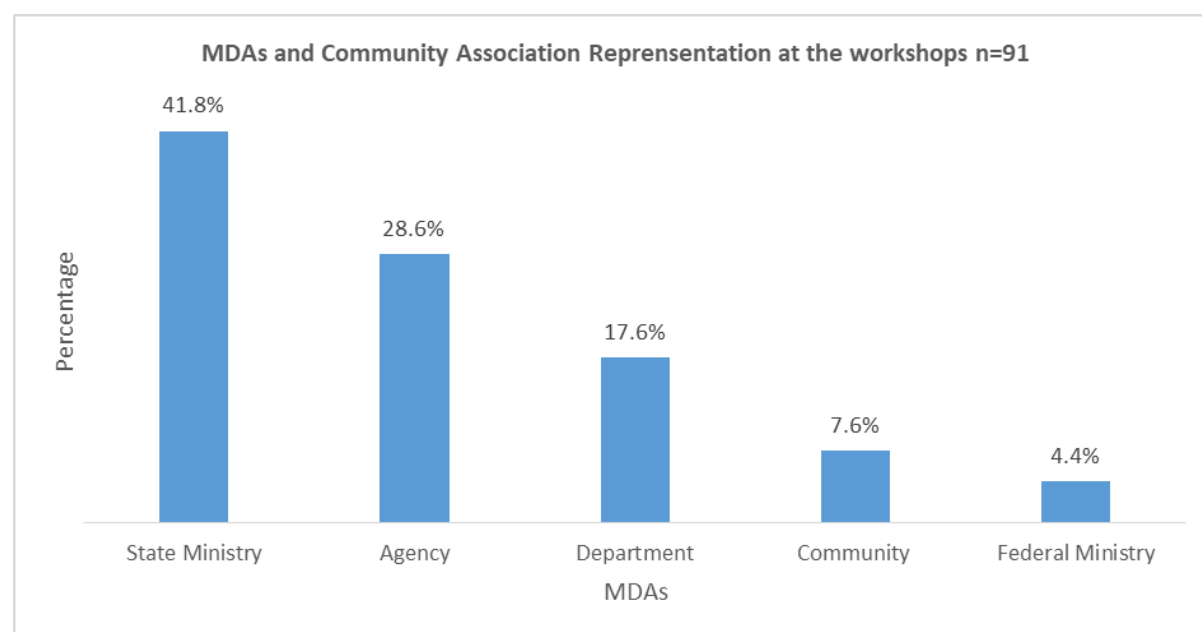
Source: Field data July - August 2022

In principle, each workshop was to host six working groups with two separate groups (Directors and Deputy Directors) and representatives of Ministries, Departments and Agencies accordingly. In the group discussions, the participants were administered the quantitative tool which had a set of indicators and questions across the four components (levels) of capacity needs assessment. The group members were directed to arrive at a consensus based on what is "existing or nonexistent" and rate each indicator a score according to a guiding scale for answering the questions. The in-country consultants then transcribed the quantitative response in the spreadsheet and shared it with the lead consultant.

Furthermore, the quantitative capacity needs assessment questionnaire administered to the working groups was tailored to the four components and their indicators. These indicators included management and leadership to implement the ONSA Communication Strategy component; policies, power relations, stakeholders, and social norms for the enabling environment component; internal policies, procedures, structures, and frameworks for the organizational component and skills, experiences and knowledge acquired through formal training and education or through learning by doing and experience for the individual component. Each of the indicators was rated on a scale of 0-6, where 6 represented the highest possible rating and 0 the lowest. Each of the numbers represented the level of capacity as indicated below:

    6 = Acceptable, needs maintaining
    5 = Acceptable, room for improvement
    4 = Needs improvement in limited aspects
    3 = Needs improvement on a wide scale
    2 = Needs major improvement
    1 = Needs urgent attention
    0 = Not applicable

All the 31 relevant MDAs were invited although, in some workshops, the numbers that attended were less than the list due to other competing assignments as stated by these stakeholders.

2.5 Data Processing, Analysis, and Report Compilation

All information collected from the review of documents and interviews conducted during the workshop with Directors, Deputy Directors and other representatives of Ministries, Departments, and Agencies was synthesized by the consultant. Internal meetings, and peer review of the work was continuously done. Data processing and analysis were done using Excel 2020 - quantitative and NVIVO and word processing for qualitative data before the compilation of the report.

2.6 Ethical Considerations

All information accessed during the fieldwork was kept in a password safe drive and only accessible to the consultant and the research team. The principle of Do No Harm, Conflict sensitivity approach, and inclusion principles (i.e., gender, age, ethnicity, religion, etc.) was the ultimate driving factor throughout the assessment process. Honesty, integrity, informed consent, privacy, respect for people, and confidence building were integral processes for the purposes of rapport building. Secondly, the workshop sessions duly observed the Government policy of SOPs towards mitigating the spread of COVID-19.

2.7 Limitations and Lessons Learned

1. Borno state and FCT did not experience a full turnout during the workshop. However, WhatsApp groups were set up to reach out to more targeted representatives. Mobilization should be intentionally targeted at the individual level, for instance; if the target is Directors and Deputy Directors, the invitation should be addressed to their attention even though protocols require their superiors to give approval.
2. Future engagements (meeting venue) of government stakeholders from the Federal capital should be located in the Central Area of Abuja as getting to the location of the workshop delayed proceeding a bit.
3. Due to the mix-up in representation and fair attendance, group discussion sessions were not as effective as expected since some groups could not have a good representation for an FGD session because of low participants.
4. The participants who were delegated/representatives of the Directors or Deputy Directors scored highly across all the components that may not reflect the genuine capacity but rather anticipation of what they imagine as the strengths and weaknesses of their superiors.

3. Findings of the Capacity Needs Assessment Process

This section presents the results of the capacity needs assessment as conducted in all the target states and with relevant stakeholders. The results are informed by the responses from the qualitative and quantitative tools that were administered to the participants during the workshop deliberations. The presentation of the assessment findings is tailored to the objectives of the assignment as stipulated in the terms of reference.

3.1 The Analysis, and Review of the current ONSA Communication Strategy on PVE and DDRR

The communication strategy has been studied from the time of undertaking this assignment. This communication strategy review was done to understand the background, objectives, targeted beneficiaries, implementation plan, and monitoring and evaluation approach. The review also helped the research team to formulate assessment questions to measure the capacity of relevant stakeholders to implement the communication strategy.

Based on the general interpretation of the plan, it can be stressed that the communication plan is a well-structured document with the purpose to promote defections, reintegration, and rehabilitation in Northeastern Nigeria. Since the strategy has adopted that structure of Objectives, Audience Insight, Strategy, Implementation, Scoring/evaluation (OASIS), which is informed by research findings, there is a likelihood that the communication strategy will achieve its intended outcome.

The conflict in Northeastern Nigeria has been attributed to various deep root causes that are based on its historical, socioeconomic, and environmental dimensions. Some of the identified causes include poverty, environmental degradation that has led to harsh conditions, lack of economic opportunities, community allegiance, corruption, and religious dogma from the traces of the Islamic Empire of Dan Fodio's Sokoto Caliphate in the 19th Century are argued to be some of the root causes.[9]

Therefore, identifying the need to increase the level of awareness of different audiences of the Government's deradicalization and rehabilitation processes, including Operation Safe Corridor (OSC) is a well-thought objective of the communication plan to support the Federal Government's efforts. Deradicalization has been seen as a solution to debunking religious misinterpretation among the

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[9] Kamta et al (2020). The Root Causes of the Crisis in Northeast Nigeria: Historical, Socioeconomic and Environment Dimensions. Vol 11. No 3, Mediterranean Journal of Social Sciences

former insurgents and it is believed that this can change the negative perceptions of the communities towards former associates into a positive one and strengthen tolerance, acceptance, forgiveness, and coexistence. Therefore, improving reintegration capacities and contributing to reconciliation and social cohesion are essential for PVE and DDRR.

The approach of the ONSA Communication Strategy is to promote a more contextual understanding of the local dynamics and actors as well as inform Non-State Actors Groups (NSAG) associates of the possibilities of defection, whilst increasing local acceptance and ownership of the local rehabilitation and reintegration processes is indeed a sustainable strategy that can mitigate such perpetual social conflicts that are triggered by identity, culture, social norms, religion, and abductions.

Due to the importance attached to the communication Strategy by ONSA and the implementing partners, it's worth noting that the strategy and the identified approaches such as strategizing and getting MDAs on board, preparations and logistics, communication approach, and messaging which are enshrined in the plan has the potential to contribute to the peaceful coexistence of the communities in Northeast Nigeria.

3.2.1 Overall Capacity Need to Implement the Communication Strategy

To set a benchmark, the overall capacity needs (strengths and weaknesses) of the key stakeholders across the four states and Federal Capital Territory were computed and presented in a single spider web chart. Furthermore, in presenting this section, the strengths and weaknesses of the MDAs were assessed based on the scores they awarded themselves on the indicators for each of the level or component that was assessed i.e. ONSA communication strategy on PVE/DDRR, enabling environment (broader systems), organizational level as well as at individual level.

The indicators for the component of the ONSA Communication Strategy are management and leadership. The assessment intended to establish if the management was actively involved in promoting PVE/DDRR efforts, the availability of mechanisms to promote PVE/DDRR, involvement of management in lobbying, promoting, and advocating for PVE/DDR among others. For the component of enabling environment, the indicators are policies, power relations, and stakeholder relations in promoting, advocating, and collaborating on issues of PVE/DDRR.

While at the organizational component level, the indicators assessed are structures, procedures, internal policies, frameworks, and external relations toward the PVE/DDRR. At the individual level, the indicators are skills, experiences, and knowledge through training, education and by doing.

The summary score of all the participants was generated by getting the average score of the Ministries, Departments, and Agencies that were represented at the workshops. The tally for Directors, Deputy Directors, and the delegated staff was computed and an average score was generated to identify the gaps. As earlier mentioned in the methodology section, any score below (3.0) indicated weaknesses and gaps since (3.0) is the yardstick for this assessment, while above (3.0) is considered comparatively fair.

Therefore, based on the interpretation of the spider web graph (Figure 4), **the Ministry Directors and Deputy Directors scored 3.1** for the component of **ONSA Communication strategy on DDRR and PVE, 3.4 on the component of enabling environment (broader system)**, **2.7 on the component of organizational level** and lastly **2.5 on the individual level (i.e., the participants individual) to implement the ONSA Communication strategy**. The implication of the results for the overall assessment of the Ministries is alarming, the gaps identified for the Ministries are at the individual level and organizational level since the scores were below the benchmark (3.0).

For the Ministries, it is assertive that their weaknesses are at the organizational and individual levels respectively because the score of 2.5 & 2.7 which according to the definitions set for the scores in the methodology implies the **"need for major improvements"**.

Figure 4: The summary score of participants in all the four components

Radar Graph: Summary score of participants in all the components that were assessed
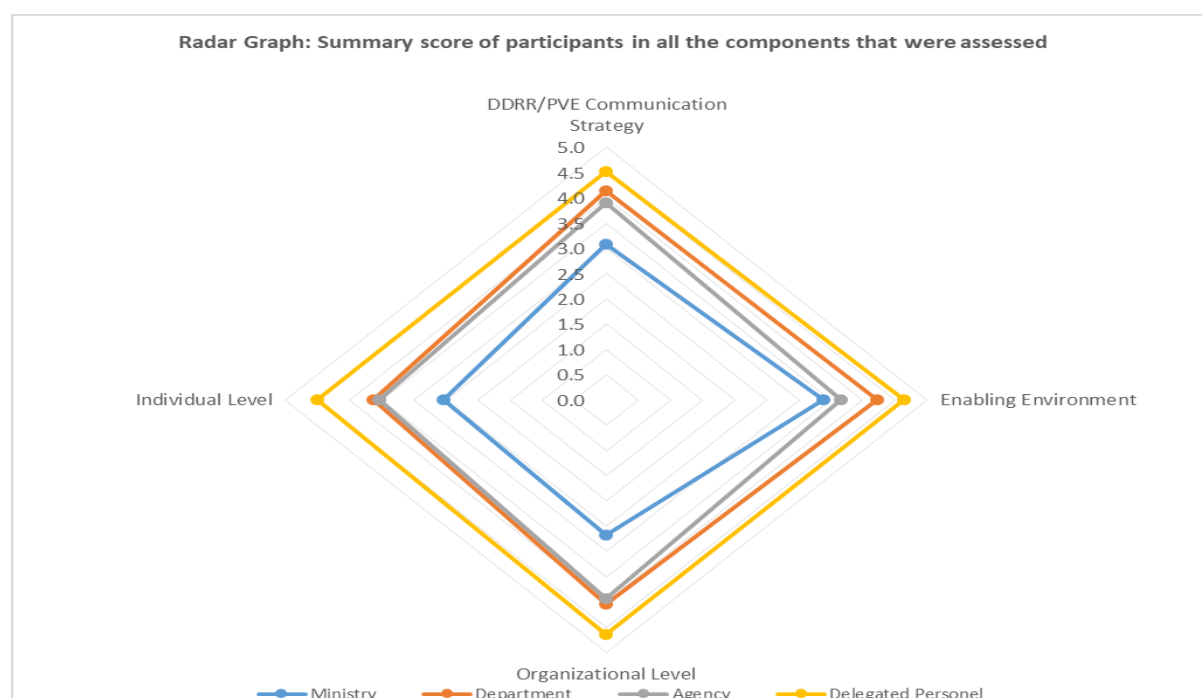
Key Scale can be seen in footnote[10]

At the Department level, the overall score of all the participants in the five workshops is **4.1** for the **component of the ONSA Communication strategy on DDRR and PVE**. The score for the **component of enabling environment is 4.2**. **4.0 on the component of the organizational level**, while **3.6** was recorded for the **component of the individual level.** Based on our benchmark framework, the Departments that were represented in the workshop scored above the benchmark in all the components.

Therefore, compared with the Ministries, it can be argued that **the Departments across the five states have a higher capacity to implement the communication strategy since their scores in all the levels were higher than (3.0)**. The assessment also shows that stakeholders - Directors, Deputy Directors, and other represented staff of the Departments involved in the implementation of the communication strategy of PVE/DDRR have a better understanding of the implementation process. This score is understandable based on the departments given specific portfolios to address and support areas such as the PVE/DDRR as stated in some of their mandates. However, it is as well necessary to ensure that efforts are put in place to improve the scores since the definition of these scores still calls for a room for improvement i.e.

- 4.0 means "needs improvement in a limited aspect"
- 3.6 means "needs improvement on a wider scale"

At the Agency level, the scores show that the component of **ONSA communication strategy garnered 3.9**, while the component of **enabling the environment to** implement the strategy **scored 3.7**, and at the **component of organizational level, the score is 3.9**, while the **individual level is rated at 3.5.** The interpretation of these scores means that the Agencies earmarked as stakeholders for the implementation of the communication strategy "need improvements on a wider scale" to effectively and efficiently implement the strategy. Furthermore, it can be suggested that the Departments and Agencies in all five states have more strengths than the Ministries to implement the communication strategy as the overall score of the Departments and Agencies at the individual level at 3.6 and 3.5 are higher than the overall score of individual level for Ministries at 2.5.

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[10] 0= Not applicable or sufficient information; 1= Needs urgent attention; 2= Needs major improvement; 3= Needs improvement on a wider scale; 4= Needs improvement in limited aspects; 5= Acceptable, room for improvement; 6= Acceptable needs maintaining

Photo: Cross-sectional of participants at the Yobe State Stakeholders Workshop

Another set of participants were categorized as delegated staff. These were participants who attended the workshop on behalf of their superiors who could not make it on the scheduled date. Since the initial approach and tools were designed for the Directors and their Deputies respectively. Those who represented either of the invitees were categorized as delegated staff and at the same time, their responses were treated independently.

Based on the outcome of their scoring result, it is certain that they have the strength to implement the communication strategy because their scores across the four levels imply that they only "need improvement in a limited aspect". This conclusion is arrived at because the **delegated staff scored 4.5 on the component of ONSA communication strategy on DDRR and PVE, 4.6 on the component of enabling the environment (broader system)**, **4.6 on the component of organizational level, and another 4.6 on the component of individual level.**

In summary, the gaps identified herein are at the Ministerial level. These areas are specifically on the **components of the Organizational level which showed a score of 2.7, individual level with a score of 2.5, and 3.1 on understanding the ONSA Communication Strategy on DDRR and PVE**.

3.3 Capacity Need of the Directors to implement the Communication Strategy

In this section, the narrative portrays the results of the capacity needs assessment process specifically for the participants holding the position of Director in their respective institutions (MDAs). The Directors of Ministries, rated (2.8) on the component of **ONSA communication strategy on DDRR/PVE (management and leadership)**, (2.6) on the **component of enabling environment (policies, power relations, and stakeholders)**, (1.5) on the **component of organizational level (internal policies, structures, procedures, frameworks, and external relations)**, and (1.4) on the **component of individual level (skills, experience, and knowledge)**.

Among the Directors of the Departments that participated in the assessment as presented in Figure 5, their ratings were (4.1) on the component of ONSA communication strategy, (3.8) on the component of enabling environment (broader systems), (3.4) on the component of organizational level and (2.2) on the component of individual level.

Figure 5: The Average score of the Director in all the components
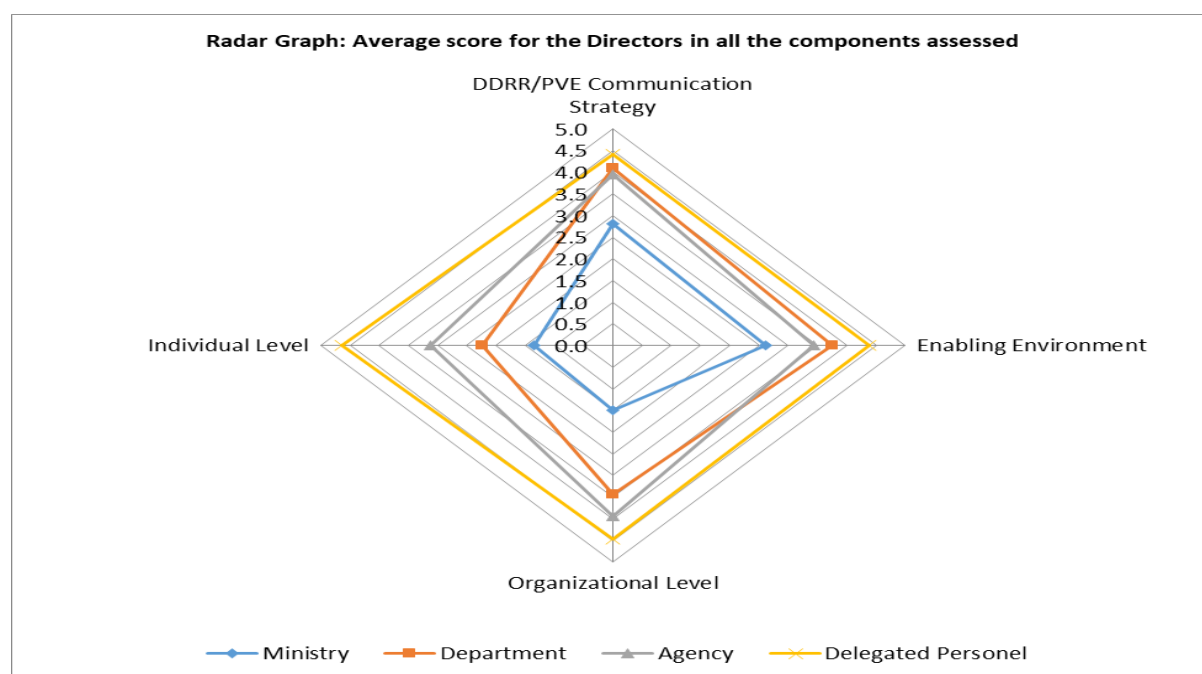
In the category of the Directors of Agencies that participated in the assessment process, their ratings were as follows: (3.9) on the component of ONSA communication strategy, (3.4) on the component of enabling environment, (3.9) on the component of organizational level, and (3.1) on the component of individual level. While the participants who were delegated by their Directors and Deputies, their scores were treated separately from the initially targeted invitees and based on the finding, scores on the component were registered as (4.4) on the component of ONSA communication strategy, (4.4) on the component of enabling environment, (4.5) on the component of organizational level, and (4.6) on the component of individual level. The high score for the delegated staff can be attributed to these delegated staff assigning scores based on a general understanding or as instructed

by their supervisors. As one of them stated in the Yobe State Stakeholders workshop: *"I am assigning a well above average score as I believe my director has a good understanding of the communication strategy on PVE/DDRR and I do not want my understanding to affect the rating".*

Therefore, based on the guidelines and benchmark set for this assessment process, the low scores, and gaps realized in the Director's portfolio were in the following areas:

Institution (Ministry)	Average score
ONSA Communication Strategy	2.8
Enabling Environment	2.6
Organisational Level	1.5
Individual Level	1.4
Institution (Department)	**Average score**
Individual Level	2.2
Institution (Agency)	**Average score**
Individual Level	3.1

The interpretation of these results according to the guidelines for scores shows that the Directors of MDAs have weaknesses in the components in which they have scored below (3.0), and there is a "need for urgent attention" where the scores are (1.4 & 1.5) as is the case of Directors of the Ministries at the organizational and individual levels respectively.

There is also a "need for major improvements where the scores are **2.2 - Directors of Departments at the individual leve**l, **2.6 - Directors of Ministries on creating an enabling environment to implement the communication strategy**, and **2.8 on understanding the ONSA communication strategy**. While the score of **3.1 for the Directors of Agencies at the individual level**, there is a "need for improvement on a wider scale"

3.4 Capacity Need of Deputy Directors to implement the Communication Strategy

In the analysis of the Deputy Director's capacity to implement the ONSA communication strategy, the average scores realized in the findings have been presented in Figure 6. The Deputy Directors in the Ministry scored (3.3) on the component of Communication Strategy, (4.2) on enabling environment, (3.8) on organizational capacity, and (3.7) on individual capacity. Whereas, the Deputy Directors of Departments, rated (4.2) on the component of ONSA communication

strategy, (4.7) on the component of enabling environment and organizational level respectively, and (5.0) on the component of individual level.

Other findings of the capacity need assessment for the Deputy Directors of Agencies showed (3.9) on the component of Communication strategy, enabling environment, and organizational level respectively, and (4.0) on the component of individual level.

Figure 6: The Average score of the Deputy Director in all the components

Radar Graph: Average score for the Deputy Directors in the all components assessed
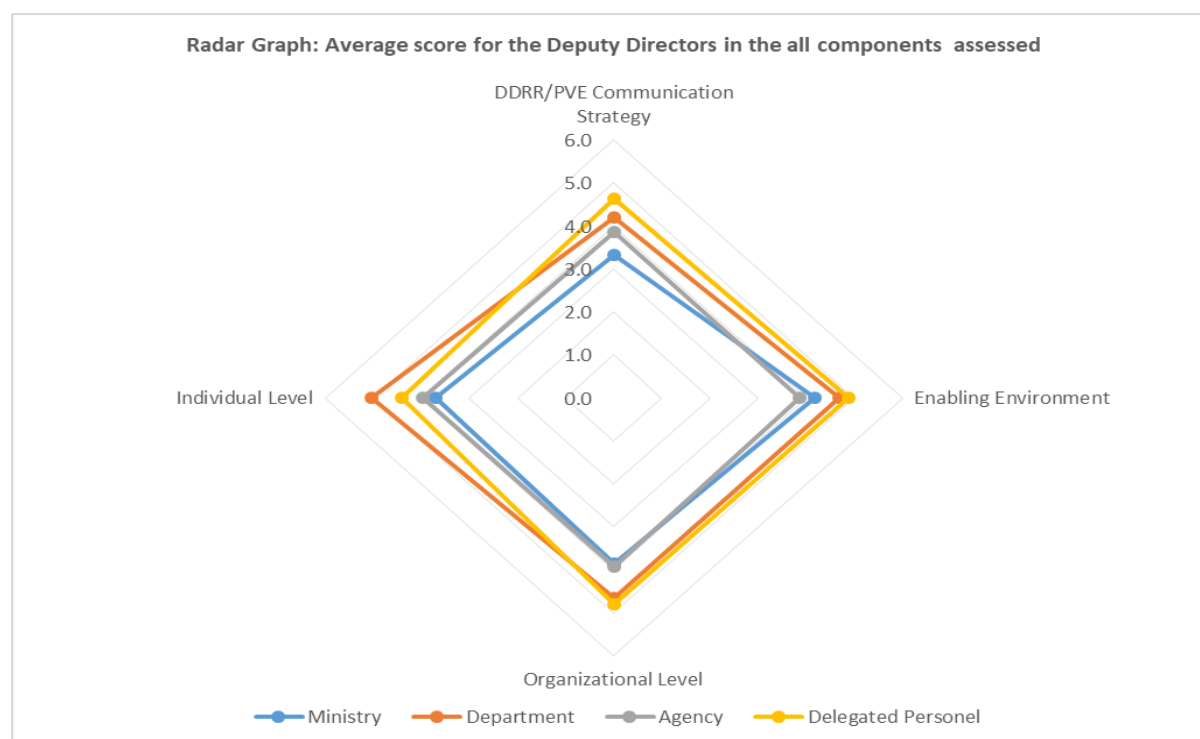
For those participants delegated by the Deputy Directors, their scores were (4.6) on the component of communication strategy, (4.9) on enabling environment, (4.8) organizational level, and (4.4) individual level.

Based on the results presented above, the Deputy Directors of MDAs have shown strengths to implement to Communication Strategy because they have scored above the (3.0) mark which portrays capability but for effective and efficient implementation of the strategy, there is a call for improvement since (4.0) indicates "need improvement in a limited aspect).

As a summary of the generalization approach of the assessment results and the subsequent categorization according to portfolios, it is clear that those participants at the level of delegated staff portrayed more capacity for the implementation of the Communication Strategy at all levels such as the ONSA Communication strategy, Enabling environment, Organizational and Individual level respectively. Though as stated above few of the delegated staff mentioned scores were given based on their assumption that their supervisors have a good understanding of the communication

strategy on PVE/DDRR. This was followed by the participants holding the positions of Deputy Directors. Furthermore, across all the MDA, participants from Agencies showed more capacity followed by Departments and then the ministries.

To complement the above findings, Figure 7 showcases another interesting result. During the data collection process, the participants were allowed to answer some questions tailored specifically to the six major approaches in the ONSA Communication Strategy. The workshop participants were asked about their knowledge, consciousness, and skills on the approaches that included; the radio programming approach, communication, and face-to-face engagement approach, engagement with government officials' approach, audio-visual support approach, communication and messaging system, and print media approach.

Figure 7: Overall MDAs understanding of the ONSA Communication Strategy Approach
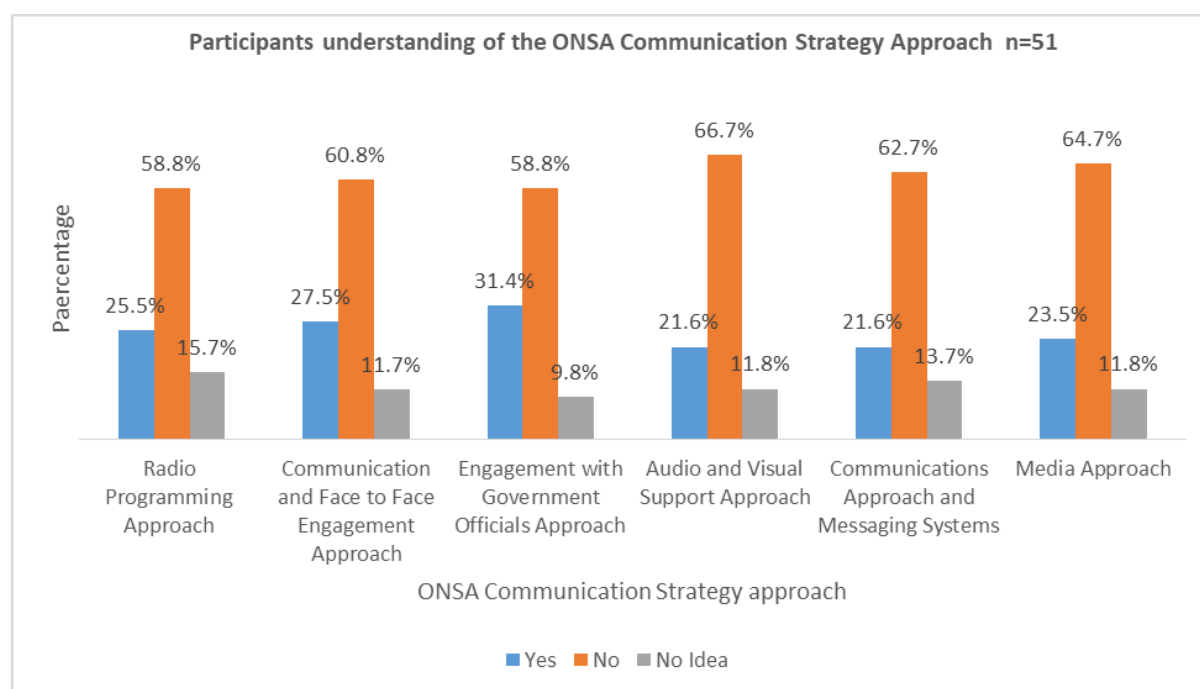
Source: Field data July - August 2022

Based on the findings presented in Figure 7, the participants indicated that though they know these approaches, they do not know all the approaches enshrined in the ONSA communication strategy. Probably, this could be because the communication strategy is yet to be shared with state stakeholders before the assessment workshop. The percentage gap is so wide that the only promising result was on the approach of engagement with government officials which was recorded at 31.4 per cent, communication, and face-to-face engagement approach which was recorded at 27.5 per cent.

Interventions Sought: State and Federal Levels

To address the capacity gaps in the implementation of the ONSA Communication Strategy at the federal and state levels, the following interventions from Search for Common Ground and IOM are proposed.

A. ONSA Communication Strategy on PVE and DDRR

There is a high need for IOM and Search to popularize the ONSA Communication Strategy with all the relevant stakeholders in Northeastern Nigeria and FCT Abuja so that they acquaint and equip themselves with the approaches such as radio programming, communication, and face-to-face engagement, audio and visual support approach, communication and messaging approach and media approach among others. Interactive workshops can also be held to help popularize the communication strategy as this will enable broad discussions on how to effectively implement it.

The assessment also shows a lack of ownership of the communication strategy by the selected Implementing Partners and the communities. Search and IOM should organize interactive sessions with critical stakeholders down to the community level to ensure that understanding of those being reintegrated back into the community.

Search through its project implementation approach should support the four states and the FCT in promoting and popularizing the ONSA communication strategies by emphasizing its positive attributes such as the promotion of defections and reintegration, influencing the NSAG associates of possibilities of defections, and increasing local acceptance and ownership of rehabilitation and reintegration processes.

The communication plan should be localized for easy dissemination at the state and LGA levels. The approach should break down the communication strategy in multiple languages as well as in infographics so that information and messages on DDRR/PVE can effectively be delivered to the targeted beneficiaries.

Search and IOM should work with ONSA to assist in the development of sustainability plans that focus on strengthening the implementation of the communication strategy beyond building the capacity of the government stakeholders. This will ensure that confidence can be built around the reintegration efforts as well as addressing misperceptions.

B. Enabling Environment

Search and IOM through its advocacy efforts should advocate for MDAs at the federal, state and LGA structures to realign their internal policies to the national policies, and power relations to foster working relations, and social norms to reflect the contents of PVE/DDRR so that there is evidence of the

prioritization of the implementation and promotion of the communication strategy as a working document to support FGN efforts on reintegration. This is because all the MDAs scored below (3.0) at all the indicators at the organizational component.

C. **Organizational Level**

Search and IOM through its advocacy efforts should advocate for MDAs especially at the state levels to realign their internal policies, structures, procedures, frameworks, and external retaliation to reflect the contents of PVE/DDRR so that there is evidence of the prioritization of the implementation and promotion of the communication strategy as a working document to support FGN efforts on reintegration. This is because all the MDAs scored below (3.0) at all the indicators at the organizational component.

D. **Individual Level**

Support the development of individual capacities by training the senior staff of MDAs on the content areas and approaches of the communication plan, particularly on radio programming, face-to-face engagements, and as well as media - audio and visual approaches to promote insurgents' defection and reintegration in Northeastern Nigeria.

Development of a curriculum to build on increased knowledge and upscaling skills on several approaches of the communication strategy to address issues on the individual, and organizational capacities of MDAs since these components scored below (3.0) which means the need for "urgent attention and major improvements". The curriculum should build capacity in addressing audiences on radio and television, messaging on print media, and effective communication at town hall meetings.

Support the relevant MDAs promoting communication messaging on the most influential platforms and channels such as WhatsApp, Facebook, Twitter, YouTube, Radio, Television, and Print Media so that any content published has a far-reaching scope and motivation.

3.5 Capacity Needs at State Level to implement the Communication Strategy

This section presents the capacity needs identified per state where the Senior Staff of MDAs were engaged in the capacity needs assessment exercise. The state's analysis and results are presented by Adamawa, Gombe, Borno, Yobe, and the Federal Capital Territory Abuja below. The presentation of these results focuses on the individual capacities, organizational capacities, enabling environment (broader

systems), and strengths and weaknesses of MDAs as stipulated in the terms of reference.

3.5.1 Adamawa State: Capacity Needs Assessment of MDAs

The Capacity Needs Assessment workshop for Adamawa State was held on 14th July 2022 in the state capital Yola. The analysis of the self-rating and scoring is presented below according to the components (levels) stipulated in the terms of reference i.e. individual component, organizational component, and enabling environment.

Individual Component of MDAs in Adamawa State

As presented in Figure 8, the capacity needs have been identified from different angles based on the MDAs. The Directors representing the State Ministries of Adamawa scored (0.6) for their ability to implement the communication strategy while the Deputy Directors and Delegated Staff scored (5.0), and (4.6) respectively implying that the Deputy Directors of the Ministries have the capacity that is "acceptable but needs room for improvement" while the Delegated Staff at the workshop "needs improvement in a limited aspect" to implement the Communication Strategy on DDRR/PVE. Whereas the Directors do not have the "capacity or sufficient information" to implement the Communication Strategy.

The results of the departments indicate that the Directors scored (3.0) while the Deputy Directors scored (6.0). The implication of the result portrays the Deputy Directors at the Departments have "acceptable capacity that needs maintaining" while for the Directors, their capacity "needs improvement on a wider scale".

Figure 8: Assessment score on the individual component (Adamawa State)

Average score: Individual Level
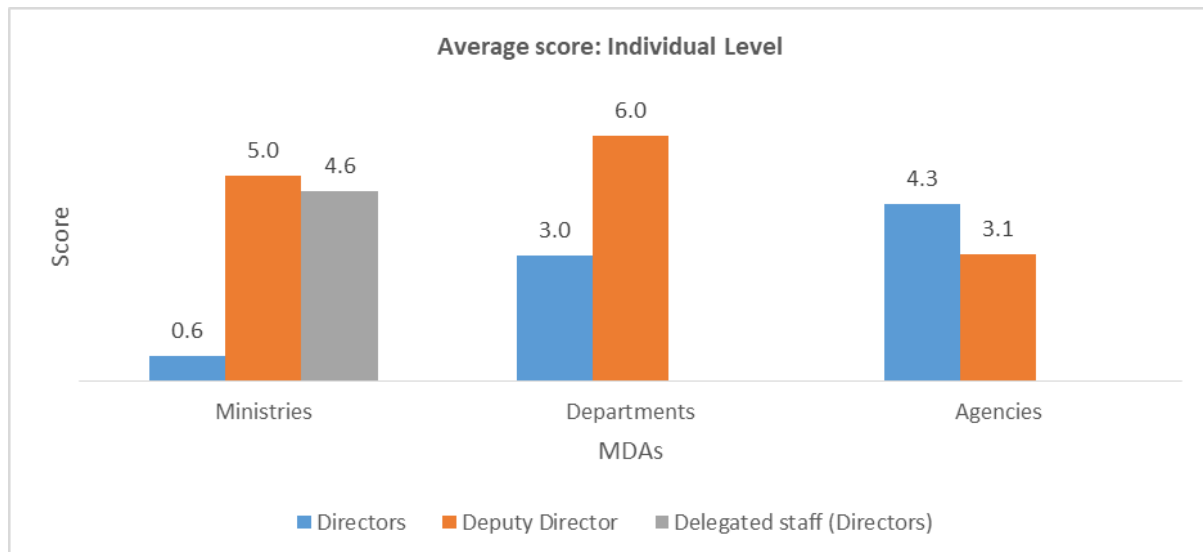
For the agencies based in Adamawa State, the Directors scored (4.3) hence "needing improvement on a limited aspect while Deputy Directors who scored (3.1) need improvement on a wider aspect.

In summary, all the scores for the individual capacity were derived from computing the average scores from the indicators to assess the component and these indicators are skills, experiences, and knowledge acquired in relevant PVE/DDRR initiatives through formal training and education as well as doing and experience.

Organizational Component of MDAs in Adamawa State

Furthermore, adherence to the scope of the capacity needs assessment, the organizational component of the MDAs in Adamawa State was another point of interest in understanding their ability to implement the Communication Strategy on DDRR/PVE. Based on the scores documented in Figure 9, at the Organizational level, the Directors scored the component at (0.7) implying that the indicators such as internal policies, structures, procedures, frameworks, and external relations aligned towards promoting defections, reintegration, and rehabilitation of the former or low-risk associates of NSAGs are not in existence within the organization framework.

Therefore, for the Directors of MDAs to effectively and efficiently coordinate the implementation of the communication strategy, steps have to be taken to strengthen these identified indicators to reflect on PVE/DDRR. While the Deputy Directors and Delegated Staff scored the organizational component of the Ministries at (4.8), and (3.7) respectively inferring that there is a need for "improvements in a limited aspect" for the Deputy Directors, and for the Delegated Staff improvements should be on a wider scale.

For the Departments based in Adamawa, Directors scored the organizational component at (3.5) indicating that it needs improvement on a wider scale, and

Deputy Directors scored (4.6) portraying that it needs improvement on a limited aspect. At the Agencies, the organizational components were rated as (4.4) by Directors, and (3.1) by Deputy Directors implying that Agency Directors' capacity should be improved in a limited aspect while the Deputy Directors' capacities need major improvement.

Figure 9: Assessment score on the Organizational component (Adamawa State)
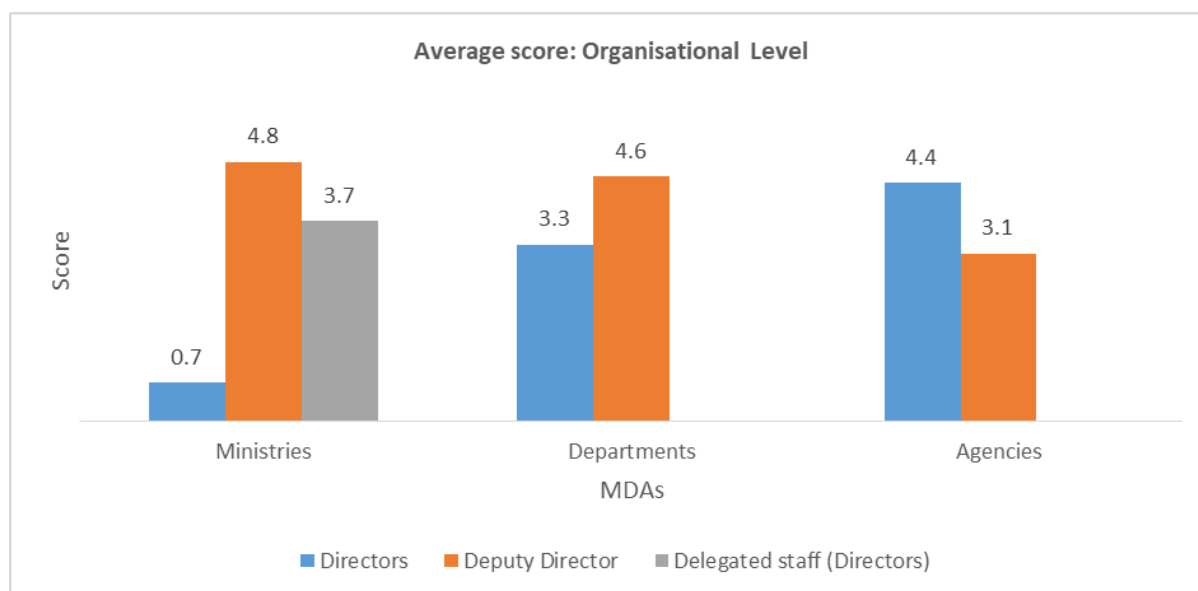
Photo: Cross section of participants in Adamawa State responding to the questionnaire

Basing the analysis on a breakdown of the organizational level component into indicators, the capacity gaps or weaknesses have been shown by the indicators that scored below the (3.0) benchmark. For example, the Deputy Directors of Agencies agree that the procedures of their organizations "need major improvements" to capture the contents of PVE/DDRR whilst, internal policies, frameworks, and external relations that score (3.1 & 3.2) "need improvement on a wide scale" to be able to increase the level of awareness of different audiences of the Government's effort on deradicalization, reintegration, and rehabilitation processes including Operation Safe Corridor, and increasing the perception of the communities towards former associates of NSAGs.
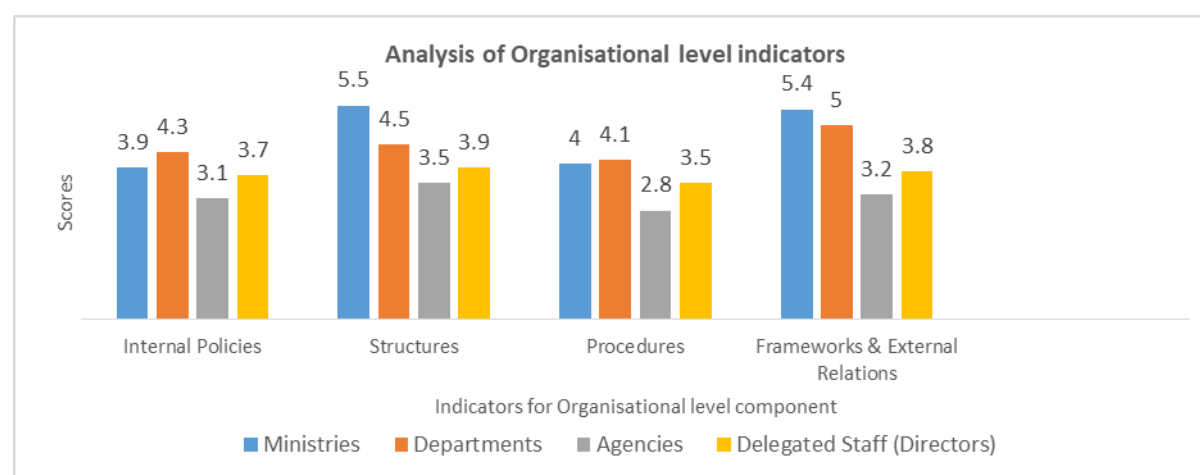
Enabling Environment (Broader Systems) Component of MDAs in Adamawa State

In assessing the enabling environment for the effective implementation of the communication strategy on DDRR/PVE, various and crucial indicators were considered during the process since this aspect concerns trust building, open engagement, and relationship building of the implementing partners, communities, and other actors or relevant stakeholders. The indicators that were considered for this component were internal policies, power relations, stakeholders, social norms, structures, sustainability, coping during COVID-19, trauma, and stigma associated with the operations of the Non-State Armed Groups in the area.

Based on the results as seen in Figure 10, the low scores were from the ratings of the Directors of the State Ministries (1.8), and Deputy Directors of Agencies (3.4). Averagely, the enabling environment to implement the communication strategy in Adamawa State is tolerable since the ratings and scores are above the benchmark (3.0) score. The meaning derived from the score of (1.8) is that there is a capacity gap for the State Ministries concerning policies, power relations, stakeholders, social norms, sustainability, structures, and coping during COVID-19.

Figure 10: Assessment score on the Enabling Environment (Broader Systems) component (Adamawa State)

Average score: Enabling Environment (Broader Systems)
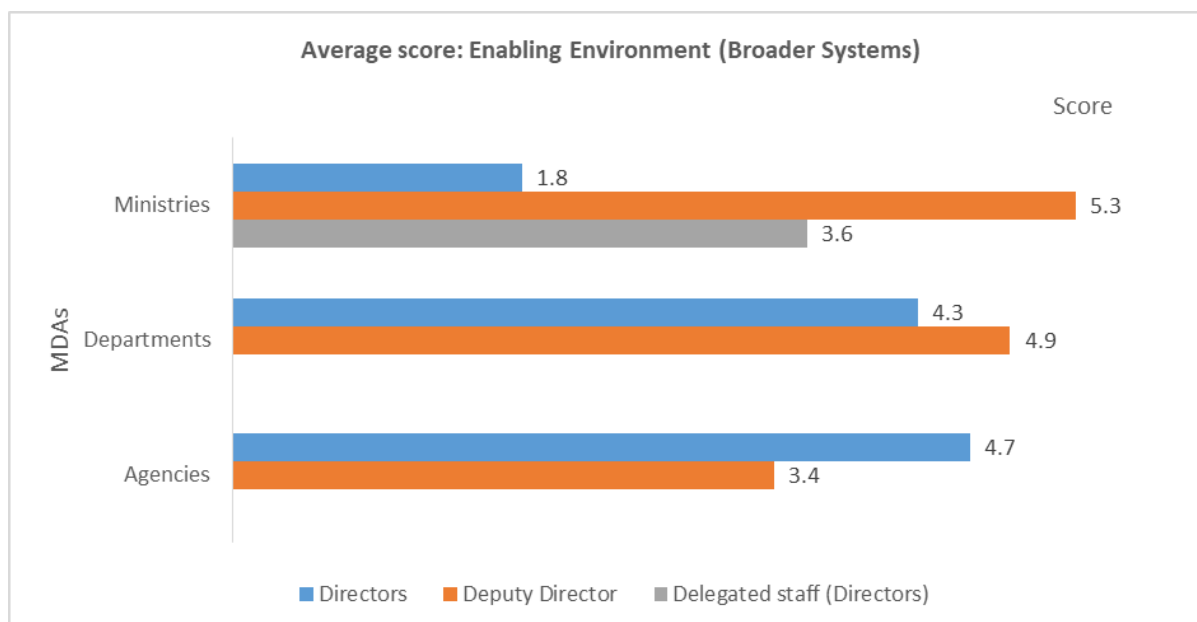
For a critical underpinning of the enabling environment component, the analysis was further broken-down at the indicator level. The indicators for the enabling environment were policies, power relations, and stakeholders. Much as the findings did not portray capacity gaps but rather a strength since the scores are above the benchmark of (3.0), more still needs to be done to improve the enabling environment. Because the score for policies of Agencies and Community associations is at (3.0) and (3.3) respectively. The power relations indicator scores for Agencies and Community Associations are (3.3) and (3.4) hence the need for "need for improvements on a wider scale" in these identified indicators.

Analysis of enabling environment indicators
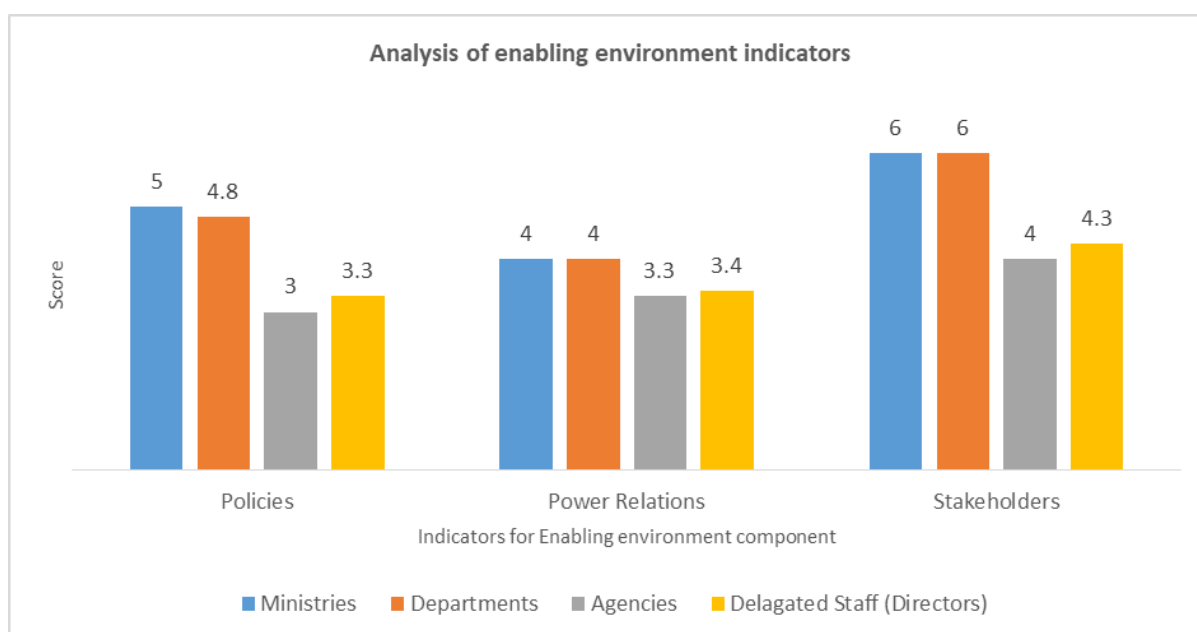
ONSA Communication Strategy and Plans on PVE/DDRR for MDAs in Adamawa State

Furthermore, the assessment appraised the capacity needs of MDAs to implement the communication strategy. The indicators or sub-components under review were the management and leadership style and how tailored it is towards issues or factors concerning the ONSA communication strategy and plans.

As documented in Figure 11, the Directors of Ministries scored (1.6), as compared to their counterparts from the Departments, and Agencies that scored (4.0), and (5.3) respectively. Another below-par score was recorded from the Deputy Directors of Agencies. The interpretation of (1.6) in this assessment is that within the management and leadership framework of the Directors of Ministries, there is no content or focus on issues concerning PVE/DDRR.

Figure 11: Summary score of Senior Staff of MDAs to implement the Communication Strategy and Plans (Adamawa)
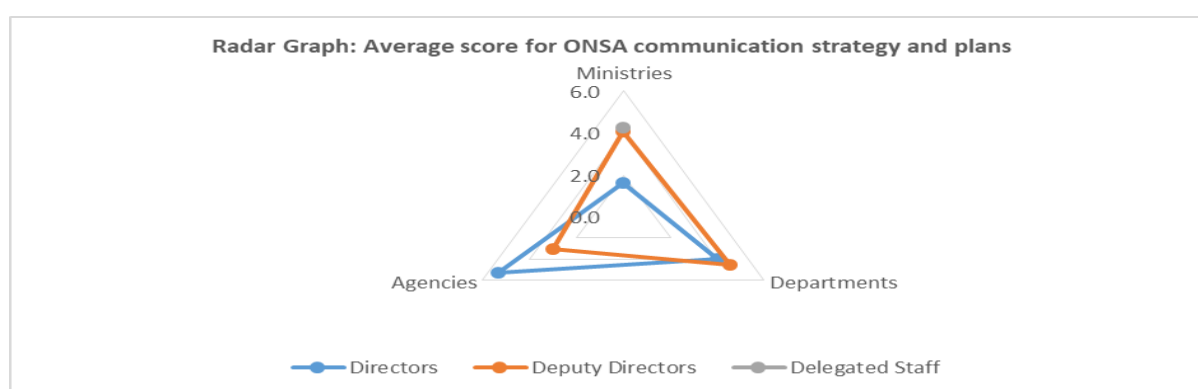
Key Scale[11]

Interventions Sought: Adamawa State

To address the capacity gaps in the implementation of the ONSA Communication Strategy in Adamawa State, the following interventions from Search for Common Ground and IOM are proposed.

> Since there is evidence that the management and leadership framework of the Directors of Ministries does not focus on PVE/DDRR, there is a need for urgent attention to campaign, advocate, and influence the Directors of the State Ministries in the region to prioritize the implementation of ONSA the communication strategy in the state.
> Support the continuous engagement and involvement of the Directors of MDAs in various activities related to communication and awareness so that they pick interest and priority in the ONSA Communication Strategy.

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[11] 0= Not applicable or sufficient information; 1= Needs urgent attention; 2= Needs major improvement; 3= Needs improvement on a wider scale; 4= Needs improvement in limited aspects; 5= Acceptable, room for improvement; 6= Acceptable, needs maintaining

Since the scores for the components are determined by the scores of each of the indicators, it will be essential for Search to support an initiative that will strengthen the achievement of the indicators through capacity building or refresher pieces of training for skills, and knowledge indicators, promoting networking and building synergies through organizing frequent activities that can bring the stakeholders together for the enabling environment component.

3.5.2 Gombe State: Capacity Needs Assessment of MDAs

The capacity assessment workshop in Gombe State was held on 19th July 2022. The participants of the workshop included Directors of Agencies and Delegated staff from some Agencies as well. Also, Community Associations and Law Enforcement Officers were represented, therefore, these results reflect the views of the Agencies, Community Association Leaders, and the Ministries present. As detailed in the methodological approach, the assessment focused on assessing capacity needs in the areas of individual level, organizational level, enabling environment level, and ONSA Communication strategy and plans level.

Individual Component of MDAs in Gombe State

The individual component results indicate that the participants possess the ability to implement the communication strategy since the scores or ratings are above the benchmark (3.0). Based on the guidelines of the rating, the Directors of Community Associations scored highly at (5.6), followed by Delegated Staff on behalf of the Deputy Directors of the Agencies at (5.0), Directors of Ministries and Departments scored (4.4), and (3.9) respectively. To sum up this presentation, it can be asserted that the senior staff of MDAs and Community Associations in Gombe state have the strengths to implement the communication strategy at the individual level because they scored above the average score in the indicators for the component such as skills, experience, and knowledge (through training and education and as well learning by doing and experience).

Figure 12: Assessment score on the Individual component (Gombe State)

Figure: Average score: Individual level component
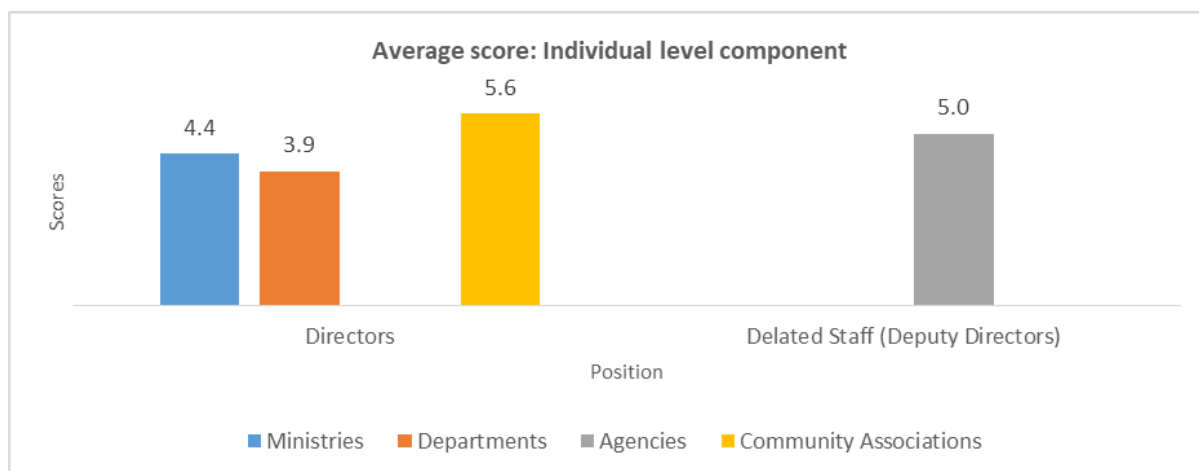
Photo: Search staff and stakeholders at the Gombe State Workshop

Organizational Component of MDAs in Gombe State

The assessment of the organizational component focused on the participants that represented the MDAs and Community Associations. Based on the results presented in Figure 13, it can be stated that the Directors and the Delegated Staff (Deputy Directors) have the strength to implement the communication strategy since the lowest score registered was (3.7) by the Directors of Ministries. On a positive note, (3.7) recommends the "improvement on a wider scale". The improvements suggested it should be tackled at the indicator level by focusing on improving the internal policies, structures, procedures, frameworks, and external relations for the PVE/DDRR strategy.

Figure 13: Assessment score on the Organizational component (Gombe State)

Average score: Organisational component
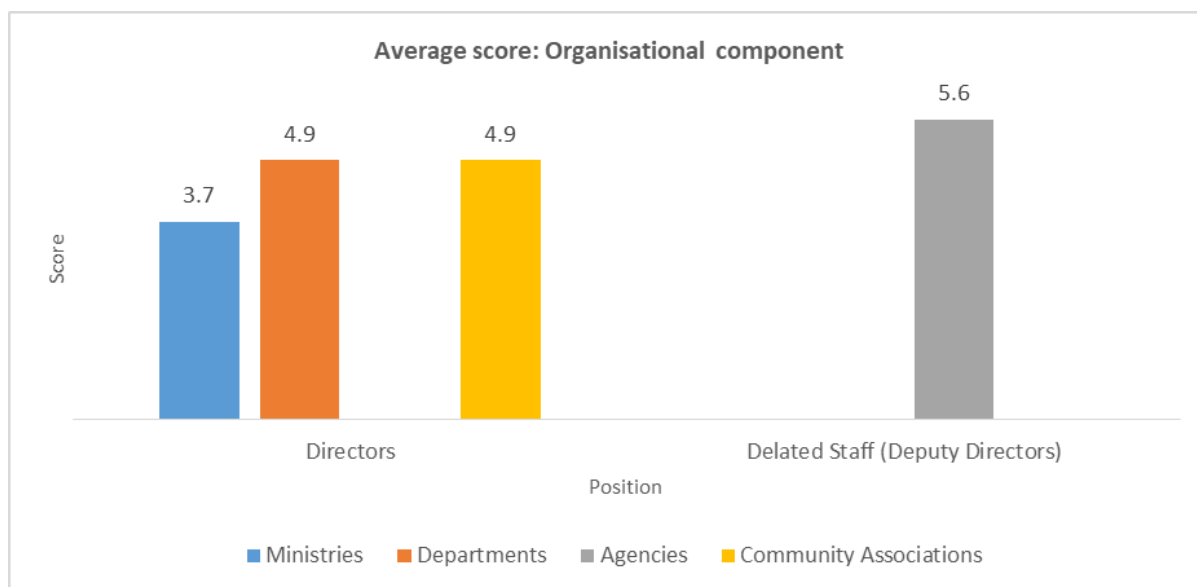
Enabling Environment (Broader Systems) Component of MDAs in Gombe State

The assessment result of this component shows a permissive environment. Based on the indicators such as policies, stakeholders, and power relations among the MDAs and Community Associations in Gombe State, the participants portrayed strengths to implement the PVE/DDRR Communication Strategy. As shown in Figure 14, the Directors of Ministries, Departments, and Community Associations scored (4.2), (4.3), and (4.7) on this component. Referring to the score guidelines for this assignment, the interpretation of the score is that "improvement is needed in a limited aspect" to improve on the indicators. While the Delegated Staff who represented the Deputy Directors of Agencies in Gombe scored (5.6) concerning the enabling environment implying that the current indicators are "acceptable, although with room for improvement". In summary, all the scores are above the benchmark by a wide gap.

Figure 14: Assessment score on the Enabling Environment (Broader Systems) component (Gombe)

Average score: Enabling Environment (broader systems) component
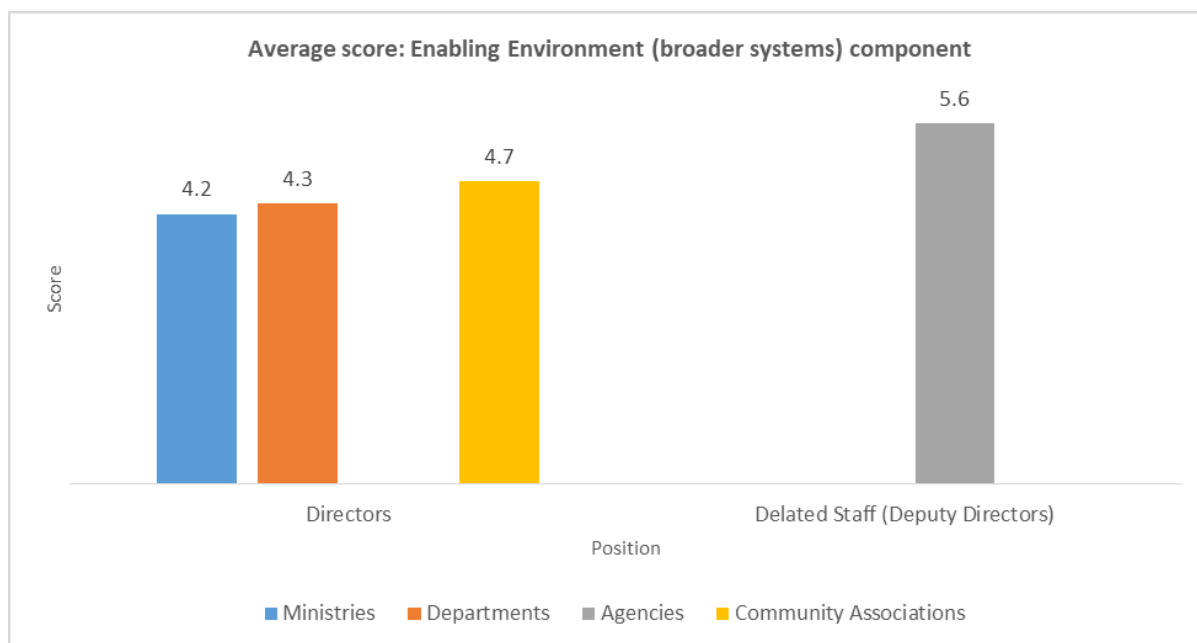
ONSA Communication Strategy and Plans on PVE/DDRR for MDAs in Gombe State

Concerning the ONSA communication strategy and plans, capacity gaps and weaknesses were registered by the Directors of Ministries. They scored (2.9), portraying weaknesses and capacity gaps implying the "need for major improvements" on the indicators of the component. While, the directors of departments, and community associations registered (4.9), and (5.5) respectively as the ability to implement the ONSA Communication Strategy. The scores of (4.9) suggest improvements on a limited aspect and (5.5) suggest acceptability with room for improvement. The delegated staff who represented Deputy Directors of Agencies in Gombe scored (5.3).

Figure 15: Assessment score on the ONSA Communication Strategy and Plans on PVE/DDRR component (Gombe)

Radar Graph: Average score for the ONSA Communication Strategy and Pans
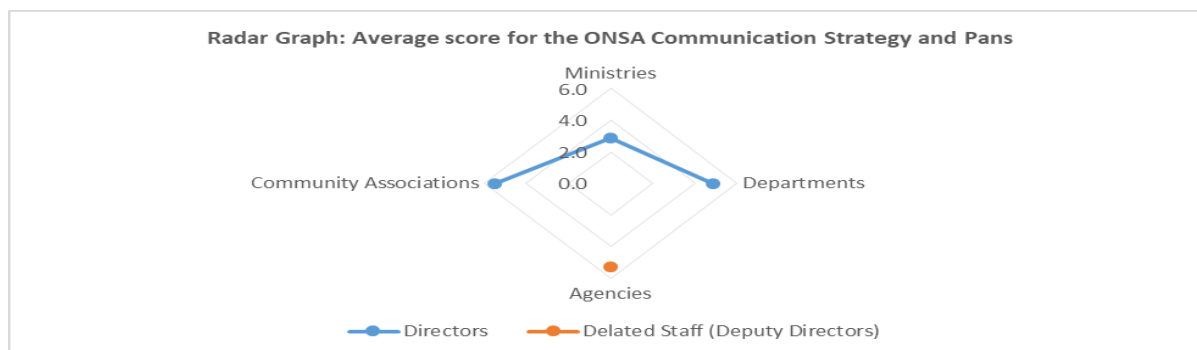
3.5.3 Borno State: Capacity Needs Assessment of MDAs

The Borno workshop was organized on 21st July 2022. Just as in the other earlier workshops, the participants were administered three different tools to identify the gaps in effectively implementing the ONSA communication strategy. The workshop participants were Directors, Deputy Directors, and Delegated staff from MDAs within the state. The administered tools were to underpin the capacity needs of the participants at various levels i.e. individual, organizational, and enabling environments that can enhance the effective and efficient implementation of the ONSA Communication Strategy on PVE/DDRR.

Individual Component of MDAs in Borno State

As presented in Figure 16, the participants from the Ministries scored very low in the assessment of their skills, experiences, and knowledge as the indicators for the individual component. The Ministry Deputy Directors **scored (1.8)** signifying the need for "urgent attention", and the Directors and Delegated Ministry Staff scored (2.1), and (2.7) respectively demonstrating the "need for major improvements", on the indicators. On the other hand, participants from the Departments and Agencies holding the positions of Deputy Directors scored (3.9) respectively. The Departments and Agencies scored above the benchmark with the request for improvements on a wide scale.

In summary, the findings convincingly indicate that the Ministries in Borno State have weak capacity at the individual level hence the need to design a capacity development plan for the stakeholders to effectively and efficiently implement ONSA Communication Strategy and Plans.

Figure 16: Assessment score on Individual component (Borno)
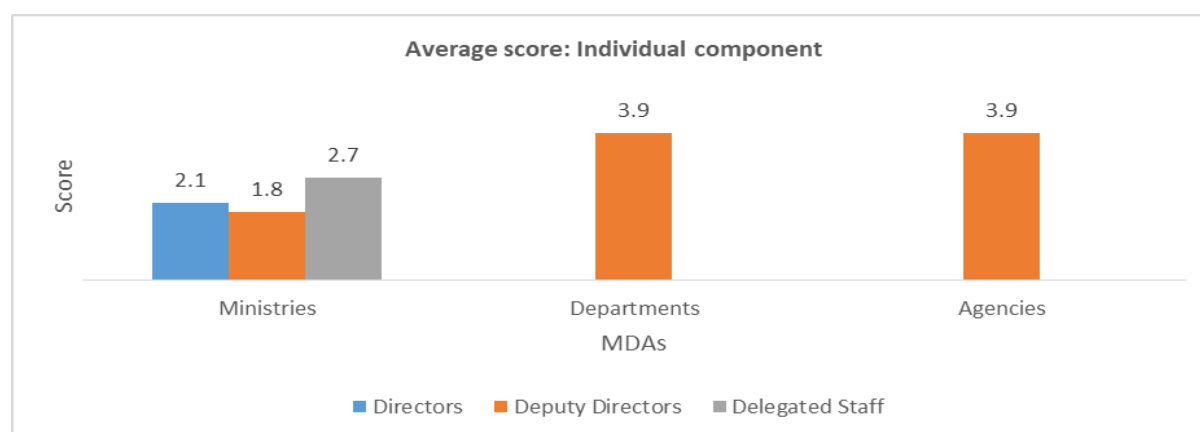
❖ **Organizational Component of MDAs in Borno State**

Figure 17 presents the outcome of the Organizational component of MDAs in Borno State. Unlike the results of the individual component, the results for the organizational component indicate capacity strength which is a positive trend towards the effective and efficient implementation of the communication strategy. As seen in the bar graph, the lowest (4.1) score registered by the Deputy Directors of both Departments and Agencies is above the benchmark (3.0). While the Directors, Deputy Directors, and the Delegated Staff from the Ministries scored (4.6, 4.5, and 5.7 respectively) in the indicators set for the organizational level such as internal policies, structures, procedures, frameworks, and external relations.

Therefore, the action plan is expected to perfect this organizational component as guided by the scale guidelines "need improvement in a limited aspect, and acceptable with room for improvement".

Figure 17: Assessment score on the Organizational component (Borno)
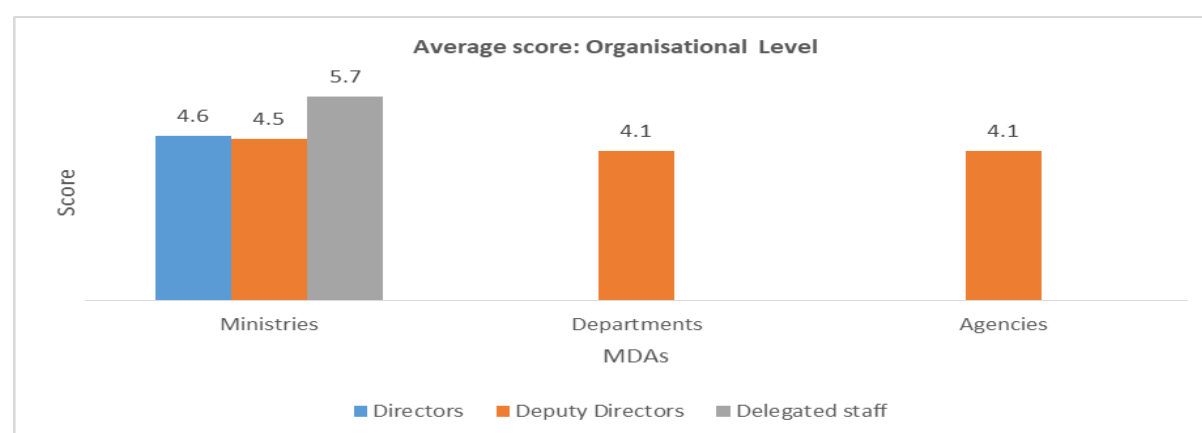
Key Scale[12]

Looking at the presentation of the organizational component at the indicator level, the lowest indicator scores were (4.0) on the procedures, frameworks, and external relations for Departments and Agencies respectively. Another (4.3) for Ministry procedures, while Departments and Agencies scored (4.4) for internal policies respectively. Departments and Agencies registered (4.6) on the structures, while the Ministries scored (5.4) on structures, (5.3) on internal policies, and (5.6) on frameworks and external relations.

The findings did not portray a capacity gap but rather a strength as the scores are above the benchmark of (3.0). However, more still needs to be done to improve the organizational component. This is simply because the scores registered are not (6.0) which is earmarked as the maximum without suggestions for improvement.

Figure 18: Assessment score on Organizational component (Borno)

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[12] 0=Not Applicable 1=Needs Urgent Attention 2=Needs Major Improvement 3=Needs Improvement on a Wider Scale 4=Needs Improvement in a Limited Aspect 5=Acceptable, Room for Improvement 6=Acceptable, Needs Maintaining

Figure: Analysis of the Organisational Component indicators
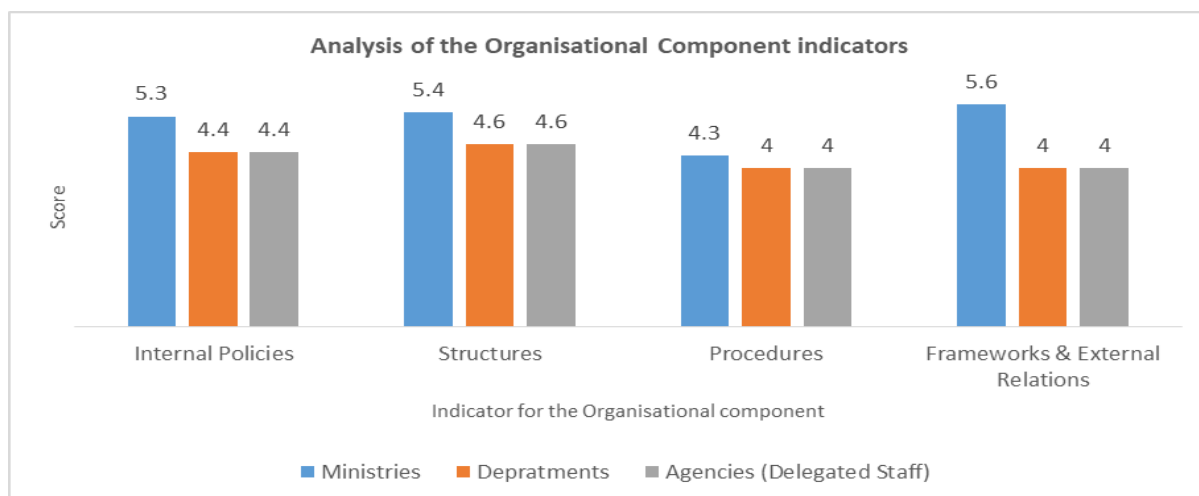
❖ **Enabling Environment (Broader Systems) Component of MDAs in Borno State**

Regarding the enabling environment, it's clear that the MDAs scored highly as shown in figure 19. The scores for the participants were Deputy Directors of Agencies (4.2), Departments (4.2), and Ministries (4.5). Directors of Ministries scored (4.5) and the Delegated Staff scored (5.7). The implication of this result is comparable to the organizational component that indicates the need for "improvement in a limited aspect" since the baseline portrays a positive image of the possibility of successful implementation of the communication strategy.

Figure 19: Assessment score on the Enabling Environment (Broader Systems) component (Borno)

Figure: Average score: Enabling Environment (Broader Systems)
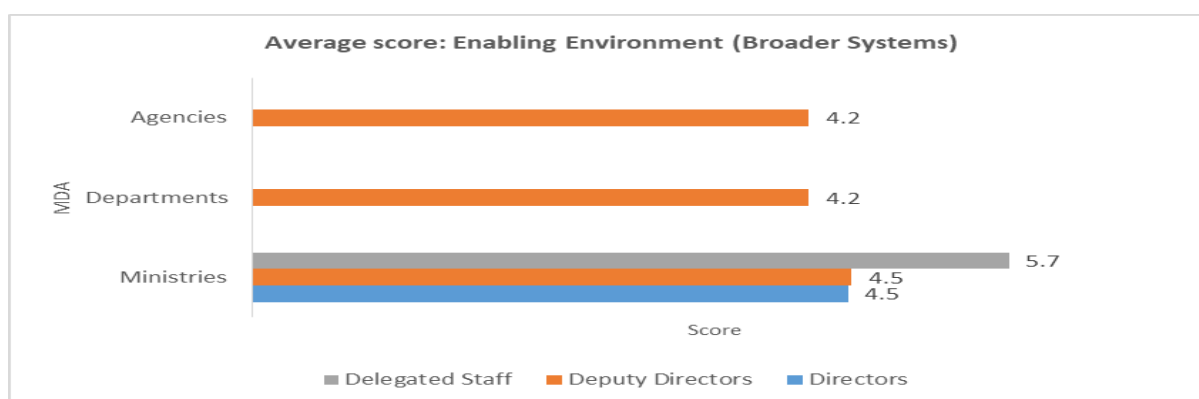
Scale: 0=Not Applicable 1=Needs Urgent Attention 2=Needs Major Improvement 3=Needs Improvement on a Wider Scale 4=Needs Improvement in a Limited Aspect 5=Acceptable, Room for Improvement 6=Acceptable, Needs Maintaining

❖ **ONSA Communication Strategy and Plans on PVE/DDRR for MDAs in Borno State**

Additionally, the assessment centered on the ONSA communication strategy and plans as an independent component, thus as documented in Figure 20, the Ministries are the only unit of analysis that scored low i.e. (3.5) as the Agencies, and

Departments scored at least (4.1) respectively. It can be concluded that the MDAs can successfully implement the Communication Strategy, though with a plan to improve on the capacity in areas of knowledge of approach to implement specific components of the communication strategy.

Figure 20: Assessment score on the ONSA Communication Strategy and Plans on PVE/DDRR component (Borno)

Radar Graph: Average score for the implementation of Communication Strategy and Plans
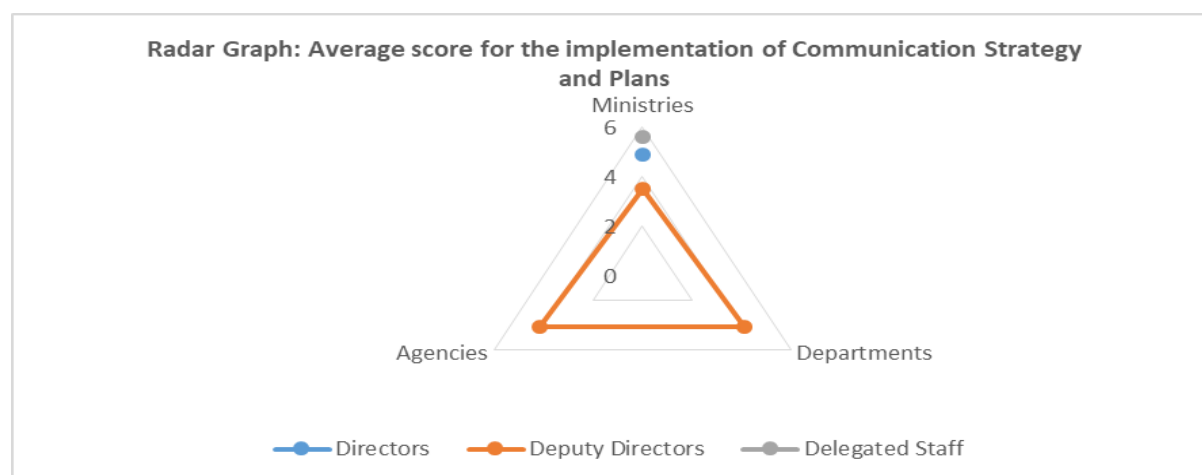
Interventions Sought: Borno State

To address the capacity gaps in the implementation of the ONSA Communication Strategy in Borno State, the following interventions from Search and IOM are proposed.

> Support should be more focused on building the capacity of staff or personnel in the Ministries since they scored very low in the individual component, especially the Directors, Deputy Directors, and Delegated staff.
> There is a need for constant sensitization on the advantages and benefits of the different approaches to communication strategy in the state.
> Support the relevant MDAs promoting communication messaging on the most influential platforms and channels such as WhatsApp, Facebook, Twitter, YouTube, Radio, Television, and Print Media so that any content published has a far-reaching scope and motivation.
> Search and IOM needs to support the stakeholders in Borno state in promoting and popularizing the ONSA communication strategies by emphasizing its positive attributes such as the promotion of defections and reintegration, influencing the NSAG associates of possibilities of defections, increasing local acceptance and ownership of rehabilitation and reintegration processes.

3.5.4 Yobe State: Capacity Needs Assessment of MDAs

The capacity needs assessment workshop for the Stakeholders (MDAs) in Yobe state was organized on the 4th Of August 2022. The participants who attended the workshop were the Directors, Deputy Directors, and Delegated staff from the Ministries, while the Departments were not represented. For Agencies, the Directors are the only portfolio that attended the workshop. Therefore, the findings presented for Yobe are a representation of the Ministries and Agencies.

Photo: Participants in Yobe State responding to the questionnaire during the capacity needs assessment

Individual Component of MDAs in Yobe State

The results of the individual component of the participants in Yobe State as presented in Figure 21 show that the Directors of the Ministries and Agencies registered (1.4), and (1.6) respectively. The interpretation of this result is that the Directors of Ministries and Agencies do not have the necessary skills, experience, and knowledge to effectively implement the PVE/DDRR Communication Strategy.

To overcome these capacity gaps, there is a need for urgent attention to improving the indicators of the component to a level where the capacity gap is bridged. On the other hand, the Delegated staff and Deputy Directors from the Ministries registered (3.5), and (5.3) respectively hence strengths in the implementation of the communication strategy. In a nutshell, the interpretation of this result is that urgent

attention is needed to build the capacities of the Directors of both the Ministries and Agencies, while an improvement on a wider scale is recommended for the Delegated Staff from the Ministries to successfully implement the communication strategy in Yobe State. For the Deputy Directors of the Ministries, the exhibited skills, experiences, and knowledge of the PVE/DDRR Communication Strategy is acceptable with some room for improvement.

Figure 21: Assessment score on the Individual component (Yobe)
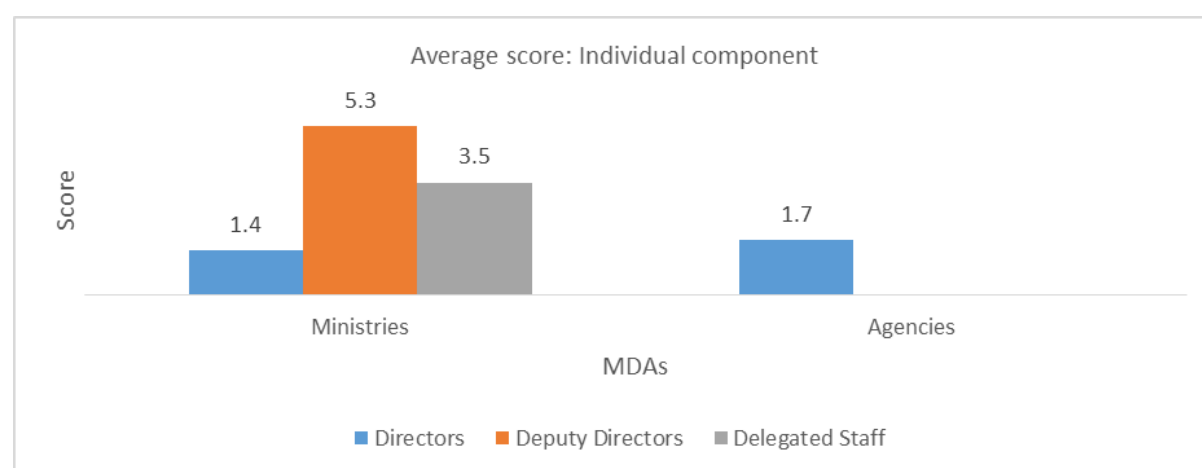
Organizational Component of MDAs in Yobe State

For the organizational component, the average tally for the internal policies, structures, procedures, and frameworks portrays that the Directors of Ministries and Agencies who scored (2.3 and 2.3) respectively, and the Deputy Directors of the Ministries who scored (2.7) need major improvements to successfully implement the communication strategy in Yobe State. It is only the Delegated Staff from the Ministries who scored (4.2) a mark that requires improvement on a limited aspect.

Figure 22: Assessment score on the Organizational component (Yobe)

Average score: Organisational Level
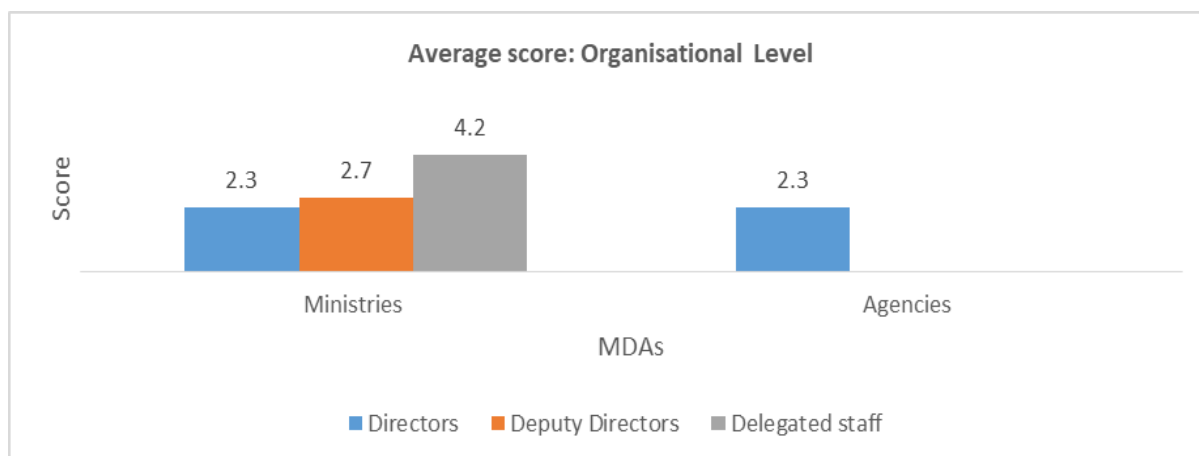
Looking at the indicator scores for the organizational component of MDAS in Yobe State, the lowest score was registered by the Ministries on the procedure indicator (1.1) implies the need for urgent attention towards improving the ministry procedures on PVE/DDRR, followed by frameworks and external relations (2.7) that needs major improvements to successfully implement the ONSA communication strategy. Furthermore, the Ministries scored (3.0) on internal policies, and (5.4) on structures i.e. for the internal policies, they need to improve on a wider scale, and for structures, it's acceptable with room for improvement.

For the Agencies, the registered scores were (3.3) for structures, (3.8) for internal policies, (4.4) for procedures, and (4.5) for frameworks and external relations. The suggestions generated from the analysis of the Agencies is the need for improvement on a wider scale on their internal policies, and structures while for procedures, frameworks, and external relations, improvements are required in a limited aspect.

Figure 23: Assessment score on the Organizational component indicators (Yobe)
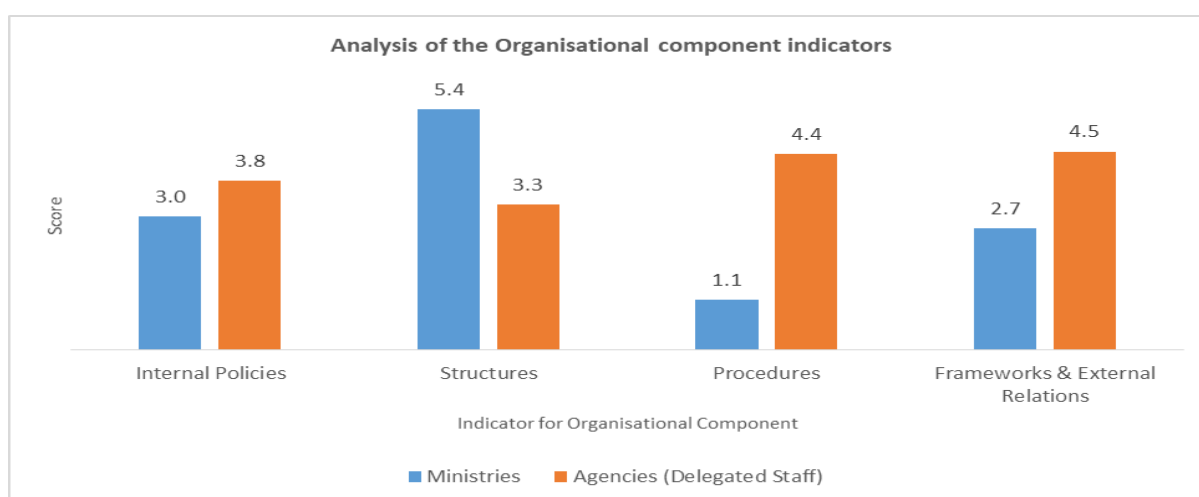
Enabling Environment (Broader Systems) Component of MDAs in Yobe State

The assessment of the enabling environment for the successful implementation of the communication strategy in Yobe State has exposed capacity gaps. This is simply because the indicator scores were averagely below the benchmark (3.0) set for the assessment. As shown in Figure 24, the Directors of Ministries and Agencies registered (1.5), and (2.0) respectively. Meanwhile, the Deputy Directors and the Delegated Staff from the Ministries scored (2.7), and (4.6) respectively. According to the results presented, only the Delegated Staff of the Ministries believe that policies, power relations, and stakeholder interactions need improvement in a limited aspect to implement the ONSA Communication Strategy. While the Directors of the Ministries believe in the need for urgent attention to improving the indicators such as policies, power relations, and stakeholders. Deputy Directors of Ministries and Directors of Agencies need major improvements on the indicators to successfully implement the communication strategy.

**Figure 24: Assessment score on the Enabling Environment (Broader Systems) Component (Yobe)**
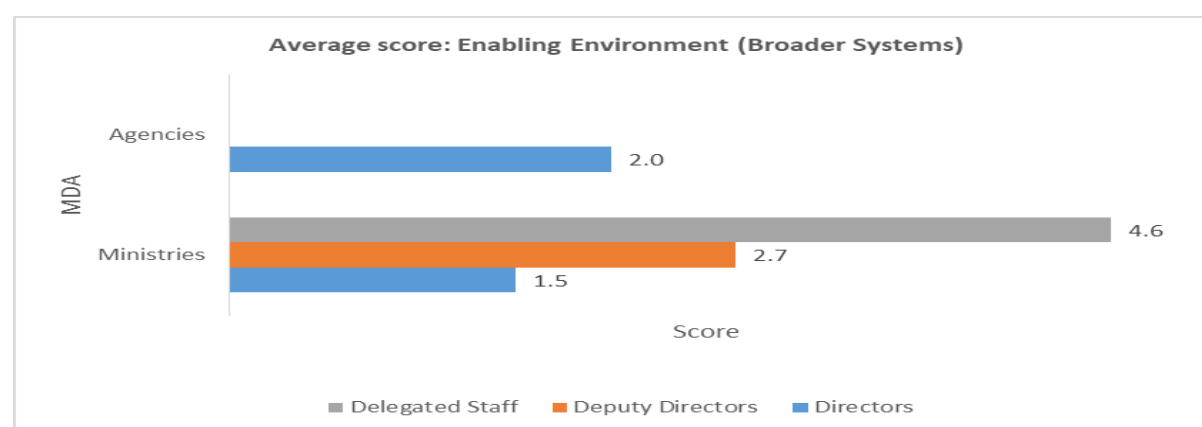
ONSA Communication Strategy and Plans on PVE/DDRR for MDAs in Yobe State

Based on the results presented in Figure 25, the component of the ONSA communication strategy scored low during the assessment process. According to the Directors of the Ministries and Agencies, there is a need for urgent attention towards the improvement of management and leadership indicators on the PVE/DDRR component to improve on the (1.9) score by the Directors of the Ministries, and (1.6) score by Directors of Agencies respectively. The Deputy Directors and the Delegated Staff from the Ministries scored (2.6) and (3.3) respectively. Hence, the need for a major improvement on the indicators by the Deputy Directors and improvement on a wide scale for the Delegated Staff from the Ministries.

Figure 25: Assessment score on Implementing ONSA Communication Strategy Component (Yobe)

Average score: ONSA Communication Strategy and Plans on PVE/DDRR
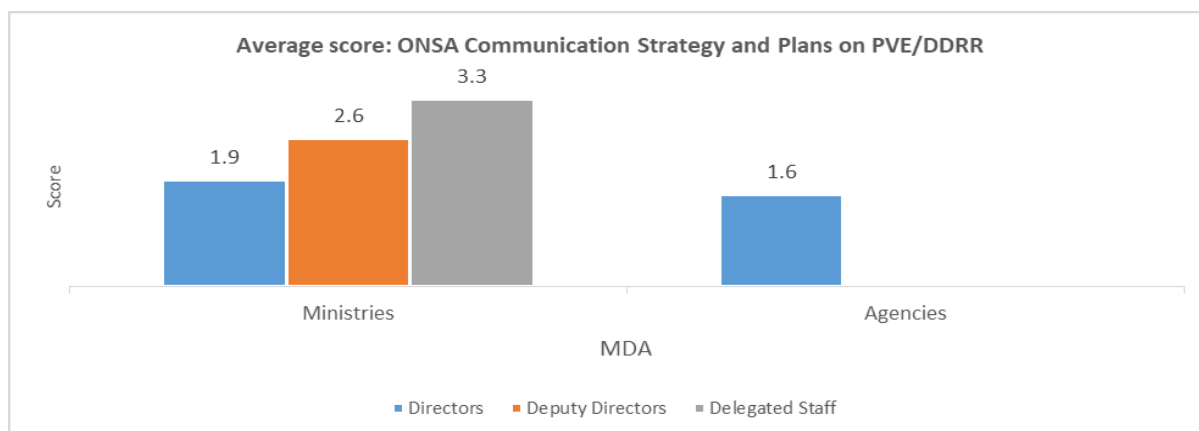
Interventions Sought: Yobe State

To address the capacity gaps in the implementation of the ONSA Communication Strategy in Yobe State, the following interventions from Search and IOM are proposed.

There is a need to involve all the relevant stakeholders at the inception stage so that everyone involved takes ownership and center stage in the implementation of the project.

Support the relevant MDAs in Yobe State by promoting communication messaging on the most influential platforms and channels such as WhatsApp, Facebook, Twitter, YouTube, Radio, Television, and Print Media so that any content published has a far-reaching scope and is motivational.

3.5.5 Federal Capital Territory Abuja: Capacity Needs Assessment of MDAs

The Federal Capital Territory (FCT) of Abuja workshop was organized on the 10th of August. The participants in the workshop were the Directors and Deputy Directors of the Departments and Agencies. The Ministries were represented by Deputy Directors, as well as other delegated staff for the MDAs. Therefore, the findings of this assessment is a reflection of the scores recorded by the participants at the workshop. i.e. Deputy Directors of the Ministries, and Directors and Deputy Directors of the Departments and Agencies in the Federal Capital Territory Abuja.

Individual Component of MDAs in Federal Capital Territory Abuja

As applied in the previous four states, the indicators considered for the individual component were skills, experiences, and knowledge through training and education (formal) and as well by doing and experience (informal). Based on the assessment results presented in Figure 25, the Federal Capital Territory (FCT) of Abuja scored below (3.0) among some MDAs and portfolios. The low score of (1.4) was registered by Directors of Departments, and Deputy Directors of Ministries at (2.7). Directors and Deputy Directors of Agencies scored (3.3) and (4.8) respectively. The Deputy

Directors of Departments registered the highest score at (5.2). Based on the guidelines for defining the score, below is the summary roadmap.

Directors of Departments (1.4) - Needs urgent attention to improve the indicators

Deputy Directors of Ministries (2.7) -Needs major improvement on the indicators

Directors of Agencies (3.3) - Needs improvement on a wider scale

Deputy Directors of Agencies (4.8) - Needs improvement in a limited aspect

Deputy Directors of Departments (5.2) - Acceptable, room for improvement

The weaknesses and capacity gaps have been identified among the Directors and Deputy Directors of the Ministries and Departments.

Figure 26: Assessment score on the Individual Component (FCT_Abuja)
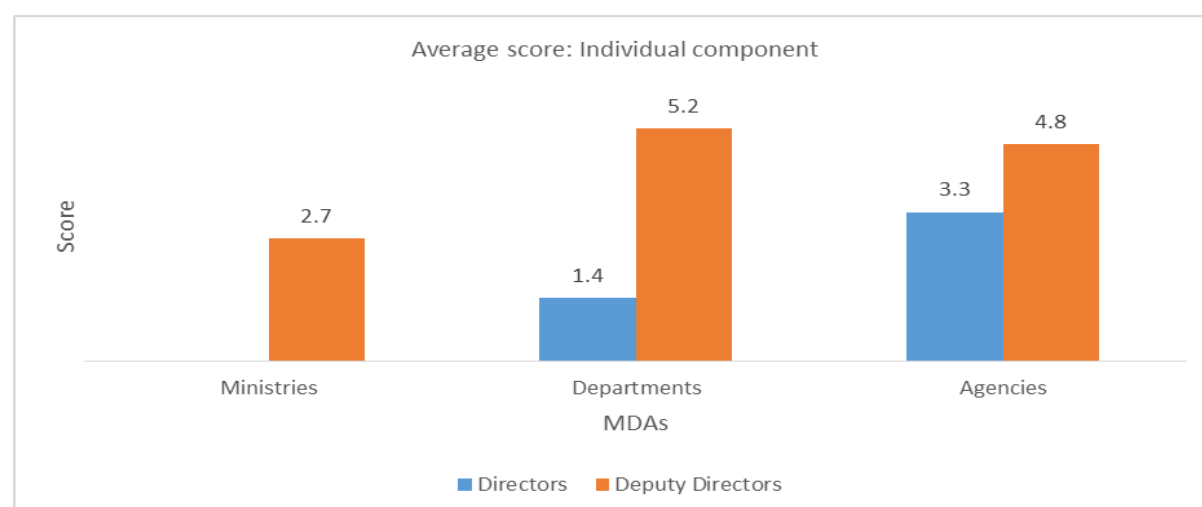
Organizational Component of MDAs in Federal Capital Territory Abuja

The capacity needs assessment results for the Federal Capital Territory Abuja presented in Figure 26 indicate that the MDAs that participated in the assessment process showed the minimum ability to implement the ONSA Communication strategy since the lowest score registered under this component was by the Deputy Directors of the Ministries at (3.4), and Directors of Departments at (3.6) which surpassed the benchmark score. In summary, the lowest score registered implies the need for improvements on a wider scale.

Figure 27: Assessment score on the Organizational component (FCT_Abuja)
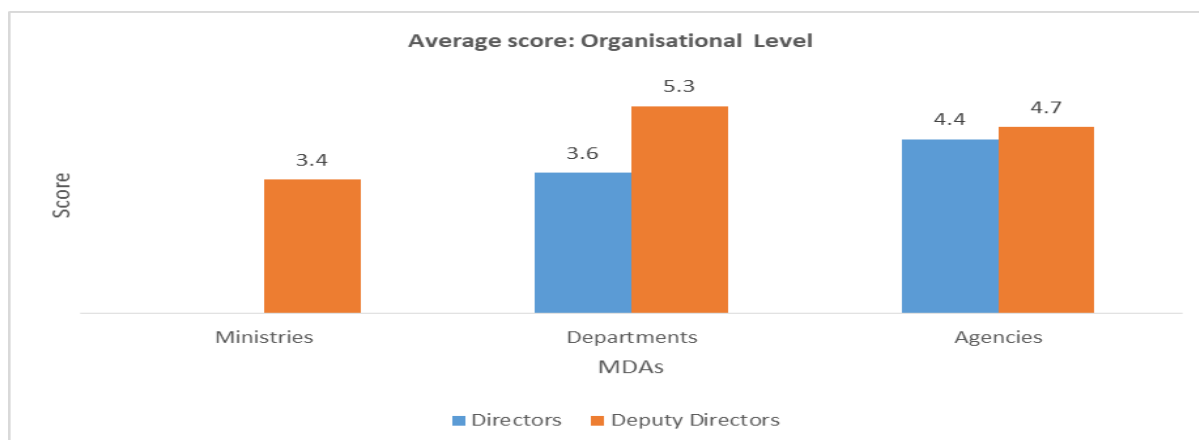
Figure: Average score: Organisational Level

Enabling Environment (Broader Systems) Component of MDAs in Federal Capital Territory Abuja

For the component of the enabling environment, the Directors from Departments scored (3.2), Deputy Directors from Ministries scored (3.6) and Directors from Agencies scored (3.7). Much as all the scores were above the benchmark (3.0), for effective, efficient, and sustainable implementation of the communication strategy, hence, improvements on a wider scale.

Figure 28: Assessment score on the Enabling Environment (Broader Systems) Component (FCT_Abuja)

Figure: Average score: Enabling Environment (Broader Systems)
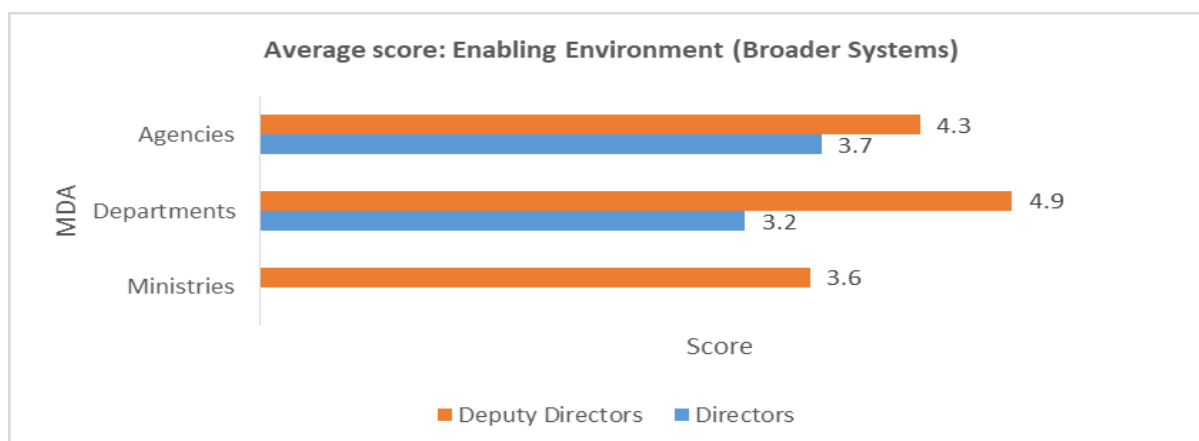
ONSA Communication Strategy and Plans on PVE/DDRR for MDAs in the Federal Capital Territory Abuja

As presented in Figure 28, the results for the component of ONSA communication strategy and plans on PVE/DDRR indicate that the capacity needs of Deputy Directors of Departments (2.3), and Directors of Ministries (3.0) are the targets for improvements i.e., "major and on a wider scale" for the effective implementation of the initiative.

Figure 29: Assessment score on the ONSA Communication Strategy and Plans on PVE/DDRR Component (FCT_Abuja)

Radar Graph: Average score for FCT_Abuja on the ONSA Communication Startegy and Plans
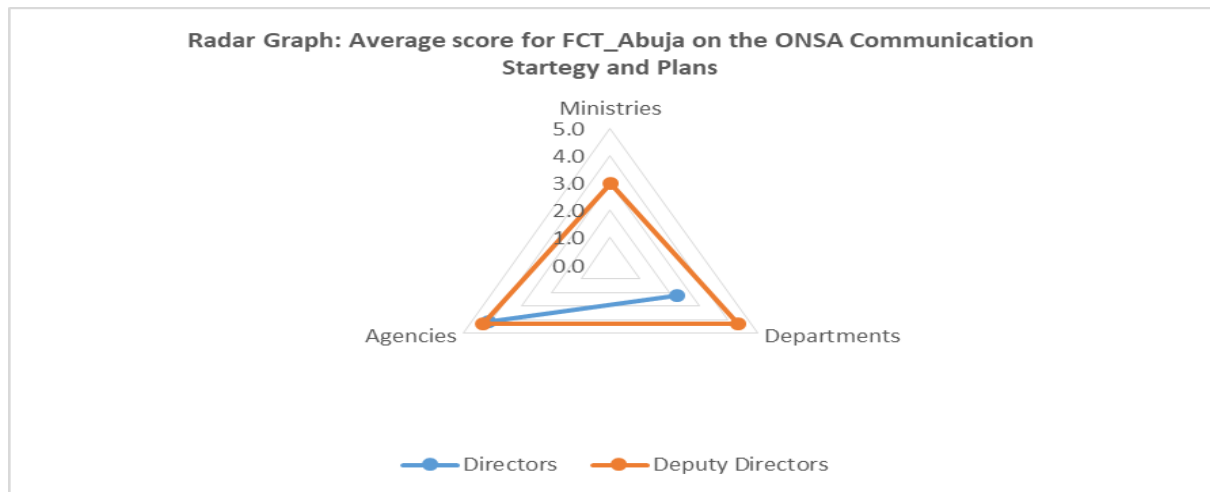
Interventions Sought: Federal Capital Territory

To address the capacity gaps in the implementation of the ONSA Communication Strategy in the Federal Capital Territory Abuja, the following interventions from Search for Common Ground and IOM are proposed.

Developing and distributing manuals on the ONSA Communication Strategy and Plan, on PVE/DDRR so that the stakeholders (MDAs) are well informed of the approaches and objectives of the initiative.

Capacity development plans are to be designed in the areas of the ONSA Communications Strategy and Plans, especially the approaches to be employed for the effective, efficient, and sustainable implementation of the strategy.

Support the relevant MDAs in FCT Abuja in promoting communication messaging on the most influential platforms and channels such as WhatsApp, Facebook, Twitter, YouTube, Radio, Television, and Print Media so that any content published has a far-reaching scope and motivation.

Search needs to support the FCT Abuja in promoting and popularizing the ONSA communication strategies by emphasizing its positive attributes such as the promotion of defections and reintegration, influencing the NSAG associates of possibilities of defections, and increasing local acceptance and ownership of rehabilitation and reintegration processes.

4. National ONSA Communication Strategy Milestone in all the States

This section highlights the Strength, Weaknesses, Opportunities, and Threats (SWOT) to the popularization of the DDRR process using the communication strategy.

4.1 Strengths, Weaknesses, Opportunities, and Threats identified in the States of Intervention

Strengths	Weakness
- Availability of manpower in terms of human resources - Availability of structures such as the MDAs and other youth institutions - Availability of qualified staff in areas of communication, information dissemination, dialogue building, and reconciliation. - The willingness of some key influential community leaders to accept, tolerate, and coexist with defectors, repented associates, etc. - Availability of various media outlets and platforms - Supportive community leaders - There is the sign of a committed community that is willing to work for coexistence - All the state's stakeholders highlighted they enjoy excellent working relationships with local and international organizations operating in their state. - Some communities in a few states are supportive of initiatives that promote reconciliation and integration. However, some representatives also have contrary opinions on this - There is the ability to engage the Imams and Pastors (Religious leaders) to preach about peacebuilding. - Ability to engage traditional rulers - Ability to engage Security Agencies at various levels - The existence of Statutory Laws for the Ministry of Internal Affairs that can be disseminated to the beneficiary communities.	- Lack of capacity in terms of knowledge, and skills on the approaches of the communication plan. - Lacking specific funding for the implementation of the communication strategy - Lack of political will to prioritize the implementation of the communication strategy - Limited materials, and resources on the ONSA Communication Strategy within the MDAs - Limited engagement with Senior Staff of MDAs - Religious dogma that leads to misinterpretation of religious texts and lifestyle - Lack of proper coordination among the MDAs - Inadequate funding for initiatives relating to reconciliation and reintegration - Less interaction between MDAs - Inadequate counselling to rehabilitate the repentants of violent extremists. - Constant transfer of qualified and experienced Counsellors.

• The existence of the Ministry of Information as the Policy Implementing Agency of Government. • The Ability to educate the general public on Government Policies and programmes. • The existence of Platforms such as Police campaigns against Cultism and Vices.	56

Opportunities	Threats
• The willingness of organizations and development partners like Search and IOM to support such initiatives • The existence of a validated communication plan on DDRR/PVE	• Competition and duplication of activities for the scarce donor envelope. • Funding withdrawal (donor fatigue) • Religious dogma • Politicking around issues of unity and peaceful coexistence • Cultural differences and the approach of each culture to reconciliation. • Lack of trust/acceptance to accommodate disengagement, and violent extremists into the families and communities.

5. Conclusions and Recommendations

5.1 Conclusions

The capacity needs assessment indicates that overall, the capacity of MDAs identified for the assignment was dependent on the type and mandate of the respective Ministry, Department, and Agency.

Based on the findings, the Directors and Deputy Directors of Agencies exhibited strengths on most of the components such as individual level, organization level, and ONSA Communication Strategy on PVE and DDRR while the Ministries and Departments showed capacity gaps on most of the components. Furthermore, the findings showed that participants who occupied the position of Deputy Directors showed strength more than the Directors of MDAs, this could probably be because the Deputy Directors are more engaged in activity implementation. On average, the scores recorded were (4.0), and since the scales call for "improvement and urgent attention" to fill the capacity gaps, these gaps must be addressed for the MDAs to effectively, and efficiently implement the PVE/DDRR programme.

Another finding indicates that the capacity of the MDAs was determined by the mandate of the establishments, as well as areas of assessment which is specifically the ONSA Communication Strategy on PVE/DDRR. From all the components or levels assessed and indicators earmarked, MDAs scores vary but the important thing to note is that all these components and indicators need to be improved so that these capacity gaps are improved through capacity development initiatives.

Evidence gathered in this capacity needs assessment shows that the MDAs, and Community Associations are relevant stakeholders in the implementation of the PVE/DDRR Communication Strategy, and they are willing to collaborate with the programme. Due to the interest shown, strengths, weaknesses, opportunities, and threats identified, there is a sign for concerted effort, coordination, and collaboration in preventing violent extremism and DDRR.

The ONSA Communication Strategy is relevant and supports the efforts of the Government of Nigeria as articulated in its National Development Plan (2021-2025) Chapter 12 on Defense, Peace, and Security. Furthermore, the ONSA Communication Strategy clearly articulates how it will contribute to the promotion of defections and reintegration in Northeast Nigeria. Workshop participants' deliberations and documents reviewed showed there was a strong line of sight towards the provision of clear structure and ensuring that the communication will be effective, efficient, and evaluated.

Another positive insight into the anticipated success of the communication plan is that the document is a follow-up to research that was carried out in April 2021. Based on the concrete findings of the evidence-based research, the communication plan brings to the table a well-authored document that seeks to increase the level of awareness of different audiences of the Government's deradicalization and rehabilitation processes, including Operation Safe Corridor, changing community perception towards former associates, and improving reintegration capacities, and contributing to reconciliation and social cohesion.

The modality of working with MDAs, international and local NGOs, including Community members, is highly valued. Key elements flagged by MDAs are capacity building and the development of local human capacity. Notwithstanding, there were comments where MDAs felt constant engagement through workshops, involvement of traditional leaders, and religious leaders within some states could be considered essential and prioritized to help bring local knowledge, acceptance, and local community ownership to the PVE/DDRR programming.

However, as much as some scores seem to be high, there is still room for improvement in some capacity components that include individual capacity, organizational capacity, and enabling environment (broader systems) for successful, efficient, effective, and sustainable implementation of the ONSA communication strategy. This conclusion is based on the fact that the capacity needs assessment was based on the scaling of specific indicators of assessing the components for the effective implementation of the ONSA Strategy. Therefore, whichever MDA was assessed and scored below the average needs to be supported towards the improvement of those indicators so that the maximum score is achieved in all the components (levels).

5.2 Recommendations

General Recommendations

Recommendation 1: There is a need to develop Organization Capacity Development (OCD) for the MDAs in the five states tailored to the ONSA Communication Strategy approaches such as Radio Programming, Audio Visual support, Communication Approach and Messaging systems, Media Approach, Communication and face to face engagement, and Engagement with Government Officials since the findings revealed that all the participants had little or no knowledge of the approaches of the Communication Plan.

Recommendation 2: There is a need for Search to support module development on areas such as methods of preventing violent extremism, reintegration, rehabilitation,

deradicalization, tolerance, and acceptance so that the capacity of the communities and MDAs are built for them to gain skills, knowledge, attitudinal changes.

Recommendation 3: There is a need for Search/IOM to engage the implementing partners to realign their internal policies, procedures, structures, and frameworks towards the PVE/DDRR plans and objectives so that their organizational capacity to implement the ONSA Communication Strategy is strengthened since these were the indicators used to determine their organizational capacity.

Recommendation 4: For those components that scored (4.0), and the worst (3.0), there is a need to support them with specialized capacity building and development programmes on the indicators they showed weaknesses so that the low scores are improved during the evaluation.

Recommendation 5: Since across the entire assessment process, most capacity gaps were identified among the Directors of State Ministries, there is a need for "urgent attention" on the side of Search to lobby, campaign, advocate, and influence the Directors of the State Ministries in the states to consider the ONSA Communication Strategy as a priority in their annual work plans.

Recommendation 6: There is a need for Search and IOM to popularize the ONSA Communication Strategy and its approaches to all the stakeholders in the MDA through various media outlets such as Newspapers, Radio and Television talk shows, and social media so that it becomes a working document that is accepted by all stakeholders.

Recommendation 7: Search and IOM should ensure that all the MDAs identified for the initiative take ownership of the ONSA Communication Strategy since the strategy is intended to usher in peaceful coexistence and peace in their respective jurisdictions.

Recommendation 8: Search and IOM should ensure that all the MDAs identified for the initiative take ownership by showing commitment and political will to sustain the ONSA Communication Strategy since the strategy is intended to usher in peaceful coexistence and peace in their respective jurisdictions.

Recommendation 9: Based on the high capacity demonstrated by the Deputy Directors and Community Associations as compared to the Directors of MDAs, it is important that Search and IOM should consider the Deputy Directors and Community Associations as Strategic partners and stakeholders for the implementation of the ONSA Strategy.

Recommendation 10: There is a need for Search and IOM to promote intergenerational dialogue among the various age groups in the intervention areas. This will enhance understanding between the different age groups for the need of preventing extreme violence and DDRR among the communities.

Recommendation 11: There is a need to initiate a policy dialogue since the findings have portrayed a lot of policy gaps in relation to wealth distribution and other resources as a general cause of most of the issues around migration and Trafficking In Persons. The policy dialogue will address these policy gaps at all levels of society. Interfaith dialogue

Recommendation 12: There is a need to initiate or promote interreligious or inter-faith dialogue. This will foster much understanding between the different faiths such as Islam, Christianity and others. It will also bridge the gaps between the rich and the poor and other minority groups of the social class.

Recommendation 13: There is a need to engage or use traditional communicators and drama groups to develop key messages and drama to depict positive neighbourliness. This could be part of the sensitization and capacity development process. Messages should also primarily target young ones thus diluting thoughts around fundamentalism thinking.

Recommendations per Component of Assessment

A. ONSA Communication Strategy on PVE and DDRR

1. There is a high need for IOM and Search to popularize the ONSA Communication Strategy with all the relevant stakeholders in Northeastern Nigeria and FCT Abuja so that they acquaint and equip themselves with the approaches such as radio programming, communication, and face-to-face engagement, audio and visual support approach, communication and messaging approach and media approach among others. - Interactive workshops can also be held to help popularize the communication strategy as this will enable broad discussions on how to effectively implement the ONSA Communication Strategy.

2. Search and IOM should organize interactive sessions with critical stakeholders down to the community level to ensure that understanding of those being reintegrated back into the community since the assessment also shows a lack of ownership of the communication strategy among the participants from the five States.

3. Search through its project implementation approach should support the four states and the FCT in promoting and popularizing the ONSA communication strategies by emphasizing its positive attributes such as the promotion of defections and reintegration, influencing the NSAG associates of possibilities of defections, and increasing local acceptance and ownership of rehabilitation and reintegration processes.

4. The communication plan should be localized for easy dissemination at the state and LGA levels. The approach should break down the communication strategy in multiple languages as well as in infographics to drive the message on DDRR/PVE home effectively.

5. Search and IOM should work with ONSA to assist in the development of sustainability plans that focus on strengthening the implementation of the communication strategy beyond building the capacity of the government stakeholders. This will ensure that confidence can be built around the reintegration efforts as well as addressing misperceptions.

B. Enabling Environment

Search and IOM through its advocacy efforts should advocate for MDAs especially at the state levels to realign their internal policies, structures, procedures, frameworks, and external retaliation to reflect the contents of PVE/DDRR so that there is evidence of the prioritization of the implementation and promotion of the communication strategy as a working document to support FGN efforts on reintegration. This is because all the MDAs scored below (3.0) at all the indicators at the organizational component.

C. Organizational Level

1. Search and IOM through its advocacy efforts should advocate for MDAs especially at the state levels to realign their internal policies, structures, procedures, frameworks, and external retaliation to reflect the contents of PVE/DDRR so that there is evidence of the prioritization of the implementation and promotion of the communication strategy as a working document to support FGN efforts on reintegration. This is because all the MDAs scored below (3.0) at all the indicators at the organizational component.

D. Individual Level

1. Support the development of individual capacities by training the senior staff of MDAs on the content areas and approaches of the communication plan, particularly on radio programming, face-to-face engagements, and as well as media - audio and visual approaches to promote insurgents' defection and reintegration in Northeastern Nigeria

2. Development of a curriculum to build on increased knowledge and upscaling skills on several approaches of the communication strategy to address issues on the individual, and organizational capacities of MDAs since these components scored below (3.0) which means the need for "urgent attention and major improvements". The curriculum should build capacity in addressing audiences on radio and television, messaging on print media, and effective communication at town hall meetings.

3. Support the relevant MDAs in promoting communication messaging on the most influential platforms and channels such as WhatsApp, Facebook, Twitter, YouTube, Radio, Television, and Print Media so that any content published has a far-reaching scope and motivation.

Appendix

Tool A: Structured Interview

Instructions

We are carrying out a capacity needs assessment of relevant stakeholders to implement Communication Strategy on PVE and DDRR on the "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism and promoting Disengagement, Disassociation, Reintegration and Reconciliation" Project. This tool intends to measure your capacity and knowledge to implement the communication strategy on PVE and DDRR. Based on your knowledge and experience, you have been selected to participate in this assessment.

Questions

1. Are you conversant with the radio programming approach in the ONSA communication strategy?
   a. Yes
   b. No
   c. No idea

2. If yes, tell us more of what you know about the radio programming approach?
   ………
   ……
   ……
   ………………………………………………………………………………………………………

3. Are you conversant with the community and face to face engagement approach in the ONSA communication strategy?
   a. Yes
   b. No
   c. No idea

4. If yes, tell us more of what you know about the community and face to face engagement approach in the ONSA communication strategy?
   ………
   ………
   ………………………………………………………………………………………………………Are you conversant with engagement with government officials approach in the ONSA communication strategy?
   a. Yes
   b. No
   c. No idea

5. If yes, tell us more of what you know about the government officials approach in the ONSA communication strategy?
   ………
   ……
   ………

6. Are you conversant with audio visual support approach in the ONSA communication strategy?
   a. Yes
   d. No
   e. No idea

7. If yes, tell us more of what you know about the audio visual support approach in the ONSA communication strategy?
   ……
   ……
   ……
   …………………………………………………………………………………………………Are you conversant with communication approach and messaging systems in the ONSA communication strategy?
   a. Yes
   b. No
   c. No idea

8. If yes, tell us more of what you know about the communication approach and messaging systems in the ONSA communication strategy?
   ……
   ……
   ……
   ……

9. Are you conversant with the print media approach in the ONSA communication strategy?
   a. Yes
   b. No
   c. No idea

10. If yes, tell us more of what you know about the print media approach in the ONSA communication strategy?
    ……
    ……
    ……

Tool B: Directors CNA Tool

Directors Capacity Needs Assessment Questionnaire (MDA)

Composition of participants/respondent Director ……	
Date of assessment:	
Conducted by:	
Ministry/Department/Agency:	

We are carrying out a capacity needs assessment of relevant stakeholders to implement Communication Strategy on PVE and DDRR on the "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism and promoting Disengagement, Disassociation, Reintegration and Reconciliation" Project. This tool intends to measure your capacity and knowledge to implement the communication strategy on PVE and DDRR. Based on your knowledge and experience, you have been selected to participate in this assessment.

Directors Capacity Assessment Questionnaire

Instructions:
After discussions of each indicator under the respective dimension, please tick the number that most closely indicates your assessment.
Each statement is assigned a numerical rating ranging 0-6. Five represents the highest possible rating and one the lowest. Each of the numbers represent the levels of achievement and urgency of improvement.

6   =   Acceptable, needs maintaining
5   =   Acceptable, room for some improvement
4   =   Needs improvement in limited aspects
3   =   Needs improvements on a wide scale
2   =   Needs major improvement
1   =   Needs urgent attention
0   =   Not applicable

Also write explanatory notes in the space provided on the right side of the matrix.

1. Use of key Board/Management documents	0	1	2	3	4	5	6	Suggestions incase the score is at 3 and below
1. National dialogue and reconciliation aspect exist in the Board Manual/Charter/Policy documents								
2. DDRR/PVE communication strategies and plans are clearly incorporated in the Ministry, Department and Agencies policy/charter documents								
3. The existing communication strategy is on the right track to achieve its objectives								
Average score for use of Management documents								
2. DDRR/PVE communication Strategies and Plans								Suggestions incase the score is at 3 and below
1. All relevant Directors are conversant with the strategic communication on PVE and DDRR.								
. All Directors understand the contents, methods of implementing DDRR/PVE communication strategies								
. The extent to which all Directors are familiar with community sensitization approaches and contents on PCVE								
. The extent to which the Directors are involved on capacity building programmes with the returnees, IDPs, communities, former associates and victims								
. The HOS (Head of Service) ensures that priority is set for capacity building with								

media partners on conflict sensitivity								
. The presentation of a Bill for the Agency for the Rehabilitation of Boko Haram members (National Agency for the Education, Rehabilitation, De-radicalization, and Integration of Repentant Insurgents in Nigeria is necessary								
. The board member/Director is well informed of the approach in the Communication Strategy on PVE and DDRR.								
. The board member/Director understands the key messages on the PVE and DDRR								
Average score for Communication strategy and Plan								
. *Enabling Environment (Broader systems)*								Suggestions incase the score is at 3 and below
1. Existence of rules/regulations on implementing the communication strategy on PVE and DDRR								
. Extent to which the above rules/regulations have been operational								
. The extent to which all board/directors get involved on the portfolio for dialogue, disengagement , disassociation, reintegration and reconciliation initiatives								
. The existence of a good working relationship between the board/directors and the community (social norms).								
. The existence of good working relationship between the board/director and the LGA								
6. The existence of good working relationship between the board/director and								

the Federal government								
Average score for enabling environment (broader systems)								
4. Organization Level								Suggestions incase the score is at 3 and below
1. Extent to which the MDA international policy prioritizes activities related on the Communication strategies of PVE and DDRR								
. Extent to which the MDA procedures promote contextual understanding of local dynamics and actors of PVE and DDRR								
. Extent to which the MDA procedures deliberates on possibilities of defection to NSAG associates and information dissemination								
. Extent to which the MDA procedures promote and advocate for local acceptance of defected and returning NSAGs								
. Extent to which the MDA procedures promote and advocate for ownership of rehabilitation processes								
. Extent to which the organization procedures promote and advocate for ownership of reintegration processes								
. The ministry/department/agency has dedicated full-fledged project team/unit to oversee the implementation of the communication strategy on PVE and DDRR								
Average score for Organization Level								
5. Individual Level								Suggestions incase the score is at 3 and below
1. The extent to which Director								

composition reflects gender considerations								
. The extent to which Director has the best mix of skills and expertise to ensure its optimum effectiveness to promote communication strategy on PVE and DDRR								
. Directors recognize the role which they and each of their colleagues are expected to play and have the appropriate skills and experience to promote communication strategy on PVE and DDRR								
. Existence of well-defined TOR, composition and reporting requirements for Directors on communication strategy on PVE and DDRR								
. Extent to which all Directors receive detailed board papers, copies of draft minutes and agenda papers on communication strategy on PVE and DDRR								
. Frequency of Directors meetings geared towards communication strategy on PVE and DDRR								
7. The Director has undergone formal training on disengagement , disassociation, reintegration, and reconciliation								
8. Extent to which management report back clearly and fully on communication strategy on PVE and DDRR								
9. The extent to which the board/management was properly inducted on appointment on communication strategy on PVE and DDRR								
10. The extent to which board/management members receive ongoing trainings on								

peacebuilding and good governance to meet their development needs								
11. Extent to which board members/management are encouraged to continue their study of governance and improve the skills they need to effectively perform their roles and responsibilities								
	Average score on individual level							
6. Board Performance Evaluation								Suggestions incase the score is at 3 and below
1. Extent to which the board/management conducts an annual performance evaluation on communication strategy on PVE and DDRR								
. The board/management sets itself objectives and measures its performance against the contribution towards communication strategy on PVE and DDRR.								
. The extent to which the management reviews the performance of the organization/ministry staff in terms of communication strategy on PVE and DDRR								
	Average score for performance evaluation							

What are the current processes for Communication Strategy on PVE and DDRR?

………..

………..

………..

………..

………..

Please list at least six issues you as an ministry/department/agency/institution identify as your strength to implement the Communication Strategy on PVE and DDRR

1. ……….

2. ……….

3. ……

4. ……

5. ……

Please list at least six challenges you as an ministry/department/agency/institution identify or envisage to implement the a Communication Strategy on PVE and DDRR

1. ……

2. ……

3. ……

4. ……

5. ……

6. ……

Please list six (6) priority issues on which you believe should be included in the Ministry's capacity-building plan on the PVE and DDRR. Be as specific as possible in identifying these issues

1. ……

2. ……

3. ……

4. ……

5. ……

6. ……

What prospects do you anticipate for your ministry/department/agency/institution while implementing the ONSA Communication Strategy on PVE and DDRCR?

………..

………..

………..

………..

………..

What suggestions or recommendations would you suggest for the effective and efficient implementation of the communication Strategy on PVE and DDRR?

………..

………..

………..

………..

………..

Mention at least six advantages you have realized from the communication strategy

1. ……….

2. ……….

3. ……….

4. ……….

5. ……….

6. …….

Tool C: Deputy Directors CNA Tool

Deputy Directors/Staff Capacity Needs Assessment Questionnaire (MDA)

We are carrying out a capacity needs assessment of relevant stakeholders to implement Communication Strategy on PVE and DDRR on the "Supporting the Efforts of the Nigerian Government on Preventing Violent Extremism and promoting Disengagement, Disassociation, Reintegration and Reconciliation" Project. This tool intends to measure your capacity and knowledge to implement the communication strategy on PVE and DDRR. Based on your knowledge and experience, you have been selected to participate in this assessment.

Communication Strategy on PVE and DDRR Capacity Needs Assessment Tool		
Composition of participants/respondents Deputy Director ……. Technical staff……… Support staff……….. Other (specify)………..		
Date of assessment:		
Conducted by:		
Ministry/Department/Agency:		
Rating scale		
	(0)	Not applicable or sufficient information
	(1)	Needs urgent attention
	(2)	Needs major improvement

(3)	Needs improvement on wide scale
(4)	Needs improvement in limited aspects
(5)	Acceptable, room for improvement
(6)	Acceptable, needs maintaining

A. ONSA COMMUNICATION STRATEGY ON PVE AND DDRR	
1. Management	Suggestions incase the score is at 3 and below
. A functional management is actively involved in issues of preventing violent extremism, disengagement, disassociation, reintegration and reconciliation	(0)(1)(2)(3)(4)(5)(6)
b. Management provides overall guidelines, direction and oversight on promoting contextual understanding of local dynamics	(0)(1)(2)(3)(4)(5)(6)
c. Management provides overall guidelines, direction and oversight on promoting contextual understanding of local and periphery actors	(0)(1)(2)(3)(4)(5)(6)
d. Management is capable of carrying out key roles such as promoting the communication strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)
e. Management is composed of committed members who represent the varied interests of disengagement, disassociation, reintegration and reconciliation	(0)(1)(2)(3)(4)(5)(6)
f. Mechanisms are in place for promoting disengagement , disassociation, reintegration and reconciliation	(0)(1)(2)(3)(4)(5)(6)
g. Management executes its role of promoting, lobbying and advocating for increased local acceptance of the communication strategy on PVE and DDRR.	(0)(1)(2)(3)(4)(5)(6)
h. Management executes its role of promoting, lobbying and advocating for increased local	(0)(1)(2)(3)(4)(5)(6)

ownership of the rehabilitation processes of the defected or returning NSAGs		
i. Management executes its role of promoting, lobbying and advocating for increased local ownership of the reintegration processes of the defected or returning NSAGs	(0)(1)(2)(3)(4)(5)(6)	
j. Management has mechanisms to engage and listen to NSAG victims, defectors and returnees	(0)(1)(2)(3)(4)(5)(6)	
k. Management has mechanisms to promote defections and reintegration of the NSAG victims, defectors and returnees	(0)(1)(2)(3)(4)(5)(6)	
l. Management has mechanisms to promote research on communication strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
m. Management has mechanisms to promote message dissemination on the Communication strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
Average score		
2. Leadership		Suggestions incase the score is at 3 and below
. Senior management have a clear understanding on the positive aspects of reintegration and reconciliation	(0)(1)(2)(3)(4)(5)(6)	
b. Leadership is accessible to all stakeholders of the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
c. Senior management is aware of the sustainable ways of creating ownership of the Strategy in the communities?	(0)(1)(2)(3)(4)(5)(6)	
d. Senior staff/managers involved in Organizational decision-making on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
e. There are localized messages and	(0)(1)(2)(3)(4)	

dissemination procedures known by all project staff at the institution	(5)(6)	
f. There are systems in place to orient staff or new members on Communication Strategy on PVE and DDRR related activities	(0)(1)(2)(3)(4) (5)(6)	
Average score		
B. ENABLING ENVIRONMENT (BROADER SYSTEMS)		
1. Policies		Suggestions incase the score is at 3 and below
. Ministry/department/agency has clearly articulated mission relating to Communication strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
b. Ministry/department/agency clearly understands the strategic objectives of the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
c. Ministry/department/agency has a clearly articulated vision aligned to the Communication strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
d. Ministry/department/agency vision is understood and aligned to the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
e. Strategies are aligned with mission and vision of Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
f. Do the mandate, vision and mission clearly express commitment to Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
g. Strategies the form of clear objective statement as to how they can be achieved in pursuing Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
h. Implementation plans are jointly developed by senior management, staff and other appropriate stakeholders reflect the	(0)(1)(2)(3)(4) (5)(6)	

implementation of Communication Strategy on PVE and DDRR		
Average score		
2. Power Relations		Suggestions incase the score is at 3 and below
. Ministry/department/agency is appreciated among other stakeholders in terms of influencing and deciding on issues concerning PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
b. Ministry/department/agency benefits from the goodwill image among the federal government circle concerning Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
c. Ministry/department/agency benefits from the goodwill image among the states circle concerning Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
d. Ministry/department/agency benefits from the goodwill image among the LGA circle concerning Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
e. Ministry/department/agency benefits from the legal status permissible under the laws of the Government of Nigeria	(0)(1)(2)(3)(4)(5)(6)	
f. Ministry/department/agency registration is up to date?	(0)(1)(2)(3)(4)(5)(6)	
g. All necessary approvals in place to implement Communication Strategy on PVE and DDRR programs/projects?	(0)(1)(2)(3)(4)(5)(6)	
h. All compliance requirements of the relevant regulatory body and donor agencies are in place to involve in Communication Strategy on PVE and DDRR activities/interventions	(0)(1)(2)(3)(4)(5)(6)	

i. Ministry/department/agency regularly submit its programme and audited financial reports and plans to the relevant government offices according to national legislation?	(0)(1)(2)(3)(4) (5)(6)	
j. Relevant Finance, HR and Logistics/Procurement manuals comply with local laws and meet international standards for control and transparency?	(0)(1)(2)(3)(4) (5)(6)	
k. Ministry/department/agency conforms to Communication Strategy on PVE and DDRR regulations and requirements	(0)(1)(2)(3)(4) (5)(6)	
Average score		
3. Stakeholders		Suggestions incase the score is at 3 and below
. Ministry/department/agency is able to identify stakeholders of Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
b. There is recognition of stakeholders as partners to the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
c. Results of stakeholder needs analysis assessment are integrated into the planning process for Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
d. Stakeholders are involved in the review of mission and strategies towards Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
Average score		
C. ORGANIZATION LEVEL		
1. Internal Policy		Suggestions incase the score is at 3 and below
. Management policies are in place to ensure regular audits of Organizational	(0)(1)(2)(3)(4) (5)(6)	

approach towards Communication Strategy on PVE and DDRR		
b. Management policies reflect the legal and constitutional provisions on equity as defined in the constitution towards advocating for Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
c. Ministry/department/agency has policies and procedures in place to ensure accountability to key stakeholders on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
d. Strategic plan/policy clearly stipulates on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
e. An annual plan clearly captures activities on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
f. Implementation plans reflect a strategic plan towards the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
g. Resources are planned for and allocated properly towards the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
h. Flexibility exist to adjust plans as a result of the monitoring process	(0)(1)(2)(3)(4)(5)(6)	
i. Human resources development planning towards the Communication Strategy on PVE and DDRR is in place	(0)(1)(2)(3)(4)(5)(6)	
j. Personnel policies reflect equality as defined in Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
Average score		
2. Structures		Suggestions incase the score is at 3 and below
2.1. Organizational structures and culture		
. Ministry/department/agency has an organizational structure with clearly defined lines of authority and responsibility towards	(0)(1)(2)(3)(4)(5)(6)	

the promotion of a Communication Strategy on PVE and DDRR		
b. Evaluation processes are in place to check the coherence between mission and operating culture (the way Ministry/department/agency operates) while implementing a Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
c. Systems are in place to ensure appropriate involvement of all levels of staff in decision making towards Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
d. Staff training is based on capacity, needs and strategic objectives	(0)(1)(2)(3)(4)(5)(6)	
e. There is a clear Organizational chart (organogram)	(0)(1)(2)(3)(4)(5)(6)	
Average score		
2.3. Programme Development		Suggestions incase the score is at 3 and below
. Stakeholders and staff are involved in programme design, implementation, monitoring and evaluation of Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
b. Programme design incorporates monitoring, evaluation and reporting activities	(0)(1)(2)(3)(4)(5)(6)	
c. Programme modifications reflect use of monitoring, evaluation and reporting findings	(0)(1)(2)(3)(4)(5)(6)	
Average score		
3. Procedures		Suggestions incase the score is at 3 and below
. Administrative procedures and manuals on Communication Strategy on PVE and DDRR do exist	(0)(1)(2)(3)(4)(5)(6)	
b. Administrative procedures on	(0)(1)(2)(3)(4)	

Communication Strategy on PVE and DDRR are adhered to	(5)(6)	
Average score		
3.1. Risk Management		Suggestions incase the score is at 3 and below
. Systems are in place to minimize organizational abuses	(0)(1)(2)(3)(4) (5)(6)	
b. Regular audit of inventory on Communication Strategy on PVE and DDRR is conducted	(0)(1)(2)(3)(4) (5)(6)	
Average score		
3.2. Information Systems		Suggestions incase the score is at 3 and below
. Systems exist to collect, analyze and report data and information on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
b. Trained personnel are in place to manage information systems on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
c. Systems are used to process, disseminate and solicit feedback information on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
Average score		
3.3. Programme Reporting		Suggestions incase the score is at 3 and below
. Ministry/department/agency has ability to produce appropriate reports on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4) (5)(6)	
b. Ministry/department/agency regularly prepares activity reports on Communication Strategy on PVE and DDRR initiative	(0)(1)(2)(3)(4) (5)(6)	
c. Ministry/department/agency regularly prepares evaluation reports on	(0)(1)(2)(3)(4) (5)(6)	

Communication Strategy on PVE and DDRR		
d. Ministry/department/agency publishes and disseminates information on its operations on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
Average score		
4. Frameworks & External Relations		Suggestions incase the score is at 3 and below
4.1. Stakeholder Relations		
. Ministry/department/agency is seen as credible by stakeholders to adopt and implement the Communication Strategy on PVE and DDRR initiatives	(0)(1)(2)(3)(4)(5)(6)	
b. Ministry/department/agency is seen as valuable resource on the Communication Strategy on PVE and DDRR by stakeholders	(0)(1)(2)(3)(4)(5)(6)	
c. Ministry/department/agency and stakeholder relationship is one of partnership for a common purpose	(0)(1)(2)(3)(4)(5)(6)	
Average score		
4.2. Public Relations		
. Ministry/department/agency engages in public relations in order to advocate for the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
b. Ministry/department/agency objectives and goals towards Communication Strategy on PVE and DDRR are understood by stakeholders	(0)(1)(2)(3)(4)(5)(6)	
c. Ministry/department/agency has a positive image among stakeholders	(0)(1)(2)(3)(4)(5)(6)	
Average scores		
4.3. Media		Suggestions incase the score is at 3 and below
. Ministry/department/agency has a strategy to work with the media on	(0)(1)(2)(3)(4)(5)(6)	

Communication Strategy on PVE and DDRR		
b. Ministry/department/agency has attracted positive media attention in relation to Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
c. Media consults the Ministry/department/agency on relevant issues concerning Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
Average score		
4.4 Sustainability		
4.4.1. Programme/benefit sustainability		Suggestions incase the score is at 3 and below
. Programmes are supported by those being served or intended project beneficiaries	(0)(1)(2)(3)(4)(5)(6)	
b. There is sense of ownership and acceptance of the Communication Strategy on PVE and DDRR intervention by the community	(0)(1)(2)(3)(4)(5)(6)	
c. Programme activities can continue due to changes in community perception and understanding	(0)(1)(2)(3)(4)(5)(6)	
d. Ministry/department/agency has developed systems for continuation of its programme of Communication Strategy on PVE and DDRR in the medium and long term	(0)(1)(2)(3)(4)(5)(6)	
e. Ministry/department/agency has developed programmatic phasing out strategies on Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
Average score		
4.4.2. Resource base sustainability		Suggestions incase the score is at 3 and below
. Local resource base has been identified to foster Communication Strategy on PVE and DDRR initiatives	(0)(1)(2)(3)(4)(5)(6)	

b. Plans to access additional resources to finance activities exist	(0)(1)(2)(3)(4)(5)(6)	
Average score		
D. INDIVIDUAL LEVEL		Suggestions incase the score is at 3 and below
. You have special category of staff to manage this project on the Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
b. There are specific systems in place to manage the Communication Strategy on PVE and DDRR programme	(0)(1)(2)(3)(4)(5)(6)	
c. Project team regularly seeks additional external advice when needed for Communication Strategy on PVE and DDRR	(0)(1)(2)(3)(4)(5)(6)	
d. Project document distributed or shared with the project staff	(0)(1)(2)(3)(4)(5)(6)	
e. Monitoring and evaluation system designed for the project	(0)(1)(2)(3)(4)(5)(6)	
f. Project team have the relevant experience and qualification including specialist expertise necessary to achieve the set objectives	(0)(1)(2)(3)(4)(5)(6)	
g. Supervisory meetings and visits held with progress, challenges and results being discussed with management, technical and financial staff	(0)(1)(2)(3)(4)(5)(6)	
h. All staff positions currently filled with competent staff with necessary skills for the job description	(0)(1)(2)(3)(4)(5)(6)	
i. There is set procedures for orientation and induction for new staff	(0)(1)(2)(3)(4)(5)(6)	
j. Staff have a job description and understand it	(0)(1)(2)(3)(4)(5)(6)	
k. Staff have all the necessary requirements to effectively perform their respective duties	(0)(1)(2)(3)(4)(5)(6)	

Average score		

What are the current processes to put in place a Communication Strategy on PVE and DDRR?

……..

……..

……..

……..

……..

Please list at least six issues you as an institution identify as your strength to implement the a Communication Strategy on PVE and DDRR

1.   ………

2.   ………

3.   ………

4.   ………

5.   ………

6.   ………

Please list at least six challenges you as an institution identify or envisage to implement a Communication Strategy on PVE and DDRR

1. ………

2. ……

3. ………

4. ………

5. ………

6. ………

Please list six (6) priority issues on which you believe should be included in Ministry's capacity building plan. Be as specific as possible in identifying these issues

1. ……

2. ……

3. ………

4. ………

5. ………

6. ………

What prospects do you anticipate for your institution while implementing a Communication Strategy on PVE and DDRR?

……

……

……

……..

……..

What suggestions or recommendations would you suggest for the effective and efficient implementation of a Communication Strategy on PVE and DDRR?

…….....

……...

……...

……...

……...

Mention at least six advantages you have realized from the communication strategy

7. ……

8. ……

9. ……

10. ……

11. ……

12. ……