



STANDARD OPERATING PROCEDURE (SOP)

FOR

**NATIONAL SAFE SCHOOLS RESPONSE
COORDINATION CENTRE (NSSRCC)**

February 2023

VISION STATEMENT

To ensure safer and more secured teaching and learning environment for all nigerian Schools through a whole of society approach.

MISSION STATEMENT

To provide safety for schools and host communities in order to guarantee seamless learning process in Nigeria.

...Safe School For All.

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SECTION 1

PREAMBLE

The National Plan on Safe Schools is the product of rigorous consultative engagement with relevant stakeholders at both National and Sub-national levels of government in Nigeria. The technical partners that made inputs into the initiative include; Federal Ministry of Education, Nigeria Security and Civil Defence Corps, The Nigeria Police, Department of State Services, and Defence Headquarters and other relevant MDAs, Development partners and Donor agencies. The initiative is a national investment response aimed at protecting “At-risk” schools, learners, teachers, non-teaching staff and host communities from attacks in Nigeria.

In recognition of the prevalence of cases of attacks and violence in Nigerian schools and its devastating impact on schools and host communities, this Standard Operating Procedure (SOP) has been agreed upon to facilitate joint action by critical actors to prevent and respond to cases of school attacks and violence. The prevention of and response to issues of school attacks and violence require the establishment of a multi-sectorial working group to enable collaborative, multi-functional, interagency and community-based approach.

The (SOP) is drafted by the Commandant General’s Committee to streamline strategies for effective and efficient implementation of National Plan on Safe Schools; and the development of standard operating procedures for National Safe Schools Response Coordination Centre (NSSRCC). NSSRCC establishes clear procedures, roles, and responsibilities for each actor involved in the Safe School programme. The SOP, which should be used together with existing guidelines on safe schools’ programme, reflect a community and right based approach to the issue. The plan of action on the prevention and response to schools and community-based attacks and violence should follow the SOP.

As a security agency of the Federal government of Nigeria, Nigeria Security and Civil Defence Corps is required to uphold and promote protection of rights of citizens and mainstream this perspective in all our policies and operations and to work towards the elimination of violence against the citizens, and to guarantee secured learning environment in all Nigeria schools. These

responsibilities which are at the core of the NSCDC protection mandate have been reflected upon in the Commandant General's committee.

This document is divided into nine (9) sections:

- 1) Preamble
- 2) Brief History of Safe Schools Programme
- 3) Legal framework
- 4) Purpose of the SOP
- 5) Guiding Principles
- 6) Reporting, Referral and Case information management
- 7) Responsibilities for Prevention and Response
 - i) The role of NSCDC
 - ii) The role of Relevant Stakeholders
 - iii) Functions of National safe school co_ordination center
 - iv) Health and medical care
 - v) Psycho-social care
 - vi) Security and Safety
 - vii) Legal and Judicial Support
 - viii) Working with the schools and host Communities on Prevention and Response Coordination
- 8) Coordination
 - i) Technical Advisory Committee
 - ii) Command and Control
 - iii) Coordination meetings

9)Monitoring and Evaluation Mechanisms.

Lastly, the SOP sets out current support systems across sectors and communities.

SECTION 2

BRIEF HISTORY OF SAFE SCHOOLS PROGRAMME

The Nigeria educational system has often been in deep crisis on several fronts, including areas of access and quality of education. But the spate of school attacks and record of mass kidnappings of school children arguably presented a grave existential threat to the nation's educational system.

The abduction of the Chibok school girls on 14th April 2014 seems to have set the pace for the numerous mass abduction of school children that have followed. The national and international uproar to this menace led to the launch of Safe School Initiative (SSI) in May 2014. On 31st December, 2019, President Muhammadu Buhari GCFR formally signed the Safe Schools Declaration Ratification Documents signaling the country's commitment to its implementation in Nigeria.

SECTION 3

LEGAL FRAMEWORK

The National Safe School Response Coordination Centre (NSSRCC) is a product of the Safe School Programme (SSP) of the Federal Republic of Nigeria and derives its legal capacity from the Safe School Declaration (SSD) developed at the international conference held in Oslo, Norway in May 2015, and adopted as a global instrument for the protection of school and host communities.

The Safe School Declaration (SSD) was meant to provide countries with the impetus to express support for the protection of schools environments from attack during times of armed conflict. The declaration outlines recommendations to better prevent attacks on education, protect schools from military use, respond and mitigate the impact of attacks when they occur.

President Muhammadu Buhari GCFR formally signed the SSD Ratification Document on 31st December 2019 signalling Nigeria's acceptance and commitment to its implementation.

Other International, Regional and National Legal Frameworks which Nigeria is signatory to include:

- i. The United Nations Declaration of Human Rights 1948 (UDHR) -
Article 26 of the UDHR protect the right of every child to education.*
- ii. The United Nation Declaration of the right of the child 1959.*
- iii. Nigeria ratified the Convention on the Right of a Child (CRC) in 1991
and domesticated it in 2003.*
- iv. The International Covenant on Economic, Social and Cultural Rights (ICESCR) adopted on the 19th December 1966 requires measures for*

protection of children from economic and social exploitation. Articles 13 and 14 defined educational accessibility with emphasis as education that is available within safety and physical reach.

- v. *The African Charter on the Rights and Welfare of the Child 1990 (ACRWC) was domesticated on the 16th April 1991. Article 11 of the 22(3) provide for the protection of children even in situation of internal strife.*
- vi. *The constitution of the Federal Republic of Nigeria 1999 Provides for protection of human rights (chapter iv) section 18 provides for equal and adequate educational opportunities at all levels.*
- vii. *The Child Rights Act (CRA) 2003 domesticated the CRC in Nigeria. Though some states are yet to formally adopt the act it is operational at the National level.*

It is hoped that the National Assembly shall facilitate an independent bill for former establishment of The National Safe Schools Response Coordination Centre (NSSRCC) to further promote the protection of schools and host communities in Nigeria.

SECTION 4

PURPOSE OF THE DOCUMENT

The purpose of this document is to provide a Standard Operating Procedure (SOP) for the National Safe Schools Response Coordination Centre (NSSRCC)

SECTION 5

GUIDING PRINCIPLES

All actors have agreed to extend the fullest cooperation and assistance to each other in preventing and responding to issues of attacks and violence in Nigerian schools and host communities, and to adhere to the following set of guiding principles.

a) Guiding Principles for the Programme:

- i. Engage the Schools and Host Communities fully in understanding and promoting schools' safety.
- ii. Ensure participation by stakeholders in assessing, planning, implementing, monitoring and evaluating programmes through the systematic use of participatory assessment.
- iii. Ensure coordinated multi-sectoral action by all actors.
- iv. Strive to integrate and mainstream actions.
- v. Ensure accountability at all levels.
- vi. A framework for all programming should be based on Standard procurement principles and practices.
- vii. All staff, persons or agencies providing services should sign a standard code of conduct or a similar document setting out the same standard of conduct.

b) Guiding Principles for Personnel:

- i. Ensure the safety of the victim/survivor and his or her family at all times.
- ii. Respect the confidentiality of the person(s) or the affected persons.
- iii. Respect the wishes, rights and dignity of the victim(s)/survivor(s) when making any decision on the most appropriate cause of action to prevent or respond to issues of school related attacks and violence, while also bearing in mind the safety of the wider community as well as the individual assigned.
- iv. Ensure non-discrimination in the provision of services.

- v. Apply the above principles to children, including their rights to participate in decisions that will affect them. If a decision is taken on behalf of the child, the best interest of the child shall be the overriding guide and the appropriate procedures should be followed.
- vi. To mainstream local intelligence and protection of whistle blowers.

SECTION 6

REPORTING, REFERRAL AND CASE INFORMATION MANAGEMENT

a) Reporting:

Emergency causes shall be reported to the centre immediately using designated contact numbers to be made available by the centre.

The survivor has the freedom and the right to report an incident to anyone. He/she should report to;

- i. Anyone the survivor perceived can be of assistance.
- ii. Community or religious leaders.
- iii. School teachers, parents, peers, friends.
- iv. Men and Women's support groups.
- v. Community services and protection staff
- vi. Security officers; personnel of the Nigeria Security and Civil Defence Corps, The Nigeria Police, Department of State Services, The Nigerian Army, The Nigeria Navy, The Nigeria Airforce, Defence Intelligence Agency, National Intelligence Agency, National Agency for the Prohibition of Trafficking in Person (NAPTIP), National Emergency Management Agency (NEMA) and other Relevant Stakeholders.

However, in the case of assault, the survivor will report directly to the nearest response Centre. All actors who become aware of the existence of school related attacks and violence have a responsibility to advise the survivor of the available services.

b) Referral:

School related violence and or attacks are criminal offences under the enabling laws of the Federal Republic of Nigeria. The constitution and other extant laws have provided for sentencing mechanism for those convicted of such offences;

It introduces protection mechanism for survivors. The law provides that once a complaint is lodged with the Law enforcement agencies, it can only be withdrawn with the consent of the Attorney General of the Federation.

c) Case Information Management:

The multi-sectorial working group has agreed on the mechanism to transfer information relating to individual cases while respecting confidentiality. This is aimed at enabling effective follow up, comparison and the compilation of information.

i) Obtaining consent;

- a) the survivor should be given adequate information in order to give his/her informed consent. This information should include the implications of sharing information about the case with other actors based on options/services available for the different agencies.
- b) Children must be consulted and given all the information needed to make an informed decision, through the use of child-friendly techniques that encourage them to express themselves. The ability to provide consent on the use of information they provide and the credibility of their information will depend on their age, maturity and ability to express themselves freely and coherently. **If the survivor consent to the sharing of information and follow up interventions within 24hrs, the Lead Agency should provide copies of the incident report forms to organizations previously identified in this SOP so that they may start providing services appropriate to the survivor's choice.**

If the survivor does not consent to the sharing of information and to follow up interventions, within 24hrs the lead agency provides information identified in this SOP without revealing the identity of the victim/survivor.

However, if it is felt that the survivor requires psycho-socio counselling the lead agency will continue to find a confidential manner to offer the assistance.

SECTION 7

RESPONSIBILITIES FOR PREVENTION AND RESPONSE

Brief about Nigeria Security and Civil Defence Corps.

The history of the NSCDC can be traced as far back as 1967 during the Nigeria Civil War. Historically, the Corps was initially known as the **Lagos Civil Defence Committee** and its major functions were to enlighten the public on the safety precautions during the war and sending out warning notes on how people should react when explosions occur. It was until 1970 that the committee was re-named **Nigeria Security and Civil Defence Corps**.

In 1988, the Corps was recognized as a voluntary security outfit and Commands were established in all States of the Federation. In May 2003, the National Assembly passed a bill on the corps giving it statutory backing as a full-fledged paramilitary agency. The bill was signed into law on 28th June 2003 by Chief Olusegun Obasanjo GCFR, the then President and Commander in Chief of the Armed Forces of the Federal Republic of Nigeria. The major role of the Corps is to assist in the **Maintenance of Law and Order, while taking charge in the Protection of National Critical Assets, Disaster Prevention, and Management**.

In 2007, the NSCDC Establishment Act was amended to enhance its capacity to effectively perform its statutory functions. By virtue of the Act and as amended, the Corps became an arm-bearing and law enforcement agency. The amended Act also empowered the Corps to arrest, with or without Warrant, detain, investigate and institute legal proceedings by or in the name of the Attorney General of the Federation

i) The Role of NSCDC:

The Nigeria Security and Civil Defence Corps is the lead agency in the National Safe Schools Project and work in collaboration with Other sister agencies as aforementioned not exclusive of host communities.

ii) Functions of the National Safe School Response Coordination Centre (NSSRCC)

- a) To provide forensic evidence-based response Coordination in collaboration with security agencies and relevant stakeholders to enhance security for schools and host communities.
- b) To receive complaints and refer to appropriate and relevant quarters for timely intervention.
- c) To maintain emergency hot lines for monitoring and timely response to schools related emergencies.
- d) To periodically, formulate and implement safety and security trainings/awareness programmes in collaboration with the Federal Ministry of Education and other relevant stakeholders.
- e) To maintain a standby force at the Centre for prevention and quick response to emergencies.
- f) To maintain contact with school authorities, host communities, state and local government response centres for effective communication.
- g) To seek and obtain support from local and international, as well as government and non-governmental organizations for effective implementation of the safe school's programme.
- h) To respond to distress calls from schools and host communities through deployment of kinetic and non-kinetic measures.
- i) To engage the services of Military and State security joint taskforces already operating at geo-political zones and state levels for regular patrols and during school attacks

- j) The Centre shall in collaboration with the Federal and State Ministries of Education register and maintain a security Eco-System Map of all schools for alertness.
- k) To conduct security vulnerability survey of all schools on quarterly basis.
- l) To share intelligence/situational reports to heads of relevant agencies and Office of the National Security Adviser (ONSA).

iv) The Role of Relevant Stakeholders:

The Military (the Nigerian Army, the Nigeria Navy and the Nigeria Air Force), the Nigeria Police, the Department of State Services, the National Agency for Prohibition of Trafficking in Persons (NAPTIP), the National Emergency Management Agency (NEMA), National Orientation Agency (NOA), Nigeria Governors Forum (NGF), Defence Intelligence Agency (DIA), and the National Intelligence Agency (NIA) shall all provide supporting roles to the Nigeria Security and Civil Defence Corps in the implementation of the mandate of the National Safe Schools Programme in Nigeria.

v) Responsibilities of the NSSRCC for Prevention and Response

S/N	PREVENTION MECHANISM	RESPONSE
1	Community sensitization and awareness creation using a community based participatory approach.	Ensure the safety of the survivor, family, and the community at large.
2	Support continuous secured education.	Supervise and monitor safe shelters for survivors.

3	Mainstream information about safe schools into all trainings and community meetings to ensure a consistent understanding among all community members.	Ensure compassionate assistance, emotional support and counselling to survivors
4	Support a community-based socio-support network.	Organize inter agency monthly coordination meetings for review of action plans on issues of school-related attacks and violence.
5	Encourage community participation in decision making.	Support initiatives that promote socio-integration of survivors and perpetrators in to the community
6	Ensure survivors are issued identification documents by relevant authorities.	Provide legal counselling to survivors and their families.
7	Create awareness on National and International laws.	Cooperate with local law enforcement agencies to ensure access to justice for survivors/victims
8	Monitor the traditional conflict resolution mechanism in the camp and build capacity in this regard	Address the rights of the survivors and their families and the needs of the perpetrators.
9	Initiate legal awareness and civic education campaigns on	Allocate resources for the mobile court and transport and subsistence for the survivors and

	safe schools and human rights norms.	witnesses to attend court hearings in and outside the camp.
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iii) Health and Medical care:

S/N	PREVENTION MECHANISM	RESPONSE
1	To provide training to health care workers and the community on reproductive health HIV/AIDS and sexual and gender-based violence.	Provide health care to survivors of school related attacks and violence.
2	Provide reproductive health services to women.	To document medical findings after filling appropriate forms
3	To provide training to community members on their legal rights.	Testify in court about medical findings should the survivor seek to pursue legal action

iv) Psycho-Social care:

The psycho-social services will be provided to survivors at a safe haven, drop-in Centres, hospital/clinics, field post, response Centres as well as community level.

Psycho-Social Care

S/N	PREVENTION MECHANISM	RESPONSE
1	Conduct awareness campaigns to increase an understanding of safe school programme.	Receive and review incidence report on weekly and monthly basis.

2	Encourage reporting and promote community participation in programme strategies.	Document incidence (collect data and keep track of client reports)
3	Build capacity of community-based awareness campaign support groups.	Refer survivors to appropriate actors for further management of their cases.
4	Provide skills training and literacy programmes that empower community members to make informed choices about situations of violence.	Accompany survivors to socio, medical and legal services.
5	Encourage and assist the establishment of support groups.	Ensure client physical safety by engaging the community in providing shelter support.
6	Ensure that issues of school related violence (reporting and referral) are mainstream into child-rights club, youth and sport activities.	Provide material aids to survivors, and advocate on behalf of survivors for assistance from all actors.
7	Monitor traditional conflict resolution mechanism in the community.	Establish and maintain service provision facilities such as the drop-in Centres.
8	Conduct skill trainings which empowers community members to be self-reliant.	Provide emotional and psychological support through counselling and alternative therapy to all survivors and their families and community.

9	Set up a literacy programme for children.	Provide female survivors and children facing adoption risk to a temporary safe shelter.
10	Monitor community programmes.	Coordinate support for perpetrators for rehabilitation purposes.
11	Provide training on healthy images of manhood to youth as a way to stem sexual and gender-based violence.	Provide emotional counselling to commercial sex workers.

v) Security and Safety:

The Federal Government of Nigeria is responsible for the security and safety of all citizens and fulfils the responsibility by deploying security personnel in all strategic locations including schools and host communities. The Corps carries out this service by acting within its protection mandate to protect lives and properties of citizens (schools and host communities).

All personnel engaged in ensuring the security and safety of schools and host communities must adhere to the following rules:

- i. All security personnel must uphold human rights.
- ii. No agency is allowed to levy, fine, induce or receive any form of gratification from their protection responsibilities.
- iii. All security personnel must be trained on the prevention of and response to school and host community against related attacks and violence.

Security and safety

S/N	PREVENTION MECHANISM	RESPONSE
1	Empower community leaders and the survivor's networks in the camp.	Mobilize survivors to identify their own security needs and establish a system in collaboration with established law enforcement agencies
2	Sensitize and increase the capacity of registered vigilante groups to discharge their responsibilities effectively.	Establish community guard units which are drawn from the school's host community
3	Ensure there is security personnel.	Ensure the rule of law in the camps.
4	Ensure that there are sufficient number of security personnel around the host communities and the camps.	Ensure the participation of survivors and community members in all stages of securing the schools and host communities.
5	Regular patrols in camp.	Escort the survivors and the perpetrators (if identified) to the medical clinic.
6	Establish community sensitization, and awareness raising programmes on community protection,	Initiate arrest of the accused persons, conduct investigations, prepare charges and serve summons.

	judicial enforcement and application of the extant laws of the Federal republic of Nigeria.	
	Provide the lawyers with an update of the cases filed, those appearing in court and those acquitted.	Provide transportation for accused persons to appear in court.

vi) Legal and Judicial Support: The court

S/N	JUDICIARY AND COURT RESPONSE	PREVENTION MECHANISM
1	Determine cases brought before it in an expedient manner	Raising awareness on the national laws and court procedures.
2	Enforce the protection mechanism under appropriate laws and ensure the safety of survivors and vulnerable witnesses.	Utilizing the presence of the magistrate to disseminate information regarding the relevant laws among the various actors.
3	Being sensitive in the administration of justice and in particular conducting the proceedings on camera especially where children are involved or the survivor is testifying.	Ensuring easy access to justice by ensuring the presence of an official of the court. This has a deterring effect as impunity is reduced.
4	Enforce the law in a strict but fair manner, especially in matters of sexual and gender-based violence	Having relevant personnel to come on quarterly basis both to sensitize and raise awareness in the host

	and in enforcing the prescribed sentences.	communities and also to hear cases.
5	Resist attempt to withdraw from violence related cases.	Having mobile courts to come to the camps and host communities from time to time.
6	Being strict with regards to bond/bail terms for suspects in violence related cases especially where rape and defilement are involved. The preferred cause of action is not granting bond/bail.	Beside ensuring access to a higher level of justice, the judge partakes in awareness raising activities and similarly inform laymen about the laws of the federal republic of Nigeria.

vii) Working with Schools and Host Communities on Prevention and Response:

Traditional Dispute Resolution Mechanism: Each of the survivor communities has its own traditional disputes committee known as the council of elders. The committee should be trained on conflict resolution and peace building, human rights and national laws. They should work hand in hand with NSCDC personnel and the camp manager in settling disputes as well as the rehabilitation and re-integration of survivors and the perpetrators. The case worker from the community is responsible for ensuring that the survivor receives fair treatment.

The jurisdiction of the council of elders is limited to the following type of cases;

- a. Marriage and dowry related issues
- b. Adultery
- c. Divorce
- d. Elopement
- e. Pregnancy related issues

- f. Quarrels and conflicts among community members
- g. Small civil claims
- h. Paternity dispute
- i. All criminal cases shall be referred to NSCDC personnel, personnel of sister agencies and to the court as soon as possible who shall determine appropriate follow up.

viii) Educational institutions:

A staff working in the educational sector has the responsibility to prevent and respond to child abuse. The school management (teachers, supporting staff and educational committees) should be trained on the prevention of violence, exploitation and abuse of children. Schools should be encouraged to ensure that staff sign a code of conduct which guides them in their professional and socio ethics. Each school has an appointed school head which should be a vocal point for reporting.

SECTION 8

COORDINATION

I. Case management conferences:

- a) Case conference will be held on a weekly basis to review individual cases that have been reported and the follow-up that has been made. The information shared at these conferences is confidential and the focus is on resolving urgent problems and providing actionable solutions to each individual case.
- b) The time is required to provide short-term responses and longer-term solutions, including resettlement to be closely monitored for each individual client.
- c) Participants will include personnel of the NSCDC, relevant sister agencies in particular community service and protection staff and focal points of relevant agencies.

II. Technical Advisory Committee (TAC):

In order to ensure effective and efficient administration of the programme, the Commandant General shall appoint and request for representation from Relevant Stakeholders, a Technical Advisory Committee (TAC) to provide compass and direction to the (NSSRCC).

a) Composition of the TAC:

The TAC is made up of personnel of the Corps, representatives of the Military (the Army, the Navy and the Airforce), the NPF, the DSS, Federal Ministry of Education, Federal Ministry of Finance, Budget and National Planning, National Agency for Prohibition of Trafficking in Persons (NAPTIP), the National Intelligence Agency (NIA), Nigeria Governors Forum (NGF), the National Emergency Management Agency (NEMA), The Office of the National Security Advisor (ONSA) and two independent experts who must be versed in National Security and current government policies on Education.

- b) **Mandate:** *Technical Advisory Committee shall provide technical/expert advice to the management of the programme.*
- c) **Compensation:** TAC members representing supporting agencies shall be funded by their organizations while the lead implementing agency shall take care of the transportations and feeding allowances of the Independent Experts serving on the committee.
- d) **Time Commitment:** TAC members will be asked to participate in quarterly meetings (four times in a year), most of them being conference calls or virtual meetings. Physical meetings may also be expedient as the case may be. Since the nature of this exercise is technical, TAC members will be expected to allocate time to reading and analyzing documents and data in between meetings. TAC members may be required to dedicate larger percentage of their time and effort in data assessment evaluation, measuring impact and leveraging on improved options

III. Command and Control

The operational framework of the National Safe Schools' Response Coordination Centre (NSSRCC) is primarily response coordination that is predicated on collaborative engagement among multi-agencies, schools and host communities. This therefore demand for an integrated command and control structure that links every stakeholder.

A collaborative sharing of situational information will enhance the operations from national, regional, state, local government, community and school levels. The flow of information shall therefore be a two-way traffic. Reporting on emergencies, intelligence and complaints shall flow from schools and host community levels upward to the centre while response coordination shall flow from the centre downwards using multi-agency approach.

The NSSRCC shall be responsible for deploying both kinetic and non-kinetic measures in providing protection to schools and host communities. In doing so, the centre shall engage the services of Joint Federal Security Taskforces

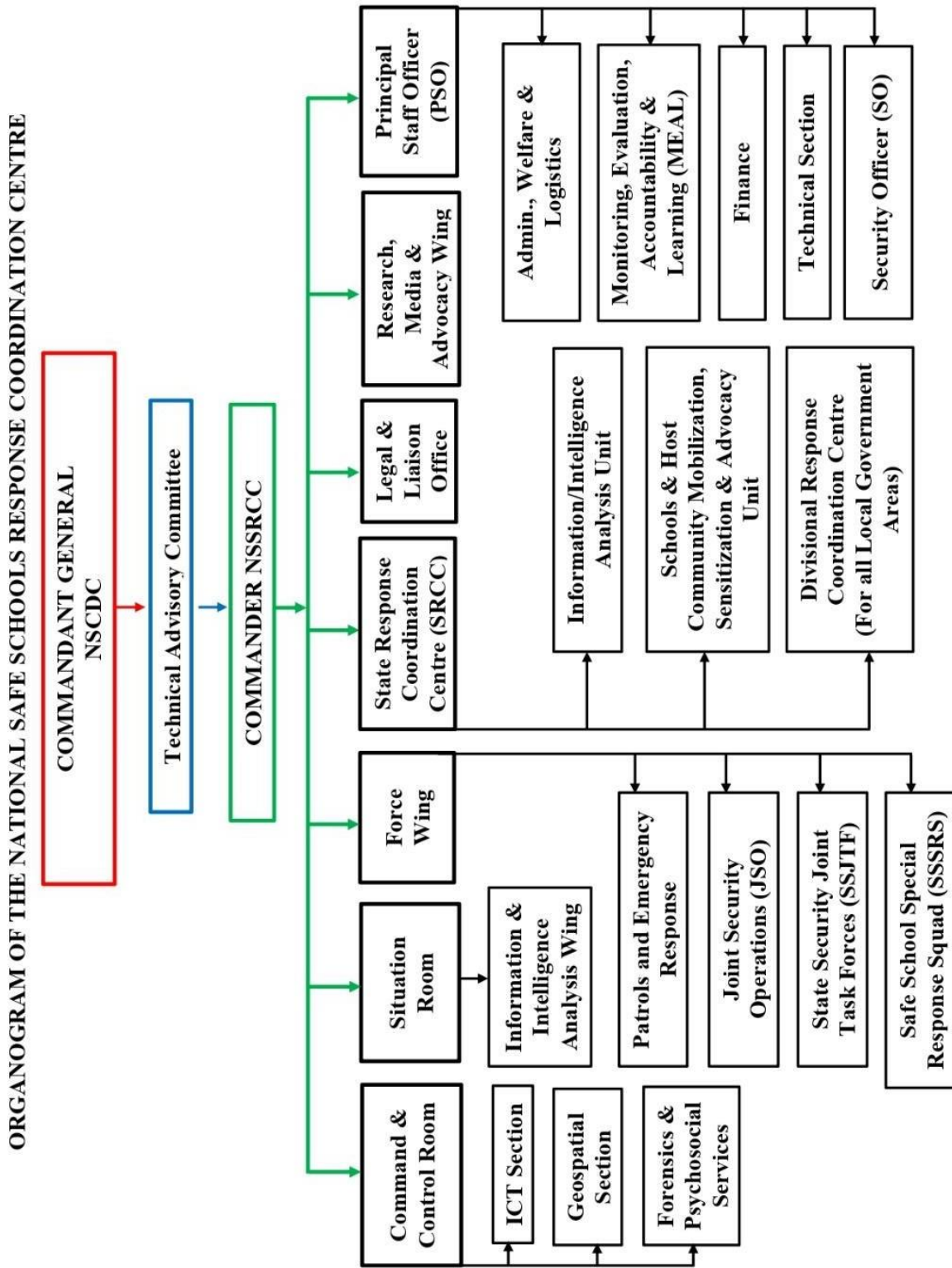
(JFST) already operating at regional and state levels. Also to be engaged for regular patrol and during schools attack are the various state joint security taskforces and the Safe School Special Response Squad (SSSRS).

In case of any school attack, the NSSRCC Commander shall after due consultation with relevant stakeholders issue an order for deployment of personnel from the nearest available formation to the location of attack.

For purpose of coordination and familiarity with response procedures, regular simulation and drill exercises shall be organized to prepare stakeholders for actions.

While tactical operations (kinetic approach) is directly coordinated at the centre in HQ Abuja, the non-kinetic operations which include school-community mobilization, sensitization, information and intelligence gathering, partnership and capacity development is coordinated through state and local government coordinators.

Command & Control Structure



iv. Coordination Meetings:

- a) Meetings will be held in the camps on a monthly basis.
- b) Participants will include representatives of all the stakeholders. These includes representatives of the host communities with a targeted female representation of 50%.
- c) The meeting provides a platform where information is shared while personal details remain confidential which ensure that victims as well as perpetrators are not going to be identified. These information sharing is coordinated by relevant NSCDC personnel who analyze overall pattern, trends and develop preventive strategies.

SECTION 9

MONITORING AND EVALUATION MECHANISMS

The parties to the SOP have agreed to use:

- i. Provision of monthly report forms to support the collection of data from different sectors.
- ii. Monthly data to analyze threats and strategies on the prevention of and response to school related attacks and violence.
- iii. The monthly data to identify viable solutions to ensure that these are linked to the country operation plans and sub-agreement with partners.
- iv. Participatory and community-based methods to monitor and evaluate effectiveness of the prevention and response services and the roles played by the different actors.
- v. Application of SWOT and Red-Taping for the purpose of actionable results.

Signed:

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