REVIEW ON STANDARD OPERATING PROCEDURE FOR NON-GOVERNMENTAL ORGANIZATION IN FIGHTING AGAINST TERRORISM DISASTER IN NORTH-EASTERN NIGERIA

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ABSTRACT

A Standard Operating Procedure (SOP) is a set of written instructions that document a routine or recurring activity followed by an organization. The purpose of written this paper is to dispel the rumour that NGOs in Nigeria always position themselves on the wrong path. When one look at how the NGOs are operating, particularly in the North-Eastern part of Nigeria are facing new, more complex response to sensitive issue of terrorism intervention. It is public knowledge that Nigeria's North-East had suffered under the suffocating grip of Boko-Haram Terrorists (BHTs) since 2009, and the NGOs who are there to assist the victims also suffered the same fate with the victims as they too loss their members in the hand of BHTs.

The overall assessment about on-going terrorism disaster operation is getting worse by the day and everybody is sceptics about justification for the war against BHTs and when the government and their continuous attempts to fight criminal gangs such as terrorists, kidnappers or militants failed then what else. These concerns prompted us to review the approaches of NGOs in fight against terrorism disaster in Northern part of Nigeria.

Keywords: Disaster, Nigeria, NGOs, Standard Operating Procedures, Terrorism,

Introduction

Throughout history, humankind has been subjected to displacement. Some factors make this displacement involuntary. These factors range from violent of social conflicts in the form of ethnic, religious, and political crises, civil unrest, and resource control and boundary dispute to naturally occurring phenomena such as drought, flood and earthquakes. For example, the

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eight (8) years massacre of several hundreds of people by Boko-Haram Terrorists (BHTs) in the North-Eastern Nigeria have poses a serious risk to lives and livelihood which rendered many communities homeless and disruption of properties on daily basic, particularly among the poorest who are the most vulnerable populations of destitution (Ojo, 2006; NEMA, 2016).

Apart from the displacement and insecurity, there also has been a threat to the basic human fabric that is essential for sustainable socio-economic development and is threatening the unity of a nation as well as the likelihood to break the country's peaceful coexistence as one .nation. Evidence to that is how the militants do as they please and the government, politicians and the citizens, play the blame game on who is responsible and who sponsors the insurgents. Instead of gearing efforts towards finding a lasting solution and the fact that many people who were left homeless and unemployed, the effort had now turned to daily violence and looting to survive, causing widespread panic and chaos (National Emergency Management Agency, 2015).

Nigeria like many other nations of the world have risen against act of terror, based on the overriding motivation of securing national security and the repeated calls by the INGOs for the efforts to achieve world peace in the wake of two world wars, armed conflicts remains a prominent feature of our human landscape. But the resort to arms continues to be means of settling differences between nations, people and ethnic groups, with the accompanying toll of death and suffering is exactly what is happening everywhere in Nigeria. Anytime the country is under threat or disrupt, it become a burden not only to the immediate communities affected, but the entire country comes under its choking grip and the NGOs who are there with the aid and financial support from individual donors, they also lack the experience on how to approach the issue of curtailing the menace inflicted by terrorists due to inexperience (NEMA & ICRC, 2015).

However, the subsequent ambush and the most deadly attacks by BHTs group that killed five soldiers, including a gallant officer and commander of 272 Tank Battalion, Lt. Col. M. A. Ali (RIP) have all pushed the erroneous impression that BHTs have not been decimated in the country. But this is far from the truth and Nigerians who harbour such feelings are perhaps unaware of the intensity of terrorism in Nigerian in the last Eight years and the now, near three years of respite from insurgency. Many Nigerians are still operating from the side-lines on the terror war and devoid of the enormity of the matter. But the realities about BHTs would shock anyone. Before now and precisely in 2011 when terrorism peaked in Nigeria, BHTs struck mindlessly, with mind bogging statistics of deaths and the

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injured, much as large scale distraction. The frequency of attacks everywhere in Nigeria disarmed even the most hardened of hearts.

Problem is how the governments spent a huge amount of money annually to tackle the issues and the repeated call by international humanitarian organizations Daudu, (2010) and UNICEF (2006) to manage disasters in all its ramifications, there is still need for written a specific Standard Operating Procedure (SOP) for study NGOs that are intervening in the management of over 2 million victims of BHTs in the North-Eastern Nigeria. This is to align with global best practices for more proactive measures in managing disasters as part of global efforts to reduce the hazards orchestrated on our daily lives by disasters. Our planet is facing increasing frequency and intensity of disasters with particular reference to man-made disaster in Nigeria, many of which are having devastating impact on society. A high population of over 170 million plus people who are largely depends on subsistence agriculture, is predisposed to a very wide range of man-made anthropologically induced hazards and disaster (Maryah, 2013).

Despite the vast number of occurrences however, there is still lack of coordination for operational response more especially within stakeholders who will provides solutions to ensuring effective implementation of disaster management activities as well as outlined the various roles and responsibilities for each stakeholders (NGOs, donor countries, affected countries and communities) are participating in crisis management without such framework in place, this can cause massive confusion between stakeholders and result in an inefficient, ineffective and uncoordinated response to disaster management in the Nigerian context and everywhere (Quarantelli, 1984; Turner 1994).

Recently, Boko Haram Terrorists (BHTs) has displaced more than two million people and over 28,000.00 people were been killed in the north eastern Nigeria (NEMA, 2015). It also becomes a threat to the entire country. Their activities have crippled the socio-economic activities between Nigeria, Cameroon, Niger Republic and Republic of Chad. Many Nigerian citizens residing in Adamawa state, Borno state and Yobe states are currently internally displaced (NCRM, 2015). The Boko Haram insurgency in the north Eastern region of Nigeria, have slow down the nation abilities of achieving the Millennium Development Goals Project (MDG'S), Education For All (EFA), and as well as Nigeria Vision 2020 programs. The senseless insurgent attacks have negative impact on socio-cultural values of the people of north-eastern region and well-being of other foreign nationals. Presently, economic activity is low in the region, as foreign expatriate are relocating to other regions, in Nigeria due to the increasing security crisis. With the mindless bombings perpetrated by the terrorists, it has

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been observed that most schools have been closed in Adamawa, Borno and Yobe states (Oluwoselu, 2014; UNICEF & IOM, 2015).

Overall, the security situation in the country remains a concern to the government particularly due to recurrent ethno/religious violence in some parts of the country. The activities of the Boko Haram sect, which launched indiscriminate and targeted attacks against government/security structures, politicians religious institutions, United Nations office, schools, markets and other sites since 2009 is being terrible as no segment of the nation is spared the wrath of Boko-Haram terrorists form the North or militants in the Niger Delta region from the South who resumed hostilities with an attack on crude oil delivery lines that supplies petroleum product to the country as announced in the month of November, 2015 by the Federal government of Nigeria.

Similarly, the INGOS, NGOs and CBOs had also tested this bitter pill on their efforts to fight the terrorists by losing some of its members in the hand of terrorists on attempt to rescue victims. However, the federal government had recently pronounced that no fewer than 37,000 Nigerians were killed by Boko Haram Terrorist and one of a major challenge for government is about two million people in IDPs camps, 60 percent of them are women and children and 60 percent of those children are orphaned who cannot return to their villages or towns to settle so that they can have normal life. To dig the issue deeper, some Nigerians are either not aware of the seriousness of the problem or are just plain mischief mongers.

The objectives of this study is to provide a reference on how NGOs are endeavouring to effectively coordinate and respond to the multiplicity of this crisis affecting North-Eastern Nigeria is of considerable importance. Non-governmental organizations are playing a vital role in the provision of succour to the IDPs and to ensure a coherent and coordinated support about the government's efforts to deliver a consistent and timely response, the NGOs objectives should be more effective if multi-disciplinary and multi-NGOs working group are on ground to undertake suitable measures of ensuring efficient and effective service delivery during operation.

Investigation reports have revealed that many NGOs are operating without basic guideline. But focus on certain or comprehensive regulation of the entire laws may be difficult due to some regulations that are very specific and to regulate them are only for a particular situations or circumstances and only for a particular type of operation which this study does not sought to answer. However, the objective of this paper is to bring unity among NGOs and to provide a situational guideline as follows:

a. To collaboratively pool information on upcoming and potential dangers of BHTs group and initiate steps that will ensure rapid humanitarian response actions in order to either prevent or mitigate the impact of such disaster.

b. To increase the understanding of the roles, capacities and comparative advantages of working together with other partners, maintain regular contacts, towards enabling the NGOs to act rapidly in a harmonized and coordinated manner.

c. To provide a forum where humanitarian issue can be identified, discussed and appropriate recommendations made to strengthen NGOs humanitarian actions in the region.

d. Strengthen capacity for emergency preparedness and response plans.

e. Raise awareness to prevent risks and undertake risk reduction programmes to ground levels.

f. To support the exchange of information among members of the NGOs as good practice to strengthen networking and partnership in preparation of response to emergency situation.

However, this report cannot provide a comprehensive work of many NGOs as recently declared by the Borno State governor in Nigeria who stated that over 346 NGOs are presently leaving in the state to provide humanitarian services to the victims of BHTs group but specific list of selected NGOs in the current review of those who are participating directly in management of terrorism disaster in the six states of North-Eastern Nigeria that was mentioned here are the Ten (10) must prominent NGOs in fight against terrorism disaster. These are: NRCS, JIN, Aid Group, CAN, Man 'O' War, CMPC, NBA, CJTF, EVG, Miyyatti Allah, Rahama, and Peace corps. Others are (5) from INGOs/agencies who have a vital information about terrorism in the region, namely: NEMA zonal office Borno and NEMA area operation office Gombe, SEMA, UNICEF and UNHCR.

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations

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system differs depending on their goals, their venue and the mandate of a particular institution.

Literature Review

Over the years, important aspects of that support have been embraced by non-governmental organizations (NGOs) who are responding to gaps in provision of relief materials, teaching of children, mental health needs, and many other areas. The sector has developed a great depth of experience and expertise. Recently, federal government after the fall of Sambisa forest, one of the strong hold of BHTs group to the hand of Armies, their focus on the resettlement of those who were forced to leave home and stay in the camps for many years have increase the confidence of the affected victims on the way the NGOs contribute to government-led resettlement goals.

The NGOs code of conduct provided by the Federal Parliamentary Act No. 50 of 1961 as amended in 1986 and 1999, provides for the establishment of an umbrella organization Non-Governmental Organizations (NGOs) regulations, codes of conduct and laws of the land are launched with various purposes to establish core values and principles to guide the conduct and operations of NGOs. (Stefanovic*et al.,* 2010) has found that these organizations working more effectively in the field of disaster management are the ones that are doing it with keen interest rather than the government department, where as in the case of regionalism or local demand has become a problems due to lack of cooperation and understanding amongst the respondents and therefore divergence in each NGO targets and objectives can be experimental. But everywhere, the main purpose of NGOs is the much-desired of reducing the vulnerabilities that strike deprived people. Some of the missions and goals with which the NGOs are established and conducting their operations in disaster management are:

a. Assisting the poor and suffering people as well as exercising self-control through utilization of own resources.

b. Identifying the most vulnerable people and ensuring effective utilization of welfare package and development.

c. Health and Nutrition development

d. Coordinating the poor and deprived ones through formation of co-operatives and thus facilitate the socio-economic progress.

e. Camp management

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f. Acting as the associate of the government to provide essential services to the victims not as competitor.

g. Generating alternatives to overcome special social problems and hurdles besides necessary steps to create awareness to the general public.

h. Creating positive attitude of the society, annihilation of superstition and belief against development and bringing in the deprived ones in the main stream of recovery and self-development.

i. Giving priority to aged people women and children who were the most vulnerable in term of emergency and

j. Helping out people in coping with the changing societal environment.

One of the advantages or a greater roles plays by the NGOs in fight against terrorism disaster in North-Eastern part of Nigeria is the creation of plans through which communities can reduce and cope with vulnerability to hazards orchestrate by BHTs group to deflate the communities. Over the years, important aspects of support have been embraced by these Non-Governmental Organizations (NGOs) in Northern Nigeria, responding to gaps in relief operations, employment support, mental health needs, and many other areas. The sector has developed a great depth of experience and expertise. These NGOs are usually the first agents to respond to political, security and humanitarian crises. Robinson (1995) emphasized that, the role and the interest of NGOs in international development have been growing by formulating their policies from the bottom up and from the inside out to the best interest of the general public, as opposed to governments (Riddell & Robinson, 1995).

Non-Governmental Organizations (NGOs) and International Non-Governmental Organizations (INGOs) respectively have remain a vibrant and active civil societies who continues to promote reforms in many sectors of the humanitarian work in relation to disaster management and risk reduction with technical support from Local Emergency Management Agency (LEMA), State Emergency Management Agency (SEMA), and National Emergency Management Agency (NEMA) to ensure active participation in the preparation and implementation of Disaster Management Plans, create awareness on Disaster Risk Reduction (DRR) and Early Warning Systems (EWS), train and Re-train on basic first aid skills, adapt disaster management strategies to meet local needs according to their peculiarities, and to encourage community participation in the activities that will enhance environmental change and adaptation of Emergency Preparedness and Response Plans (EPRP by UNICEF and UNHCR had played a vital roles in the mobilization and sensitizations of stakeholders on

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DRR down to the community level as declared by office of the coordination for humanitarian assistance (OCHA).

Standard Operating Procedures (SOP) for NGOs

Standard operating procedures is a specific procedures or written set of procedures established to be followed in carrying out a given operation or in a given situation to enhance quality through following a standardized work procedures. SOPs outline procedures, which must be followed to claim compliance with organizational principles or other statutory rules and regulations. Procedures can take the form of a narrative, a flow chart, a process map, computer screen printouts or combination of all or any other suitable form. Although, a document which is to be printed at the time of use and filled out for the purpose of becoming a record (e.g. library log form or entry form in hospital queue) or for the purpose of becoming visual display tool cannot be regarded as SOP.

The introduction of Standard Operating Procedures (SOPs) has become a problem to many governments, private and individual's organizations. The preparation of SOPs requires managers to documents what they already do. This makes it easier to analyse current ways of working and decide whether use can be made of support staff. But it is very difficult in a place where there is no evidence of such record of incidences or performance executed without adherence to the humanitarian imperatives, SOPs cannot be obtainable.

The wisdom of SOP is to guide the NGOs on how better they should conduct and present themselves in term of operations. AL Mustafa, UNICEF (2015) described the development and use of SOPs can minimizes variation and promotes quality through consistent implementation of a process or procedures within the organization, even if there are temporary or permanent personnel changes. SOPs can indicates compliance with organizational and governmental requirements and can be used as part of a personnel training program, since they should provide detailed work instructions. It minimizes opportunities for miscommunication and can address safety concerns. When historical data are being evaluated for current use, SOPs can also be valuable for reconstructing project activities when no other references are available. In addition, SOPs are frequently used as checklists by inspectors when auditing procedures. Ultimately, the benefits of a valid Sop are reduced work effort, along with improved comparability, credibility, and legal defensibility.

For accomplishing the purpose of this study, certain attempts made to study different aspects of NGOs Standard Operating Procedures (SOP) as a routine, recurring or repetitive activity followed by organization. The development and use of SOPs are an integral part of a

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successful quality of system as it makes or provides in individuals with the information on how to perform a job properly. It also facilitates consistency in the quality and integrity of the end-result. However, the NGOs long-standing programs and emergent practices at individual, community and regional level make a huge contribution to the socio-economic and other multi-settlement development programs. In order to evaluate the overall position of NGOs in manging terrorism disaster operations, 10 NGOs that are well known for the roles they plays in managing this disaster in the North-Eastern Nigeria have been selected in this study for comparison about their self-written instructions and adherence to the rules of law.

Some of the common challenges associated with managing SOP is deviation from implementation of SOPs occurs, be either the result of unacceptable implementation of SOP by the NGOs or it might be the SOP itself that is at fault or absence of the SOP itself. Perhaps the use found a much superior way of doing the job, from the one described in the SOP. If the cause lies with the SOP, this is the signal that the Sop is to be updated since continuous deviation in implementation is not acceptable. There may be exceptional cases where it is necessary or appropriate to work outside a SOP, e.g. in the event of emergency situation where everybody is running for his dare life or a computer breakdown. In these situations the professional judgement of the manager in charge must remain paramount. However, it is good practice to record incidences of non-conformance with SOPs. In some cases it may be possible to anticipate situations where changed circumstances will apply. These should be reflected within the Sops. (Claire Szabo, 2015). The introduction of SOP for NGOs has many advantages and that is exactly what NEMA, UNICEF and other stakeholders are advocating for many years, but yet remains unfulfilled.

Nigeria is confronted with challenges that affect its human security and development. These challenges have manifested in different forms including violent conflicts, diseases, insecurity and death or limited access to basic facilities. From 2009 to 2015, Nigeria had a turbulent period with the highest number of terrorist attacks. In addition, internal displacement in Nigeria has become endemic as a result of recurring ethno-religious, political and resources based crises. These crises are increasingly becoming more complex and adverse especially with advent of BHTs, thus requiring a more substantial and joint engagement of all relevant actors in enhancing a principled, coordinated humanitarian efforts in order to mitigate the impact of this disaster on people's lives and livelihood. Standard operating procedure (SOP) contains all the relevant information about organization's structures, rules and regulations as a guideline for every employee must follow. The case against these NGOs is simply the fact that they are:

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i.   Unable to have a consensus approach or guideline that is unique.

ii.   Medical intervention e.g. psychosocial intervention and neglect to psychotherapy.

iii.   Poor implementation of humanitarian imperatives, rules, weak and commitment.

iv.   Lack of review meetings and up to date contingency plan

v.   Problem of equity, diversity and other non-discriminatory principles are observed.

vi.   Lack of intra/inter sectoral planning within stakeholder

vii.   Lack of standards indicators of early warning sign

viii.   Lack strong collaboration, coordination and trainings

xi.   Inadequate funding, infrastructure and high influx of IDPs

xii.   Lack of administrative support

Conclusion

The National Standard Operating Procedure provided for response to vulnerable groups during emergency/disaster situation in Nigeria defines various responsibilities and functions of ministries, department, agencies, professional bodies and it's a living witness of what we sought to analyse in this paper review. United nation agencies and NGOs responses during operation to vulnerable groups in emergency and disaster situations in Nigeria, with particular reference to selected disaster scenarios that are most prevalent in Nigeria have all confirmed to that. Every ministry, department and agencies with the exception of NGOs who are playing a vital roles in fight against terrorism has been assigned responsibilities and systematically grouped to fit into different levels of operation where their experiences and expertise would play a significant role.

Standard operating procedure (SOP) is the tool which the Non-governmental organization could use as a guide that aimed at enhancing and developing their skill and knowledge for optimum service delivery. Without SOP, many NGOs will head back to trade their agendas from far-fetched reasons of creating them. Whatever the arguments that these NGOs come up with, it is better to innovate in dealing with the challenges of terrorism, which has its peculiarities in North-Eastern part of the country where they serve. If NGOs decided to remain in mental shackles then issue of terrorism operation would remain a problem. This is what makes it imperative that the current study come up with unique contribution on how participating NGOs will prevail on their functionality in fight against terrorism to the larger part of other NGOs work.

A part from larger part of NGOs work, having SOP which contains all the process of planning for extreme event such as management of terrorism disaster will upheld the NGOs

objectives as potential to response systems put in place in order to prevent, or better respond to an emergency or critical situation. All the activities designed to promote NGOs preparedness, the ultimate goal was to have plans in place as agreed upon, that are implementable and for which commitment and resources are relatively assured to promote coordination, public education, institutionalize framework, vulnerability assessment and provision of essential amenities and other component of disaster preparedness upon which a disaster operation strategies can be developed to achieve survival of maximum number of people which if properly articulated and implemented, they will certainly offer a blueprint for enhancing NGOs practice in North-Eastern Nigeria and the country at large.

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