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**IMPACT OF NON-GOVERNMENTAL ORGANISATION ON SUSTAINABLE  
DEVELOPMENT IN ADAMAWA AND BORNO STATE****ABDULKADIR IBRAHIM (Ph.D)**Department of Public Administration,  
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**Abstract**

Over the past decades, interest in sustainable development has grown significantly in various parts of the country. This underscores the need for development partners such as the NGOs to complement governments' activities in providing services to the people. Hence, NGOs have stepped in and have been operating side by side with the Nigerian government with a view to promoting sustainable development. The extent to which these NGOs have made impacts in the lives and well-being of their beneficiaries is the central focus of this paper. The indicators measuring sustainable development that was utilised in this paper are beneficiary participation, economic empowerments and antenatal care services. The Participatory Development theory was adopted as the theoretical tool of analysis in the study. Being a survey research, data were generated from both primary and secondary sources. The primary data were obtained through questionnaire while the secondary data were obtained from documentary evidence as well as official reports from the selected NGOs, grants received by the NGOs from different donors, official publications of the United Nations Organization for the Coordination of Humanitarian Affairs (UN OCHA). The population of the study were NGO beneficiaries comprising of religious, community, youths' and women leaders as well as NGO staff. The total population of the beneficiaries in the selected states is 239,775 out of which 400 were obtained using Taro Yamane formula and 12 NGO staff selected through purposive sampling technique. The descriptive statistics include simple percentage and cross tabulation. The paper established that beneficiary participation constitute a significant component of project implementation by NGOs in the study areas as 83.2% of the respondents agreed. The study also revealed 41.4% of the respondents strongly agreed that the economic empowerment schemes of NGOs have significantly improved the sources of income of their beneficiaries. However, more synergy and collaborations between the NGOs and government agencies are needed to increase coverage of beneficiaries in economic empowerment programs. The study concludes that Nongovernmental Organizations have made impacts on sustainable development in Adamawa and Borno states. The study, therefore, recommended among others that, efforts must be made to develop the capacities of the beneficiaries to further strengthen their participations in proposals development and other stages of the project life cycle.

**Keywords:** Non-Governmental Organisation, Sustainable Development, Empowerment

## 1.1 Introduction

Sustainable development (SD) is development that “meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission, 1987). The definition also includes two facets: one is about the concept of 'needs', in particular the essential needs of the world's poor, to which overriding priority should be given; the second one is the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs. Thus, the concept of needs imply that it is pertinent to involve the people in identifying their 'felt needs' for any kind of developmental activity to be sustainable.

The Nigerian nation in its quests for sustainable development has initiated chains and series of policies and programs, most of which could rightly be seen as dependent, exogenous and endogenous strategies. These include Better Life Programme (BLP)-1987, Family Support Programme (FSP)-1994, Family Economic Advancement Programme (FEAP)-1997, National Directorate of Employment (NDE)-1986, National Economic Empowerment and Development Strategy (NEEDS)-2004, National Health Insurance Scheme (NHIS) 2004; National Polio Immunization Programme, Immunization Programme on Measles, Free maternal and Child Health care Services, Free Pre-natal and Post-natal Health care Services among others.

Non Governmental Organizations (NGOs) have emerged in order to complement the state efforts in providing sustainable development, social services and programs to its people. NGOs in both developed and developing countries have emerged in order to complement the efforts of the state to effectively deliver services and development to all its citizens. It is through complementary efforts of NGOs and interest groups that good governance can be promoted and to ensure that government goods and services reach the grassroots, the poor, the marginalized, and the disadvantaged in the society in a fair and equitable way. The state and civil society need to supplement and complement each other's efforts in the developmental and service delivery agenda.

However, In Nigeria, the network of NGOs is on the increase since 1980s; and in recent decades, NGOs are networking with national and international agencies, with the aim of meeting National Economic Empowerment and Development Strategy (NEEDS) and the Millennium Development Goals (MDGs) and now the Sustainable Development Goals (SDGs) in 2030. Specifically, NGOs in Nigeria contribute to national development in the areas of democracy and good governance, poverty alleviation, women empowerment, primary healthcare, STDs/AIDS and other related health matters, the development of girl child, to mention among others (Akpan, 2006). Adamawa and Borno States in North East Nigeria, continue to struggle due to the prolong humanitarian crisis, arising from the Boko Haram insurgency and counter-insurgency activities in the region, in relation to the Boko Haram movement which

attracted the attention of international Nongovernmental Organizations in the states (UN OCHA, 2019).

### 1.2 Objectives of the Study

The main objective of this study is to assess the impact of Nongovernmental organizations on Sustainable development in Adamawa and Borno states. The specific objectives are to:

- i. assess the extent of participation of the beneficiaries in NGOs interventions in Adamawa and Borno States;
- ii. examine the impact of NGOs on the economic empowerment of beneficiaries in Adamawa and Borno states;
- iii. assess the impact of Clinical Case Management program on reproductive health of beneficiaries in Adamawa and Borno States; and

### 1.3 Research Questions

- i. To what extent have the beneficiaries participate in the programme design and interventions of NGOs in Adamawa and Borno states?
- ii. What are the impacts of NGOs on the economic empowerment of beneficiaries in Adamawa and Borno states?
- iii. What are the impacts of Clinical Case Management program in improving reproductive health in Adamawa and Borno States?

### 2.1 Concept of Development

The literature on development has been preoccupied by intellectual dilemma. This is because the concept is explained from different dimensions and it could mean different things to different people. Within the context of politics, the popular perspectives of development are Eurocentric as they portray the superiority of western values and institutions to those of non-western societies

To the Traditional Political Economist, development implies the ability of a political system to promote nationalism and stimulate growth in the economy measured in terms of the Gross Domestic Products (GDP), Gross National Product (GNP) and industrialization. This perspective sees development in the aggregate terms and overlooks critical factors such as fairness in the distribution of income in a community. Therefore, it is the contention of the Traditional political economists that development is conceived within the context of growth recorded in an economy which is measured by an increase in the level of national income or per capita income.

Flowing from the above line of thinking, Seers (1969) postulated that:

*The questions to ask about a country's development are therefore, what has been happening to poverty? What has been happening to unemployment? What has been happening to inequality? If all three of these have become less severe, then beyond doubt this has been a period of development for the country concerned. If one or two of these central problems have been growing worse, especially if all three have, it would be strange to call the result "development" even if per capita income has soared.*

Seers' definition has been so regarded because he is one of the first economists in the developed world to emphasize this aspect of development. One would assume that he was following Walter Rodney's assertion that development is universal because conditions leading to economic expansion were universal; hence everywhere, man was faced with the onerous task of survival by meeting some fundamental material needs; and better tools for production. These tools are materials for the exploitation of man's environment hence the Marxian notion of development is conceived as the ability of the people to exploit, manipulate and control their physical environment, as well as themselves and other individuals outside of themselves and other individuals outside of themselves for the betterment of everybody and that of humanity.

## 2.2 Concept of Sustainable Development

The concept of Sustainable development has attracted the attention of scholars and development experts increased tempo in the new millennium. Even though there are different perspectives to the concept, there is a general consensus that Sustainable development involves positive changes in environmental issues, social and political developments, as well as improving the lives and livelihood of the people through a long term perspective.

According to the International Institute for Sustainable Development (IISD) sustainable development has been defined in many ways, but the most frequently quoted definitions is from the Brundtland Report (1987): Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts: The concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and the idea of limitations imposed by the state of technology and social organisation on the environment's ability to meet present and future needs.

David (1996), states that sustainable development concept consists of two major aims:

- i. The sustained economic growth that equitably meet human needs without extracting resource inputs or expelling wastes in excess of the environment's

renew capacity and

- ii. the sustained human institutions that assure both security and opportunity for social, interaction and spiritual growth life.

According to the Teachers in Development Education Annual Report (2008), Sustainable development concerns a wide range of interrelated issues which may be approached through the following seven principles or dimensions. The first concerns the interdependent nature of the world. This gives rise to the need for a participative response through the exercise of citizenship and stewardship, which is the theme of the second concept.

In his own postulation, Ayodele (2007), opined that sustainable development can be broadly defined as the ability of the economy to support the needs of the people of a country over a time, taking into consideration the economic, social and ecological constraints of the country. The fundamental concept is sustainable requirement, namely that the fulfilment of the needs of the present generation should not compromise the ability of future generations to meet their own needs.

### **2.3 Conceptualizing Non-Governmental Organizations (NGOs)**

Many diverse types of groups, bodies and institutions are now being regarded as NGOs. There is no generally accepted definition of an NGO and in most cases, it is easier to describe than to define an NGO. This is because the term NGO carries different connotations in different circumstances.

Clarke (1998) defines NGOs as private, non-profit, professional organizations, with a distinctive legal character, concerned with public welfare goals. In addition, an NGO must not be partisan, criminal or regarded as a violent group.

The World Bank (1992) defines NGOs as many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative rather than commercial objectives.

Salomon (1992) attempted to present a more comprehensive conceptualization of the non-profit organizations and the NGOs concept. They defined NGOs from four perspectives: legal, economic/financial, functional and structural-operational. According to the legal definition, the creation of an NGO should be based on legal provision. This definition seeks a more formal definition of NGOs; however, the scope of flexibility and working jurisdiction could differ from country to country, which make it difficult to put the NGOs in a same legal basket.

The economic/functional definition tries to limit the NGO funding from government to not more than fifty percent. Again, problems could occur as many of the NGOs in developing countries are funded either by bilateral money or official grant funds. On the other hand, the functional approach emphasizes functions, purposes, and working

methods of the NGO. Despite the scientific temperament of this approach, the functional roles and principles could differ from organization to organization (United Nations Development Programme, 1993).

Thus, NGOs are independent, service-providing, not-for-profit organization involved in a range of activities, including the provision of aid to less developed countries. They are often driven by issues, and the services and support they provide include funding volunteers, and organizing action to promote peace, environmental protection, human rights, social and economic justice, education, sustainable and equitable development, health, and aid.

Ehigiamusoe (1998), explains that Non-Governmental Organisation (NGOs) are non-governmental, non-profit creation, self-governing and led by wilful volunteers. NGOs are groupings that are outside the domain of government in the areas of formation, funding, management and the processes and procedure in which it carries out its set's objectives geared towards cultural, socio-economic and political transformation of all facets of the society. NGOs function alongside the government as well as profit base enterprises in delivery of social services for the upliftment and well-being of the society, they are therefore referred to as the third sector.

NGOs could be international, national, regional, or community based depending on its financial resources and networking capability. Strength and the idea behind its formation (sets goals) NGOs, do focus on a number of areas – skill acquisition, economic empowerment, disease control and management: Adult literacy scheme and capacity building and information driven charity, conflict resolution and peace promotion. The idea behind the formation of NGO in essence is to effect, desired changes in areas that are felt undesirable in the society. These they do on their own, through collaboration and partnership with donor organization and/or networking with other NGOs.

## **2.5 Theoretical Framework**

### **2.5.1 Participatory Development Theory**

The 1990s saw the concept of participation enjoying greater official legitimacy in the international development community than even before (Stiefel & Wolfe 1994). Participatory approaches have been widely incorporated into the policies of non – governmental and state organisations involved in the development activities (Blackburn & Holland 1998). Participatory development starts from the premise that it is important to identify and build upon strengths already present in communities. Numerous research studies and practical projects have documented that the involvement of people helping themselves is critical to the success of development strategies (Alamgir, 1988; Nelson & Wright, 1995; Mathur, 1997; Chambers, 1997; Ngunjiri, 1998). The advantages are extensive: inclusion of the innate wisdom and knowledge of those affected in decision making can result in projects that are

manageable, there is less reliance on imported technologies, the project expenses are usually lower, and the project often can be maintained by the participants after the project funding has ended (Alamgir, 1988). Participatory approaches facilitate training and skill diffusion, and contribute to the socioeconomic development and strengthening of confidence of vulnerable groups such as poor women.

Participatory processes are built on the idea of a multiplicity of world views about any given problem, as problem-situations are a matter of perspective and interpretation i.e. different actors within a given context, for example, women and men, make different evaluations of a situation, which lead to different actions. By seeking out and making divergent views on problem explicit, they become subject to dialogue, which in turn forms the basis for better informed negotiation that can lead to reaching consensus about what collective actions should be taken (Jiggins, 1997). But despite the claims of inclusiveness that come with the advocacy of participation in development, the language and practice of participation often obscures women worlds, needs and contribution to development, making equitable participatory development an elusive goal (Gujit & Kaul shah, 1998).

Participatory Rural Appraisal is especially well suited for application of the implementation of the activities of NGOs towards sustainable development as it involves the field team and community members in all aspects of the study, the design of the research tools, the collection of information, and the analysis of the findings. Only data which will actually be used by development workers and community members in their work is collected and high degree of community participation in the study guarantees that the collected information is relevant. On-the-spot analysis ensures that gaps in the knowledge acquired can be filled immediately before leaving the field (Utuk, 2014).

The paper adopted the Participatory Development Approach as a theoretical framework because it addresses one of the fundamental hallmarks of sustainable development i.e community participation. On the basis of the postulation of this theory, any kind of development efforts must carry the beneficiaries along and it is through this process that the local people would be able to articulate their priorities for project initiation. This reflects a significant component of NGOs programming as they ensure that community participation is entrenched in all aspect of their project implementation. This constitutes the strength of this theory.

### **3.1 Methodology**

The paper adopted a mixed research design i.e a combination of the Qualitative and Quantitative design. This is because the information generated through the qualitative and quantitative methods were triangulated in answering the research problem. The primary source were obtained from response of government officials, NGO staff, and beneficiaries of NGO programs while secondary data was from official documents

such as quarterly/annual reports, bulletins, as well as publications from NGOs, UN OCHA, and National Emergency Management Agency (NEMA). However, the population of the study is 239,775 which comprises of NGOs staff, community and religious leaders and general beneficiaries of NGOs programmes. A sample of four hundred (400) was obtained using Taro Yamani Formula for determine the Sample Size. Furthermore, Purposive sampling technique was used to select the twelve staff of the NGOs which represent the management and line staff, whereas multi stage sampling technique was used to select the six NGOs which are: International Rescue Committee (IRC), Fhi360, Norwegian Church Aid, Hope and Rural Aid Foundation (HARAF), Goggoji Zumunci Foundation and First Step Action for Children Initiative in Adamawa and Borno State.

#### 4.1 Data Presentation

**Table 4.1 Rate of Questionnaire Retrieval per Local Government**

S/N	Local Governments	No. Distributed	No. Retrieved	Percentage Retrieved (%)
1	Yola North	75	66	94.3
2	Mubi North	67	62	88.6
3	Michika	70	64	91.4
4	MMC	80	66	94.3
5	Jere	68	65	92.9
6	Konduga	60	53	75.7
<b>Total</b>		<b>420</b>	<b>376</b>	<b>89.5</b>

Source: Field Survey, 2022

#### Participation/Involvement of Beneficiaries

This section presents respondents' assessment on the extent of participation of the beneficiaries in NGOs interventions in Adamawa and Borno States.



**Table 4.2: Cross tabulation Between Community members awareness of the existence and interventions of NGOs in promoting sustainable development by Involvement of community members in program design prior to implementation.**

		<i>Community members awareness of the existence and interventions of NGOs in promoting sustainable development</i>					
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
<i>Involvement of community members in program design prior to implementation</i>	Strongly agree	74 (19.7%)	34 (9.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	108 (28.7%)
	Agree	90 (23.9%)	59 (15.7%)	12 (3.2%)	14 (3.7%)	30 (8.0%)	205 (54.5%)
	Undecided	10 (2.7%)	3 (0.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	13 (3.5%)
	Disagree	12 (3.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	12 (3.2%)
	Strongly Disagree	7 (1.9%)	8 (2.1%)	0 (0.0%)	23 (6.1%)	0 (0.0%)	38 (10.1%)
Total		193 (51.3%)	104 (27.7%)	12 (3.2%)	37 (9.8%)	30 (8.0%)	376 (100.0%)

Table 4.2 presents a cross-tabulation of respondents view on community members awareness of the existence and interventions of NGOs in promoting sustainable development by their involvement in program design prior to implementation. Findings of the data shows that majority of the respondents with 90(23.9%) who strongly agreed on their awareness of the existence and interventions of NGOs towards promoting sustainable development also agreed that they are involve in NGOs program design prior to implementation. This implies that only insignificant number of community members who are aware of NGOs existence and intervention are also involve in NGOs program design prior to implementation.

**The economic empowerment Services rendered by NGOs in your community are qualitative**

The data shows that respondents across the two states representing 225(59.8%) strongly agreed that the rendered services are qualitative, 25(6.6%) agreed, 12(3.2%) were undecided, 12(3.2%) disagreed and 38(10.1%) strongly disagreed. In Adamawa state, majority of the respondents across the three selected local governments expressed satisfaction with the quality of services rendered by NGOs in their communities. Specifically, in Yola North LGA, 41(62.1%) and 3(4.5%) strongly agreed and agreed respectively that NGOs deliver quality services to their communities. Conversely, 2(3%) were undecided, while 2(3%) and 18(27.2%) disagreed and strongly disagreed respectively. Similarly, in Mubi North LGA, 49(79%) and 7(11.2%) strongly agreed and agreed respectively. However, 6(9.6%) were undecided while none of the respondents agreed nor strongly disagreed. Furthermore, in Michika LGA, 44(68.7%) and 2(3.1%) of the respondents strongly

agreed and agreed respectively. Nevertheless, 4(6.2%) were undecided, while 4(6.2%) disagreed and 10(15.6%) strongly disagreed.

In Borno state, MMC LGA has 51(77.2%) and 5(7.5%) of the respondents strongly agreed that NGOs provide quality services to their communities. On the other hand, 1(1.5%) disagreed while 9(13.6%) strongly agreed. In Jere LGA, 55(84.6%) and 4(6.1%) of the respondents strongly agreed and agreed. However, 5(7.6%) and 1(1.5%) disagreed and strongly disagreed respectively. Furthermore, in Konduga LGA, 49(92.4%) and 4(7.6%) strongly agreed and agreed. Interestingly, none of the respondents were undecided, agreed or strongly disagreed.

**Economic Empowerment Schemes Implemented by Non-Governmental Organizations**



**Fig 1: Programs and projects of NGOs in the community by NGOs are sustainable**  
Source: Field Survey, 2021

Figure 4.8 present respondents' views on the sustainability of the projects and programs of the NGOs. The result shows that majority of the respondents across the two states representing 139(16%) and 84(59.8%) strongly agreed and agreed respectively, 9(3.2%) were undecided, 78(5.8%) and 66(15.2%) disagreed and strongly agreed respectively.

Analysis of the data from Adamawa state showed that a good percentage of the beneficiaries are optimistic that the empowerment programs rendered by NGOs in various communities of the study area are sustainable. In Yola North LGA, 8(12.1%) and 16(24.2%) strongly agreed and agreed respectively. However, 2(3%) were undecided, while 19(28.8%) and 21(31.8%) disagreed and strongly disagreed respectively. In Mubi North LGA, 23(37%) and 17(27.4%) strongly agreed and agreed. Conversely, 2(3.2%) were undecided, while 11(17.7%) and 9(14.5%) disagreed and strongly disagreed. In Michika LGA, results revealed that 9(14%) and 12(18.8%) strongly agreed and agreed respectively. Nonetheless, 3(4.7) were undecided, while 29(45.3%) and 11(17.1%) disagreed and strongly disagreed respectively.

In Borno state on the other hand, results from MMC showed that 32(48.4%) and 14(21.2%) strongly agreed and agreed respectively. However, 1(1.5%) was undecided, while 8(12.1%) and 11(16.7%) disagreed and strongly disagreed respectively. In Jere LGA, results shows that 44(67.7%) and 12(18.5%) strongly agreed and agreed respectively. Conversely, 1(1.5%) was undecided, while 3(4.6%) and 5(7.7%) disagreed and strongly disagreed respectively. In Konduga LGA, 23(43.3%) and 13(24.5%) strongly agreed and agreed. Nevertheless, 8(15.1%) and 9(17%) of the respondents disagreed and strongly disagreed respectively.

### Reproductive Health Programs Implemented by Non-Governmental Organizations

This section presents respondents assessment on the impact of Clinical Case Management program on reproductive health of beneficiaries in Adamawa and Borno States.

**Table 4. 3: The reproductive health care services are accessible to the target beneficiaries**

Adamawa State			
Responses	Yola North	Mubi North	Michika
Strongly Agree	19(28.8%)	17(27.4%)	14(21.9%)
Agree	31(47.0%)	36(58.1%)	32(50.0%)
Undecided	2(3.0%)	3(4.8%)	3(3.0%)
Disagree	6(9.1%)	2(3.2%)	7(4.5%)
Strongly Disagree	8(12.1%)	4(6.5%)	8(6.1%)
<b>Total</b>	<b>66(100.0%)</b>	<b>62(100.0%)</b>	<b>64(100.0%)</b>

Source: Field Survey, 2022

Table 4.11 present respondents' views on access to reproductive healthcare services by the beneficiaries as an important component of sustainable development in the study area. The result shows that majority of the respondents across the two states representing 102(27.1%) and 215(57.2) strongly agreed and agreed respectively, 13(3.5%) were undecided, 26(6.9%) and 20(5.3%) disagreed and strongly agreed respectively.

Analysis of the data obtained from Adamawa state showed that targeted beneficiaries are able to access reproductive healthcare services provided by NGOs in the study area. Specifically, in Yola North LGA, 19(28.8%) and 31(47%) strongly agreed and agreed respectively that the beneficiaries are able to access reproductive healthcare services provided by the NGOs in their communities. However, 2(3%) were undecided, while 6(9.1%) and 8(12.1%) disagreed and strongly disagreed respectively. In Mubi North LGA, 17(27.4%) and 36(58.1%) strongly agreed and agreed respectively as 3(4.8%) were undecided, while 2(3.2%) and 4(6.5%) disagreed and strongly disagreed respectively. In Michika LGA, 14(21.9%) and 32(50%) strongly agreed and agreed respectively as 3(3%) were undecided, while 7(4.5%) and 8(6.1%) disagreed and strongly disagreed respectively.

### Findings

- i. The finding of the study revealed that there is significance relationship between participation of the beneficiaries in NGOs program and interventions of NGOs in the study area. Thus, it is not surprising that most respondents with 297(79.0%) are aware of the existence and interventions of NGOs in promoting sustainable development particularly in Borno state

**In general terms**, empowerment is instrumentally important for achieving sustainable development and well-being of life which lies in the doing and being what one value and have reason to value. **Findings shows that 312(82.9%) of the responses suggest that** the empowerment programs rendered by NGOs in various communities of the study area helps in improving their means of livelihood, choices and enhancing their freedoms; 266(70.7%) of the respondents indicates that the NGOs economic empowerment programs are effective; 239(63.5%) shows that the individuals' sources of income also improves through empowerment schemes provided by NGOs; the Village Saving and Loan scheme uplifted women source of income from 33.0%-48.9%; the micro finance market scheme as an empowerment program has helped to improve the income level of women as indicated by 40.2% of the respondents in the study areas. 26.9-46.3% of women are now actively participating in group business series organized by NGOs.

- iii. The paper also finds out that only 57.2% of the targeted beneficiaries have access to the reproductive healthcare services. The logistic regression shows that access to reproductive healthcare is based on gender, (i.e. access increase when female beneficiaries are available). This implementation of antenatal care services by NGOs helps in reducing 54.5% maternal deaths and 41.5% of child mortality. **Although, findings on the hypothesis test shows that there is positive correlation between Antenatal Care services implemented by NGOs and reproductive healthcare in Adamawa and Borno States.**

### Conclusion

It has been widely accepted that NGOs are agents and partners to development in virtually all countries around the globe with their impact being felt in different spheres of human endeavour. Their services complement those of the government and to some extent those of the private sector. Nigeria is one of the countries that accommodate several NGOs whose activities are both local and international in nature that are found in all the 36 states of the federation with Adamawa and Borno states inclusive.

### Recommendations

Based on the conclusions, the following recommendations were made;

- a. Nongovernmental organizations should increase beneficiary participation in Adamawa state. Efforts should also be made to put in place sustainability mechanisms such as cooption of the locals in the proposal, implementation and exit plan by adequately building the capacities of community members to enhance seamless exits when the situation arise. In addition to this, efforts must be made to develop the capacities of the beneficiaries to help them participate actively in proposals development and other stages of the project life cycle.
- b. Nongovernmental organizations and governments should collaborate to increase the scope of the skills acquisition programs implemented in Adamawa and Borno states. This is in order to ensure wider participation and greater impacts.
- c. Nongovernmental organizations should make more efforts in increasing access of women to antenatal care services by working closely with community and religious leaders to intensify sensitization and enlightenment of both women and men to understand the benefits of utilizing such services. The current situation is that access is limited, hence the need for more efforts to increase access by providing more antenatal care centres and engagement of more health workers. This would involve coordination and synergy with other organizations with similar operational

mandates as well as relevant stakeholders such as Ministry of Health and other agencies.

- d. There is high level of dissatisfaction from the beneficiaries on the Clinical Management programs implemented by the NGOs in the communities. To this end, government and NGOs need to collaborate to improve and strengthen the Clinical Case management services in the communities. This collaboration would also involve reviewing procurement manuals to ensure timely procurement of drugs for survivors of sexual abuse, post abortion care to mention among others, and other equipments needed for effective Clinical case management.

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