



The Buhari Plan

REBUILDING THE NORTH EAST

Executive Summary

June 2016



THE BUHARI PLAN: EXECUTIVE SUMMARY

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Preamble

The Buhari Plan is the summation, centralisation and development of a series of Local, State, National and International efforts to address the crisis generated by the Boko Haram insurgency, which has affected the North East and other parts of Nigeria since 2009. Communities have since then responded to the crisis in various ways, by resisting violence, providing succour to those in need and showing resilience despite the horrendous conditions in which they find themselves. State Governments of the North East organised themselves to develop a common framework and strategy to address the crisis - the North East States Transformation Strategy (NESTS) - and this Plan draws from their work. Former President Goodluck Jonathan established the Presidential Initiative on the North East (PINE) in 2014 to provide emergency assistance, mobilise targeted resources to jumpstart the North East economy and strategically position the region for long-term prosperity by leveraging its regional assets and unique advantages. The international community under the leadership of the World Bank have also conducted a number of studies and developed a recovery plan, the latest of which was published in April 2016. The Buhari Plan draws from all this work and has integrated the strategies and assessments into the programmes developed by President Muhammadu Buhari and the governing All Peoples Congress. Actualising the Buhari Plan is intended not only to end the insurgency and spearhead the full recovery and development of the North East region but also to provide a model for development of the whole country.

1. INTRODUCTION

Concerned with the deep social, security, humanitarian and developmental crisis affecting the North East of Nigeria, the President, in conformity with his pledge to Nigerians, hereby establishes a comprehensive plan for the restoration of peace, social and economic recovery and the development of the zone. The Buhari Plan sets out to reverse the devastating conditions created by the seven-year actions of a terrorist group calling itself Jama'atu Ahlus Sunna Lidda'awati Wal Jihad and popularly called Boko Haram, (which literally means Western Education is forbidden). The Buhari Plan will be co-ordinated by the Presidential Committee on the North East Initiatives (PCNI). The PCNI will co-ordinate and provide synergy, leadership and direction for the various initiatives in the zone run by governments, international development partners, charitable organisations and civil society.

The Boko Haram insurgency has been a direct threat to the sovereignty of the country and the security of Nigerians. This situation makes the Federal Government, which has primary responsibility for the sovereignty of the country and the security of citizens through its Ministries, Departments and Agencies (MDAs), frontline actors in the North East crisis. Nigeria runs a federal system of government that has specific competencies constitutionally attributed to different levels of government. Ground Zero of the crisis is situated in the States and Local Governments directly affected by the conflict. They have primary responsibility for the welfare of those living therein. The State governments all have ministries, departments and agencies addressing different governance issues.

There is a wide plethora of actors that have been active in the North East since the outbreak of the conflict. In addition to governments, there is a large group of non-state actors that have been playing significant roles in the North East intervention. International

Development Partners, including key multilateral and bilateral partners such as the World Bank, the European Union, United Kingdom Agency for International Development (UKAID) and USAID, have developed significant intervention programmes which they are implementing in the zone. Much of their work is implemented through international non-governmental organisations. Local Charities and civil society organisations have also been playing a huge role in providing care, comfort, accommodation and sustenance for millions of internally displaced persons. The Buhari Plan will integrate all these actors and actions into a co-ordinated set of activities that will create traction for the rapid recovery of the region.

2. THE NORTH EAST SITUATION ANALYSIS

Violent attacks on civilians by Boko Haram since 2009 have left widespread devastation in the North East of Nigeria. Since the start of the conflict, an estimated 14.8 million people have been affected by the insurgency in Borno, Yobe, Adamawa and Gombe States. More than 20,000 people have been killed, and over 2,000 people have been reported missing, including women and girls.

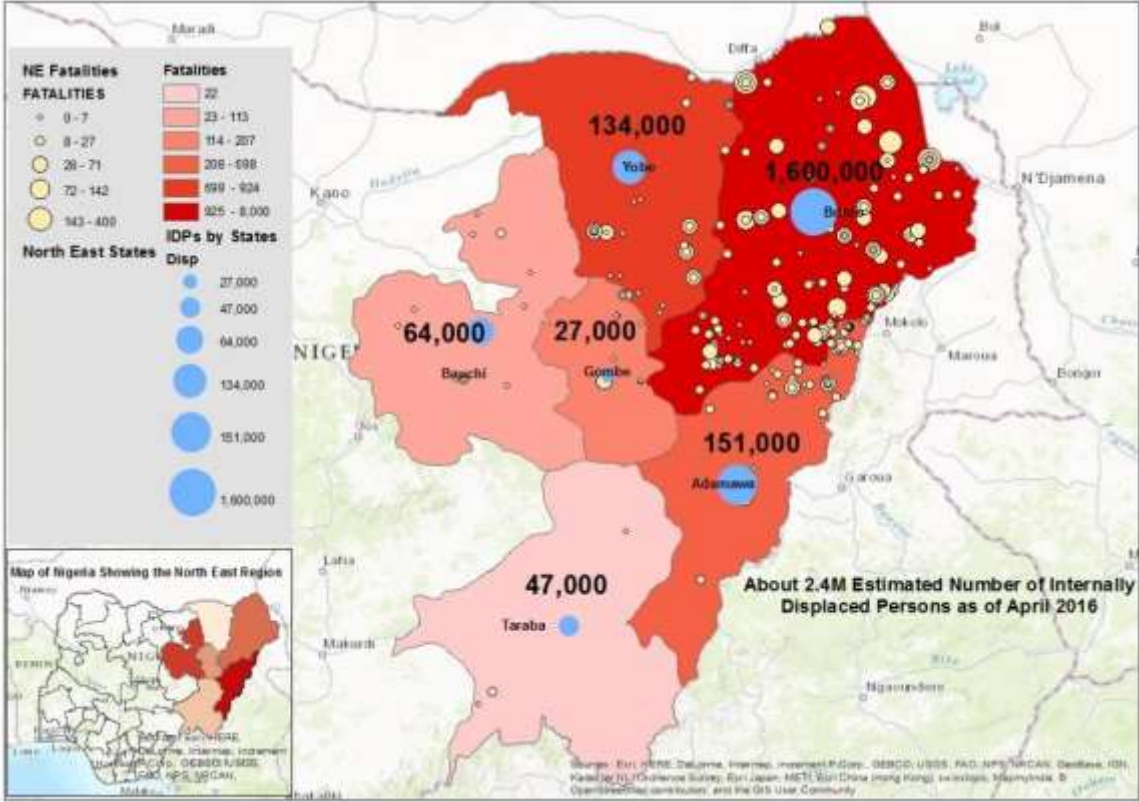
Since the inauguration of President Muhammadu Buhari's administration however, intensified and continued military operations against Boko Haram have degraded the capability of the group to inflict harm and damage, leading to a significant improvement of the security situation, especially in Borno State. In response, there has been a spontaneous return of Internally Displaced Persons (IDPs) and Nigerian refugees since February 2016. This includes the relocation of IDPs from private homes, camps and schools, which hitherto provided them shelter.

The most recent data sets report that in April 2016, there were about 2.2 million IDPs still in camps and private homes in Borno, Yobe, Adamawa, and Gombe States as a consequence of the conflict. [Source: the Displacement Tracking Matrix Round IX [DTM] report April 2016]. The largest proportion of these IDPs is located in Borno State [1.52 million], followed by Yobe State [139,550], Adamawa State [130,320], and Gombe State [26,233]. There are currently about 177,000 Nigerian refugees in the neighbouring countries of Cameroon, Chad and Niger. This figure does not include the 20,000 refugees returned to Nigeria by the Cameroonian authorities in August 2015.

In May 2016, the United Nations Office for the Co-ordination of Humanitarian Affairs [OCHA] reported that the situation remains dire, with about 7 million people in need of humanitarian assistance. Of these, 3.9 million people require food and security, 3.7 million people need basic health services, 1.6 million people require emergency shelter and over 2 million children are out of school.

CURRENT SITUATION AT A GLANCE

Figure 1: North East Nigeria - Crisis Fatalities and Displacements by States



Data Sources: ACLED, NEMA/IOM (DTM)

3. THE BUHARI PLAN

VISION

A safe, secure and prosperous North East region that is a global model for post-conflict socio-economic recovery and development.

MISSION

To provide an integrated framework for co-ordinating all initiatives for sustainable peace and development in the North East.

VALUES

The Buhari Plan will be guided by the following values:

- i. Ownership: taking into consideration the concerns and demands of women and men of the region and their respective governments at the local, state and federal levels.
- ii. Inclusion: ensuring that there is equality in participation and equity in access, on the part of affected communities and all stakeholders, in the planning and execution of the Buhari Plan, particularly those historically marginalized in governance, such as women, young people, and minorities.

- iii. A grassroots approach: ensuring that the initiative provides and promotes support and synergy for grassroots stakeholders and other levels of government (Local Government and State) to achieve equitable development.
- iv. Resilience: developing the capacity of communities and institutions in the North East to build resilience by leaping forward towards peaceful, healthier, more educated lives and livelihoods.
- v. Sustainability: ensuring that the underlying causes of conflicts are addressed and priority is given to the poorest women and men in the most affected communities. All actions and decisions taken should be directed to protect the rights of future generations, ensure the protection of the environment and sustainability of the initiative.
- vi. Accountability: ensuring that resources provided for the implementation of the Muhammadu Buhari Plan are used judiciously and operations abide strictly by the principles of transparency and due process.

OBJECTIVES

The overall objective of the Buhari Plan is to develop a structure and process capable of providing leadership, co-ordination and synergy for the following:

- i. Restoring peace, stability and civil authority in the North East region;
- ii. Co-ordinating the mobilisation of targeted resources to jumpstart the region's economies while strategically repositioning the region for long-term prosperity;
- iii. Providing equal access to basic services and infrastructure;
- iv. Promoting a civic culture that integrates zero tolerance of sexual and gender based violence with peaceful co-existence;
- v. Accelerating equal access to quality education for girls as well as boys and building social cohesion;
- vi. Advancing social and economic development that reduces inequalities affecting the poor, particularly women and young people;
- vii. Addressing environmental degradation through sustainable measures to halt desertification and protect the Lake Chad resources.

PRIORITY ACTION PLAN

The Buhari Plan will give priority to the following action points:

- a) Solicit for strengthening of the capacity and morale of the military to deepen the defeat of the insurgents, stabilise and secure the environment, including trans-border security;
- b) Commission studies on peace and security in the region;
- c) Fast-track the transition of civil authority and reconstruction of local governance structures to generate greater citizen confidence in returning to reclaimed territories;
- d) Scale up humanitarian relief and re-establish livelihoods with an emphasis on economic empowerment for displaced women;
- e) De-congest existing formal IDP camps, relocate other camps to resettle IDPs and refugees affected by the crisis in the North East;
- f) Facilitate the restoration of peaceful coexistence and social cohesion using transitional justice mechanisms which accelerate reconciliation and re-integration;
- g) Restore the integrity of the environment using new technology to de-mine farmlands, revamp agriculture and generate jobs;
- h) Restore basic infrastructure and install new technology to enhance security, healthcare provisioning, access to education, civil governance and economic activities of the region;
- i) Commission studies to map and respond to Sexual and Gender Based Violence, with provision of psychosocial support for survivors;
- j) Provide the platform for regional co-operation to leverage the comparative advantages of the region and generate wealth through commerce via international markets.

PHILOSOPHY AND METHODOLOGY

The interventions contained in the Buhari Plan have been designed for targeted, integrated implementation by the federal and state governments, with support from international development partners, local charities, the Nigerian and international business communities, other donors and active stakeholders. This key feature of the plan ensures leveraging of all existing capacities and making maximum use of limited resources. Most importantly, implementation, oversight and accountability for this Plan will be provided directly from the Presidency through the Presidential Committee for the North East Initiative (PCNI). The Plan is to be endorsed, adopted and implemented by all North East stakeholders as the national road map for interventions in the region. To that end, it is an action plan optimised to direct and guide the delivery of all North East Interventions.

Government's determination is to return the region to normalcy by a co-ordinated and

coherent plan targeted to deliver stability, peace and economic recovery in the North East. This is underpinned by the recognition that sustainable resolution of the challenges in the North East can only be achieved by sequentially addressing the structural and underlying drivers of the conflict.

Resolving the challenges in the North East, as one of the highest priorities of the FGN, requires an end to the war; effective handling of the humanitarian crisis; implementation of a co-ordinated rehabilitation and resettlement programme; a solid peace-building, reconciliation and de-radicalisation framework; effective reconstruction of social and physical infrastructure; and the successful deployment of a development strategy that leverages advanced knowledge of post conflict redevelopment. The commitment of the State Governments, Private Sector; the support of International Development Partners and local partners such as domestic Non-Governmental Organisations (NGOs) is also required. Community engagement is intricately woven into the delivery of PCNI's programmes and it is central to the planning, activity prioritisation, targeting, implementation and monitoring of PCNI's projects.

Key stakeholders and influencers in communities will be identified and involved at the onset of PCNI's initiatives. PCNI will also leverage on the presence of local Community Based Organisations, Faith Based Organisations and other groups in Civil Society for on-going communications with local people across the lifespan of its community projects.

Finally, a clear funding strategy; strong, directed and accountable governance; co-ordinated institutional frameworks which clearly define implementation parameters; a rigorous monitoring and evaluation system; and effective strategic communication will form the bedrock of this initiative.

4. GOVERNANCE AND INSTITUTIONAL FRAMEWORK

The Presidential Committee on the North East Initiatives (PCNI) has the primary responsibility for the design, co-ordination, implementation, monitoring and evaluation of the Buhari Plan. The PCNI is established as an ad-hoc special purpose vehicle for strategic co-ordination of all interventions aimed at the recovery process in the North East. The intervention effort of the PCNI is established and led by the Federal Government in partnership with the States in the region, charities and international development partners. PCNI shall be responsible for co-ordinating the implementation of all intervention efforts by state and non-state actors and other intervention agencies operating in the North East region. In addition, it will be responsible for standardisation of intervention measures and in providing overall policy directions with regard to Federal Government interventions in the North East.

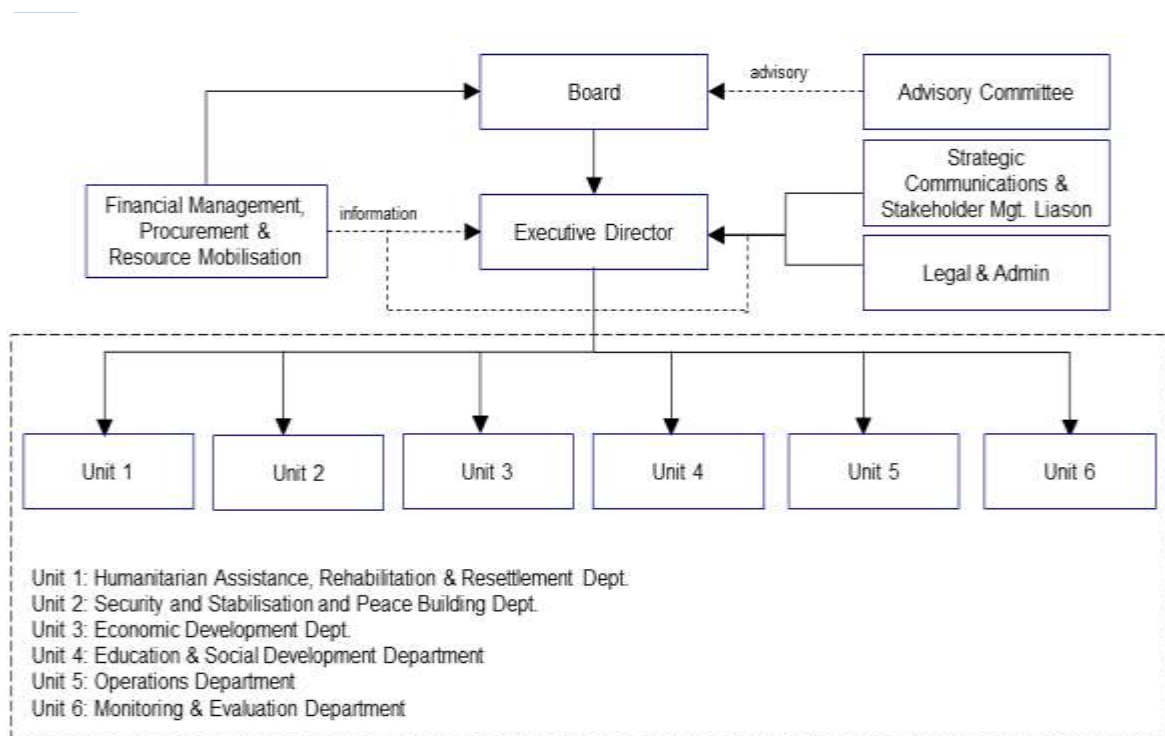
It is envisaged that the PCNI shall have a life span of four years. During this time, the region is expected to have achieved a significant level of socio-economic stability. The design framework for the PCNI's co-ordination of the implementation of the Buhari Plan is based on the following principles:

- A lean structure to support efficiency, minimum bureaucracy, and maximum cost effectiveness
- Promotion of accountability and transparency

- Reinforcement of team work and elimination of working in separate silos
- Promotion of development partnership

The PCNI structure shall consist of a Governing Board and an Executive Director with six strategic Directorate hubs comprising of Humanitarian Assistance, Rehabilitation and Resettlement; Security Stabilisation and Peace Building; Economic Development; Education and Social Development; Operations; and Monitoring and Evaluation Departments. This is in addition to an International Advisory Committee responsible for providing advisory input to the Board.

Figure 2: Organogram of PCNI



Roles and Responsibilities

- I. The Board should be an integrity-driven entity with a maximum of seven members who have a background in development work and a wide network of national and international influence to support resource mobilisation and facilitate relationship management. The Governing Board shall be responsible for providing policy guidelines to shape implementation co-ordination as well as mobilise resources for the programme.
- II. An Advisory Committee should be created to provide technical advice and support to the Board. This Committee would bring to bear broad based international support, provide guidance, consensus and resource mobilisation for resolution of regional issues. The group should consist of organisations such as the Victim Support Fund, North East State governors or their representatives, North East Economic Summit Group (NEESG), Representatives of both chambers of the National Assembly, the NSA, the SGF, other key stakeholders in the region, Civil Society Organisations and Development Partners such as UKAID, USAID and EU.

- III. The Executive Director (ED) shall be responsible for the day-to-day co-ordination of visioning and leadership, programming, implementation, advocacy and tracking delivery of agreed outcomes. Six Units shall support the Executive Director led by sector specific experts. They include: Humanitarian Assistance, Rehabilitation & Resettlement; Security Stabilisation and Peace Building; Economic Development; Education and Social Development; Operations; and Monitoring & Evaluation Departments. The ED shall be the Chairperson of the Project Approval, Procurement and Technical Co-ordination Committee. The Executive Director shall report directly to the Board.
- IV. Financial Management, Procurement and Resource Mobilisation. This unit shall be responsible for financial management, financial reporting, internal audit, procurement as well as resource mobilisation. The unit shall be outsourced to a credible financial management firm with a global franchise at risk, with a reputation for integrity and accountability, and resource mobilisation expertise. The unit will report directly to the Board and relate on a day-to-day basis with the ED on matters concerning finance and funding.
- V. Decision-Making Processes. To avoid a top heavy structure, especially in technical programme development, and to promote efficiency in project delivery, and accountability, the respective decision making processes will be assigned to two separate bodies. This is to ensure transparency and provide the necessary platform to carry along all critical stakeholders in the process of project design, selection, approval and delivery. These processes are to be enshrined in two ad hoc committees: the Technical Co-ordination Committee and the Project Approval & Procurement Committee.
- VI. Unit 1 - Humanitarian Assistance, Rehabilitation & Resettlement Department. This department will be the hub for all humanitarian assistance, rehabilitation and resettlement resources and activities. The activities of this department will precede recovery efforts in the region and serve as a platform for all other initiatives and plans in this field.
- VII. Unit 2 - Security Stabilisation and Peace Building Department. This department will be the hub for all Security and Stabilisation, and Peace Building resources and activities. The department's activities will provide the enabling environment for other resources and plans to be deployed in the region.
- VIII. Unit 3 - Economic Development Department. This department will be the hub for development strategies across most sectors.
- IX. Unit 4 – Education and Social Development Department. This department will be the hub for all education and social development strategies.
- X. Unit 5 - Operations Department. The Operations Department will be responsible for providing day-to-day operational support in implementation co-ordination and oversight on delivery of relevant project activities.
- XI. Monitoring and Evaluation. This department will be the hub for all monitoring and evaluation activities across all development plan activities and sectors of the Buhari Plan.
- XII. Strategic Communication and Stakeholder Management Unit. This unit will be responsible for internal and external communications of all PCNI activities amongst

its many stakeholders; it shall be responsible for implementing the PCNI strategic communication framework. The unit will liaise with other Directors for programmatic and operational effectiveness and will report to the ED.

STRATEGIC COMMUNICATIONS FRAMEWORK

The Communication Strategy is essential for the success of the Buhari Plan, given the need to harness the interventions of various stakeholders and communicate them effectively while ensuring that all stakeholders have a sense of ownership of the Plan. The Communication Strategy will run through the life cycle of the Buhari Plan and provide the framework that will brand and popularise the Plan. Strategic Communications for the Buhari Plan will promote national and global ownership of the Plan. In doing so, the Plan seeks to build confidence and generate buy-in from stakeholders, help secure funding and promote synergies of action among all stakeholders.

MONITORING AND EVALUATION FRAMEWORK

The Federal Government of Nigeria (FGN) in 2010 began the process of institutionalizing global standards of accountability with specific, compulsory Monitoring and Evaluation processes in the implementation of Government programmes, projects and policies. Global Standards Monitoring and Evaluation have contributed significantly towards the actualisation of the Government's developmental agendas. Accountability is a critical concern of the PCNI and to address this, the PCNI has adopted a customised, results based Monitoring and Evaluation framework to govern the delivery of all projects, programmes and policies in the North East. This M & E system will be cascaded to the six North-East States. As the PCNI is a multi-sectorial and multi-stakeholder intervention programme, the M & E framework has been developed bearing in mind the key activities with different stakeholders in the different sectors. Clear accountability and responsibility strategies have been identified by all North East Stakeholders as mandatory for successful intervention in the region.

The PCNI Results Based framework is a system where key performance indicators (KPIs) have been assessed and established for tracking the results of each intervention deployed in the region at the output and outcome levels. In addition, baseline values and targets for the indicators have been developed to systematically track progress against implementation. The PCNI Accountability and Sustainability framework has also put in place a specifically defined strategy to encourage the institutionalisation and strengthening of established structures at the state and community levels. This will ensure direct visibility, engagement and transparency vis-a-vis the primarily affected population while ensuring long term state, regional and national benefits. Value addition will accrue as the impact dovetails from one to the next stage of intervention and support to the region.

CONSOLIDATION OF PAST EFFORTS IN RESPONSE TO THE CRISIS

In response to the national security issues raised by the insurgency, the immediate past President of the Federal Republic of Nigeria directed the immediate past National Security Adviser (NSA) to lead a major effort to develop a Marshall Plan for the revitalization of the economy of the North East. The Office of the National Security Adviser (ONSA) then began work on the Presidential Initiative for the North East (PINE) in 2011, with a Study of the Causes and Consequences of Insecurity. In 2012 and 2013, two more studies followed: one by ONSA and another conducted in conjunction with the European Union

(EU). Visitations by ONSA's Economic Team ensued and this research laid the foundation for the North East Economic Transformation Initiative (NEETI), which was led by the Directorate of Economic Intelligence (DEI).

In a bid to spur assistance for government's efforts in providing support to the growing number of victims of the insurgency, the Federal Government sought for additional avenues to fund the much needed relief efforts. Consequently on July 16, 2014, former President Goodluck Jonathan inaugurated a Committee called the Victim Support Fund (VSF) under the leadership of General T.Y. Danjuma (Rtd). The Committee, at the official Fund Raising Dinner of July 31, 2014, raised over 50 Billion Naira in pledges and an initial amount of over 20 Billion Naira has been redeemed. In 2014, the Committee organised several humanitarian activities to support the immediate victims of the insurgency by establishing a Foundation. This Foundation is today working closely with partners within the Federal Government's Strategic Response Plan.

The Federal Government of Nigeria, in collaboration with the UN Special Envoy for Global Education and a coalition of Nigerian business leaders, established "The Safe Schools Initiative (SSI)" on May 7, 2014, during the World Economic Forum Africa (WEFA) in Abuja. The objective of the SSI is to urgently protect hundreds of children in schools across the country, starting with schools in the North East, from violent attacks and kidnappings.

A needs based assessment has been carried out by the office of the Vice-President in collaboration with the six state governments of the region and the World Bank and the EU, called the Recovery and Peace Building Assessment (RPBA). The aim was to determine the scale of humanitarian needs and interventions required to rebuild the region to pre-insurgency levels as well as address the low socioeconomic indicators that predate the crisis. Together with prior assessments and planning done by a number of agencies of the Federal and state governments, the harmonized totals have estimated the financial requirement for this intervention at three Trillion Naira (₦3,000,000,000,000).

In response to the various parallel initiatives that are being implemented by the Federal Government and development partners, it was the resolve of the current administration, led by President Muhammadu Buhari, to set up a Committee which would co-ordinate and manage the country's approach to humanitarian aid, early recovery and resettlement. This Committee would also address the developmental challenges in a concerted effort to tackle the root causes of the insurgency in the North East region. It was in this context that the Presidential Committee on the North East Initiatives (PCNI), chaired by General T.Y. Danjuma, was announced by the President in January 2016. The Buhari Plan is an initiative driven by the PCNI with assistance from the Victim Support Fund.

At the forefront of the provision of humanitarian assistance throughout this process has been the National Emergency Management Agency (NEMA). NEMA has been responsible for the management of the different IDP camps, the provision of humanitarian aid through the supply of food and non-food materials, registration and monitoring of IDPs and rapid response to emergencies through ambulance and other emergency medical services.

ADDRESSING THE FUNDING CHALLENGE FOR THE BUHARI PLAN

The current funding provision in the 2016 Federal Budget for the North East comes to 36,388,559,685 Naira. This amounts to less than 10% of the budget that would be required for activities in the first year, including the critical activities surrounding the provision of humanitarian assistance to the affected population and resettlement. It is therefore necessary to facilitate supplementary budgetary provision to fund elements of the Buhari Plan in its first year.

State Governments' budgetary provisions, while high, are an outlier due to the steady decline of monthly federal allocations. All the state governments barely pay their monthly wage bills and so therefore cannot afford capital expenditure at this time. The federal component will represent all government sources for now.

Regional and international co-operation will be necessary to completely resolve the crisis and ensure that the underlying causes of the insurgency do not subsist. The overall budgetary requirement for this intervention is estimated at 2.64 Trillion Naira. The total Federal Government commitment in the 2016 Budget (projected over 5 years) is 181 Billion Naira. The funding gap is 2.219 Trillion Naira. This is the component that we are seeking development finance institutions, international aid agencies, NGOs and the private sector to bridge. The table below outlines the funding strategies for the different components.

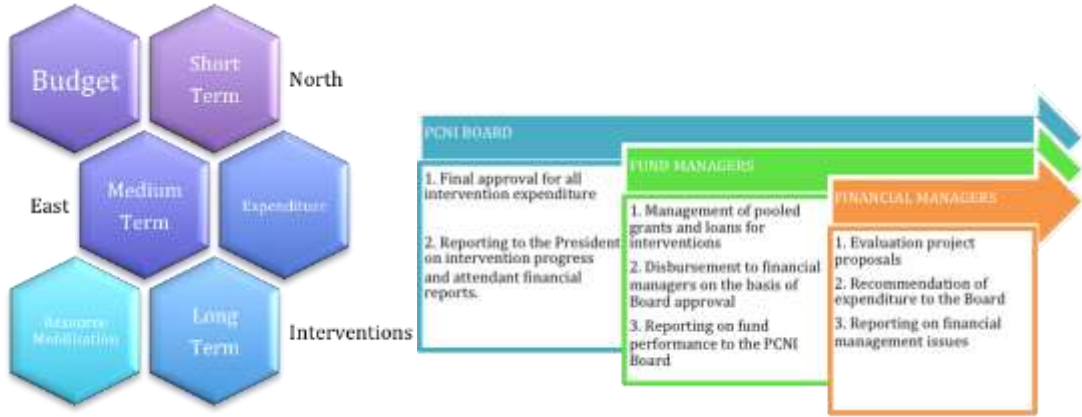
Table 1: Funding strategies

S/NO	Interventions	Organizations	Funding Framework
1	Emergency Humanitarian Assistance & Social Stabilization	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
2	Rehabilitation, Relocation & Resettlement	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
3	Peace Building	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
4	Security	Federal & State Governments	National Budget, Bilateral Agency support
Development Strategies			
5	Infrastructural Development	DFI's, International Aid Agencies, NGO's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP
6	Agricultural Revitalization	DFI's, International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
7	Environment	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
8	Health Sector Reforms	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
9	Educational Transformation	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support

10	Good Governance	International Aid Agencies, NGO's	Grants, Direct Programme support
11	Regional Planning & Strategic Growth Management	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
12	Entrepreneurship & Job Creation for Youth/Women Empowerment.	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
13	Border Security & International Trade Development	DFI's, International Aid Agencies, NGO's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP
14	Solid Minerals Development	DFI's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP

The PCNI intervention donations will be pooled in a fund to be managed by fund managers for the duration of the intervention. Funds are to be released for project execution on the authority of the PCNI board. The approved funds are to be released to the PCNI financial managers for onward disbursement to implementation partners. The Fund Management and financial management function can be encapsulated in a single entity.

Figure 3: Fund Administration



5. EMERGENCY HUMANITARIAN ASSISTANCE AND SOCIAL COHESION

Background

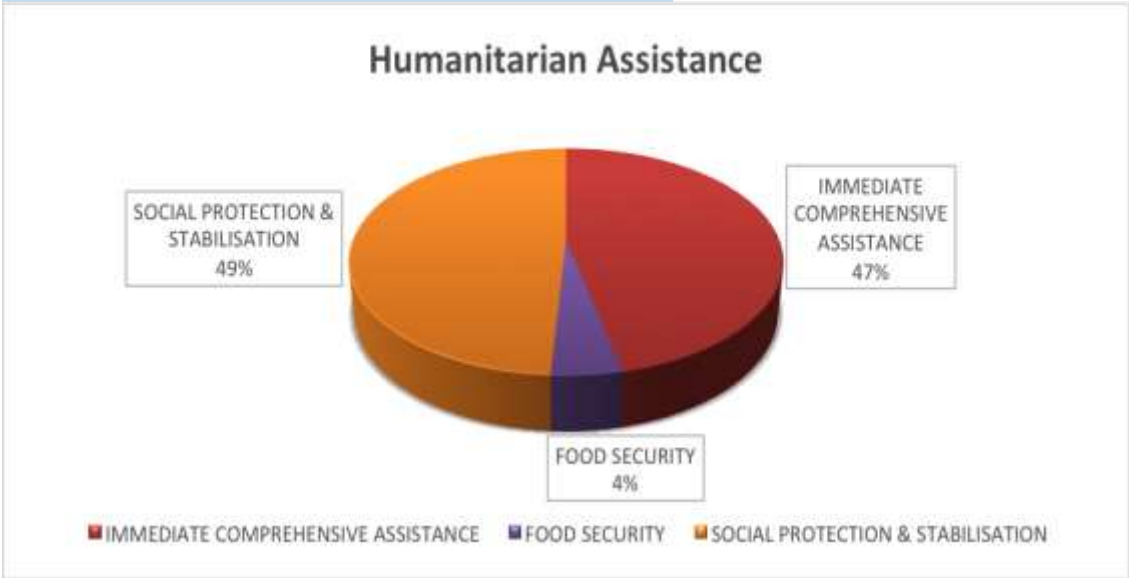
PCNI programme activities will need to start with emergency humanitarian assistance and social cohesion because of the high level of destruction of communities that has resulted from the insurgency. Violent attacks on civilians by Boko Haram since 2009 have affected an estimated 14.8 million people in Borno, Yobe, Adamawa and Gombe States. More than 20,000 people have been killed and very many widows and orphans are in dire need of help. There are about 2.2 million IDPs still in camps and private homes in Adamawa,

Borno, Gombe and Yobe States as a consequence of the conflict. About 177,000 Nigerian refugees are currently in the neighbouring countries of Cameroon, Chad and Niger. The United Nations Office for the Co-ordination of Humanitarian Affairs [OCHA] reports that the region remains in critical need of humanitarian assistance with about 7 million people affected. Of these, 3.9 million people need food and security, 3.7 million people require basic health services, 1.6 million people require emergency shelter and over 2 million children are out of school.

The overall strategy of the Buhari Plan is to prioritise the immediate humanitarian assistance that needs to be extended to victims of the insurgency in the region and the security initiatives that are required to make the region safe for resettlement and rehabilitation. With 2.1 million IDPs, the next priority will be resettlement into functional and secure communities. The activities that this component underwrites are as follows: demining and security screening of reclaimed communities, rapid reconstruction of critical infrastructure, relocation of IDPs and camps and the full resettlement of all IDPs. Commencing concurrently with the Resettlement Phase of the intervention is the Socio-economic Development phase. Economic Development Programmes will dominate this period of the intervention; there is a self-evident need to revitalise the region's economy. This component seeks to address the underlying causes of the conflict such as poverty levels, unemployment and underemployment, low socioeconomic indicators in terms of healthcare, education, infant and maternal mortality rates among others.

The breakdown of the Emergency Humanitarian and Social Cohesion component of the Plan is presented below.

Figure 4: Breakdown of Humanitarian Assistance



Objectives

The objective of the emergency humanitarian and social cohesion programme is to provide immediate relief in line with international best practices, including the Guiding Principles on internal displacement and the articles of the Kampala Convention.

- Immediate Comprehensive Assistance (a comprehensive list of Food Items, Non-food Items and Unconditional Cash Transfers to the affected population within the region).
- Social Protection and Cohesion
 - ✓ The IDP Bio Data Capture Programme (to create a baseline for intervention planning and programme delivery targeted at meeting the needs of IDPs)
 - ✓ Targeted Relief to Vulnerable Groups within the affected population (widows/female heads, orphans/unaccompanied children, the elderly and the disabled)
 - ✓ Rapid Essential Health Deployment Programme across the region including a strong component of psychosocial support
 - ✓ The Back to School and Rapid Mobile Schools Programme
 - ✓ The Local NGOs Capacity Building Programme
- Victims of Violence Rehabilitation Programme (Targeted Psychosocial Support and Trauma Counselling to address Sexual and Gender Based Violence (SGBV) which is exacerbated in conflict-ridden situations. SGBV will be addressed, both in the short and the long term, through provision of a safe environment and access to necessary personnel and facilities for recovery).
- Victims Rehabilitation and Support Network (a communication platform and physical meeting place for victims of violent extremism and the Boko Haram insurgency).

Proposed Actions

In finalising a comprehensive, coherent, collaborative and co-ordinated response to the extensive humanitarian crisis in the region, the Buhari Plan has identified and brought together all the elements that are required for rapid deployment of humanitarian relief and immediate stabilisation of the condition of the suffering population. The Buhari Plan for Humanitarian Assistance and Social Cohesion will harmonise all the capacities, resources and parameters distilled from the humanitarian activities of all the partners identified, to carry out the following actions:

- i. To deliver co-ordinated and integrated life-saving assistance to the people most severely affected by the North East crisis.
- ii. To track and analyse the risks and vulnerability of affected populations and integrate these findings into all humanitarian and development programming for the region.
- iii. To support vulnerable populations to cope better with shocks by responding earlier to warning signals, by reducing post-crisis recovery time and by building the capacity of national actors based on assessments.

Actors

The key stakeholders and actors charged with implementing this section of the plan will include the Nigerian Humanitarian Country Team (HCT). The HCT is composed of: NEMA and the State Emergency Management Agencies (SEMAs); all Federal and State Government MDAs with primary responsibility roles of initiating, organising, co-ordinating and implementing humanitarian assistance in Nigeria; the UN Humanitarian agencies;

International Office of Migration, the International Red Cross and Red Crescent Movement; other Non-Governmental Organisations and International Organisations that undertake humanitarian action in-country or have operational relevance in the humanitarian field.

6. EARLY RECOVERY

Background

The crisis in the North East has been deep and sustained. The population has been completely destabilised physically, socially and psychologically. Many IDPs have been living with host communities that are themselves in need. Indeed some IDPs have suffered second and even third displacements after their initial forced displacement. There is a need for an early stage recovery programme that would address the most urgent needs and vulnerabilities of affected communities.

Objectives

- i. To reach and offer support to at least 1.8 million IDPs seeking to return to their communities;
- ii. To provide jobs in public works to the youth;
- iii. To facilitate quick restoration of agricultural and food production;
- iv. To improve productivity levels within the communities.

Proposed Actions

The design and implementation of Productive Works and Rapid Reconstruction of Critical Infrastructure programme comprises immediate renovation and rehabilitation of critical structures to be carried out by youth within IDP camps. The promotion of Early Recovery in Agriculture and Enhancement of Food Security programme will assist with restoration of livelihoods in Borno, Adamawa and Yobe states, until communities restart food production and economic activities for earnings. This is to be done by providing agricultural input for small scale farming, support for livestock farming, fisheries, and agricultural extension services to cover a range of crops to enhance availability of food in the shortest possible time frame to support families. A small-scale entrepreneurship programme will also be carried out to facilitate livelihood development, especially among the youth.

Actors

Key actors will be federal and state ministries of agriculture, the National Directorate of Employment, Federal Ministry of Power, Works and Housing with similar state ministries, International Non-Governmental Organisations (INGOs), local charities and faith-based organisations.

7. REHABILITATION, RELOCATION AND RESETTLEMENT

Background

This programme seeks to return the lives of IDPs to normality by improving their situation in their locations of displacement and subsequently returning them to their original communities. The return of IDPs and refugees to their communities is extremely challenging and requires a comprehensive plan of action. The scale of the problem is vast, the largest on the African continent. IDPs are spread throughout the country, mostly

in host communities. Refugees are located in three countries – Cameroon, Chad and Niger. In line with Nigeria’s commitment to international and regional instruments signed on forced migration, securing the consent of displaced persons before resettlement is a precondition for action. Currently, some people are already returning to their home communities based on the increased success of the armed forces against the insurgency and it is important that resettlement is conducted in a co-ordinated and planned manner.

The key challenges confronted are as follows:

- i. Security is not fully restored in all parts of the North East and it is important that people return only when their security is guaranteed.
- ii. The scale of the problem of forced displacement is vast and unprecedented so proper planning is required before the programme begins.
- iii. Most IDPs are not in camps and live with host communities that are also living in difficult conditions. It is imperative that the planning process takes on board not only the problems of the IDPs but also those of the host communities.
- iv. The actual process of return is huge and complex and must therefore be well planned and executed.

Objectives

The objectives of the programme are as follows:

- 1) Developing an integrated and holistic policy framework for the return of displaced persons;
- 2) Ensuring that the return process is conducted in a voluntary manner that respects the dignity of the persons involved;
- 3) Providing standard and comprehensive resettlement support to all concerned persons;
- 4) Providing support to host communities who in spite of their own difficult conditions have sacrificed enormously to provide for displaced persons;
- 5) Provide for the construction of temporary camps for IDPs before their eventual return to their communities;
- 6) Ensure that communities are de-mined and security screened before IDPs are returned.

Proposed Actions

In June 2016, the Ministry of Interior convened the Regional Protection Dialogue on the Lake Chad Basin in collaboration with the United Nations Refugee Agency to map out a comprehensive approach to enhancing protection and responding to the most urgent needs of IDPs and refugees affected by the crisis. Partners from Nigeria, Chad, Cameroon and Niger agreed on the principles that should guide action directed at all people affected by forced displacement. They emphasised the civilian character of refugees and IDPs and the legal instruments that protect their rights. Following this accord, Nigeria proposed the establishment of Tripartite Agreements for the voluntary repatriation of Nigerian refugees in Cameroon, Chad and Niger Republic. The agreement with Cameroon has already been drafted and initialled. The National Emergency Management Agency (NEMA) along with State Governments and their emergency management agencies (SEMAs) are mandated to provide emergency response services

and humanitarian assistance to IDPs. They have been doing so in collaboration with the HCT and donor partners. The National Commission on Refugees (NCR) is the statutory organ that oversees the registration and protection of the rights of people subjected to forced migration.

Based on the successes recorded thus far in the war against terrorism, all actors seek a return to normality and resettlement of the people in the region as quickly as possible. Feedback from the states indicates that many IDPs have begun to return to their homes. However, some reports indicate that returning IDPs experience secondary displacement due to lack of livelihoods or any support structures to aid resettlement.

The Buhari Plan has thus distilled the integrated Rehabilitation, Relocation and Resettlement intervention, to address this urgent need by ensuring that returnees receive the support needed for settlement to take place. The interventions listed below are targeted to reach IDPs who are returning to their original communities. Areas within the 3 BAY States, which have suffered the most violent disruptions of communities and displacement of citizens, will receive priority attention.

Components of the Rehabilitation, Relocation and Resettlement plan:

- Demining and Security Screening of Reclaimed Communities
- Adopt a Resettlement Village Programme
- Relocation of IDPs and Camps
- Returnees Registration and Profiling
- Cleaning, Clearing and Sanitation of Reclaimed Communities.
- Restoration of Sanitised Water and Hygiene in Reclaimed Communities.
- Standardised Emergency Relief Items.
- Housing Refurbishment Materials and Support.
- Rapid Essential Health for Resettled Communities
- Back to School and Rapid Model Schools Programme
- Early Recovery in Agriculture and Food Security.
- Returnee Empowerment through Productive Works
- Entrepreneurial Programmes in Resettled Communities

The priorities identified through this section and the guiding implementation parameters harmonised from all existing capacities on the subject will determine the scope, scale and pace of the whole resettlement of the region as well as its most successful return to normality.

Actors

Key actors include the Ministry of Interior, Office of the National Security Adviser and the Armed Forces, other security agencies, NEMA/SEMA, National Commission on Refugees, International Development Partners, Local Charities, and relevant Ministries at the federal and state levels.

8. PEACE BUILDING

Background

Since the outbreak of the Boko Haram insurgency in the North East, social and community

life has been disrupted, community leaders killed, youths abducted and traditional mediums for deliberations have also been ruined. The terror activities of the insurgents have not only widened the existing fault-lines, they have also polarised communities and their disruptive manifestations have caused tension, distrust and suspicion among family and community members. The goal of the Peace Building plan is to promote a peaceful, just and inclusive North East Nigerian society.

Objectives

The plan seeks the realisation of seven objectives, namely: protection, monitoring, advocacy, socialisation, social cohesion, intermediation and facilitation, and service delivery.

Proposed Actions

A key requirement for sustained peace in the region is a co-ordinated and responsive conflict Early Warning and Response System to disseminate processed information, to relevant security agencies and stakeholders, on trends that could generate and trigger violent conflict. To achieve this, a zonal Early Warning systems workshop will be held with relevant stakeholders and security agencies to create a clear and secured reporting structure of conflict inducing activities in local communities.

The Boko Haram insurgency has left in its wake serious cases of human rights violations by the insurgents. These violations have left many communities, families and individuals traumatised. Transitional justice mechanisms have been proposed for stability, sustainable peace and development. Such mechanisms are created to deal with crimes that were committed during a violent conflict (insurgency) period, at a stage where that society is at the cusp of transition from conflict to one of peace and stability. As displaced communities return, government will watch to ensure that legitimate institutional authorities guarantee a robust post-conflict transitional justice mechanism and accountability.

Actors

Key actors are the Ministry of Defence, Defence Headquarters, Ministry of Interior, Office of the National Security Adviser, other security agencies such as the DSS, Civil Defence and the Nigerian Police Force. Institute for Peace and Conflict Research (IPCR), State Governments, Traditional Rulers, International Development Partners, Local Charities, and relevant ministries at the federal and state levels.

9. SECURITY

Background

There is a huge deficit of safety and security in the North East created by seven years of the Boko Haram insurgency. The Buhari Plan has, as its cardinal programme, the restoration and the enhancement of safety and security in the region. Security is the precondition for the return of productive normality in the region. With increased safety and security, economic and commercial relations would receive a boost that would set recovery en route. This would also create the basis for challenging and reversing religious radicalisation.

Objectives

- i. Create a safe and secure environment for human and business activities in the zone;
- ii. Protect the people and their communities from rampaging terrorism;
- iii. Conduct a disarmament, demobilisation and reconciliation (DDR) programme for both the Boko Haram insurgents and the Civilian Task Force combatants;
- iv. Ensure complete deradicalisation of combatants engaged with the insurgency;
- v. Provide training in conflict management to communities and stakeholders in the region;
- vi. Sensitise the populations to the dangers of religious, social and ethnic intolerance;
- vii. Properly manage the inflow of people into their original communities;
- viii. Create a Sahelian Institute for Intelligence Studies on Terrorism.

Proposed Actions

The Security Programme is anchored on three components: the Countering Violent Extremism (CVE) Programme; the Military, Para Military and Other Security Agencies Project; and a Long term Safety and Security Enhancement Initiative.

The CVE programme seeks to destroy sympathy for extremist ideology through a thorough region-wide counter-narrative driven by religious leaders, civil society and community leaders. These influencers will receive appropriate training that equips them to stand up to extreme voices and empowers them to deny violent extremists a platform.

The military, paramilitary and other security agencies' project is designed to demobilise all non-state combatants in the region and provide them the mentorship and skills required for a successful re-integration into productive society. This programme will also leverage on the military's capabilities to provide security, community service, logistics and construction technology in the early phase of resettling returning IDPs. The long term safety and security enhancement will shore up protection facilities through technology platforms for region-wide real-time security monitoring as well as the promotion of trust between the military and communities.

Critical to the success of this security strategy are the following:

- Inter-religious and Intra-religious Engagements. As a culturally religious society, it is imperative to implement a counter extremist narrative that will engage faith leaders in the region and foster inter-religious and intra-religious harmony.
- Information Communication Technology (ICT): It is vital that technology is fully exploited to safeguard lives and properties through constant information flow about potential or rapidly developing situations in communities across the region.

Actors

Key actors include the Ministry of Defence, Defence Headquarters, Ministry of Interior, Office of the National Security Adviser, other security agencies such as the DSS, Civil Defence and the Nigerian Police Force. Institute for Peace and Conflict Research (IPCR), State Governments, Traditional Rulers, International Development Partners, Local Charities, and relevant ministries at the federal and state levels.

10. SOCIAL AND ECONOMIC DEVELOPMENT

The insurgency in the North East has been characterised by very high levels of destruction and violence against the population in general. Social and economic relations prior to the insurgency were already characterised by various forms of exclusion, inequality and violence, based on class, gender, ethnicity and interpretations of religion. Initiatives to address the short- and longer-term impacts of the resulting crises will require major efforts to ensure the participation of men and women in shaping the trajectories of change.

The development component of the Buhari Plan is designed to address the damage and negative impacts of the crises, which have had multiple, and interconnected effects on all aspects of existence and livelihood in the North East. The overall development plan will adopt a multi-sectorial approach that cascades not only from Federal to State governments but crucially, also to local governments, communities and citizens. Implementation will require massive citizen engagement via community platforms to find out real and perceived socio-economic problems in rural and urban areas. Proposed policy changes – on education, health, agriculture, energy, environment, infrastructure, and so on – will also require massive citizen sensitisation and public discussion via community platforms, groups and associations in civil society and town hall meetings.

The Plan's implementation strategies are therefore based on a holistic and integrated approach that is designed to ensure the following:

- ✓ Building back better to improve on the pre-existing situation. In doing so, explicit measuring standards will be adopted to ensure that delivery is innovative, efficient and sustainable.
- ✓ Very specific targeting of the most urgent needs of the most vulnerable populations. Interventions will be prioritised on the basis of urgency of need and efficacy of the relief delivered.
- ✓ Context specific implementation which will take into consideration the security situation, the extent of the human and physical damage faced by the population, and the specificities of each State.
- ✓ Local ownership and community participation in such key areas as return and resettlement, social cohesion and peace-building, improved local governance and social protection, among others.
- ✓ Training and/or support in setting up new initiatives in all of the components of social and economic development will principally target young people, male and female, and women in general.
- ✓ Integrated inter-sectoral initiatives, such as those that create synergy by bringing together environmental, energy-related and agricultural concerns.
- ✓ Scaling up of existing successful initiatives by all stakeholders. This will take into account different systems of operation to ensure multi-stakeholder participation and avoid duplication of interventions and/or budget expenditure.

10.1 INFRASTRUCTURE

Background

There is a dearth of data on the impact of the insurgency on infrastructure. Roads, bridges, water and electricity supplies as well as telecommunications installations and equipment have all been destroyed, particularly since 2009. Other physical assets destroyed have been homes, clinics/hospitals, schools, markets, shops, offices and parks. Perhaps the greatest destruction has been of homes, as evident in the large number of people internally displaced by the violence. On some occasions, communities have been completely destroyed. In January 2015, the Amnesty International surveillance report showed a complete destruction of Baga community.

Objectives

The strategic objective of the Infrastructure plan is to rebuild on a scale that jumpstarts the region from its current negative indicators to a model of global development. Robust infrastructure will provide the material conditions to inspire future generations towards industry, collaboration, economic prosperity and peaceful co-existence.

Rebuilding Infrastructure is a very high priority in the Buhari Plan.

Proposed Actions

The Infrastructure plan covers the building of an efficient regional transportation system (roads, rail, air and water), and housing, clinics, schools, markets, town halls, police stations, barracks, other public buildings, energy, water and electricity supplies. Damaged telecommunications infrastructure such as Base Transceiver Stations (BTS) are to be built and fibre optic cables laid within a proposed new regional hub that will enable Service Providers to power networks with enhanced broadband connectivity. A mix of large-scale and smaller-scale interventions is proposed.

Actors

The PCNI Infrastructure Desk will co-ordinate the activities of various stakeholders and sector leaders to ensure that the goals are realised in outputs and delivered in a timely manner. Key actors include Federal and State MDAs, private sector investors and builders, NGOs and development partners relating to: Power, Works and Housing; Transport; Water Resources; Environment; Communications; Finance; Budget and Planning. Other actors include: Federal Ministry of Aviation; Federal Ministry of Trade and Investment; State Governments; Nigerian Infrastructure Advisory Facility (NIAF-DFID); Nigerian Directorate of Employment (NDE); Nigerian Railways Authority (NRA); Mambilla Development Partners; Consortium of Quintas Renewable Energy; Centre for Renewable Energy (FUTA); Engineering Material Development Institute; National Power Training Institute of Nigeria (NAPTIN); University of Maiduguri; General Electric (Nigeria Operations); Central Bank of Nigeria (CBN); Federal Mortgage Bank; World Bank; Chinese Exim Bank; Global Development Partners; Private Sector Donors; Green Cowrie International; Feedback Infra (India) and other International Investors; Local NGOs.

10.2 AGRICULTURE

Background

Historically, agriculture was, and still remains, the mainstay of the economy of the North East region of Nigeria. The region used to be prominent in beef production, millet, corn,

cassava, rice, yams, tomatoes and groundnut production. In recent times, however, Boko Haram has directly attacked farms and displaced farm owners and workers, severely disrupting the planting cycle and negatively impacting on food security.

Objectives

The overall objective of the Agriculture plan is to turn the agricultural economy around in the North East region to promote food security and sustainability. The plan seeks to achieve the following over a period of 4-5 years:

- Enhance agricultural sector productivity and market opportunities.
- Expand the availability of agricultural inputs and upgrade animal livestock.
- Enhance agriculture human capital development, agricultural facilities and transform the agricultural produce marketing sector.
- Improve agricultural infrastructure and equipment.
- Improve irrigation through channelisation.

Proposed Actions

The pursuit of improved productivity and market opportunities will require taking account of the need to protect biodiversity and sustain the environment. The North East Growth Enhancement Scheme (GES) was designed to provide seed and fertilizers at subsidized rate to registered smallholder farmers across the country over a period of four years. Farmers received subsidized electronic vouchers on their mobile phones. Through the Agricultural Mechanization Programme, farmers can hire or lease modern farming tools, equipment and machinery for a fee, which will be subsidized by government. The One Stop Shop Agro-Output Centres are agricultural facilities set up by the Federal Ministry of Agriculture and Rural Development (FMARD) in all Local Government Areas in Nigeria. The programme is meant to ensure access to agricultural inputs such as fertilizer, agro chemicals, quality seeds, livestock feeds, veterinary drugs, tractor hire and extension services. Free preservation units for perishable farm products are also provided as well as storage space for unsold products. The programme on Staple Crops Processing Zones (SCPZ) will construct one processing zone in the six geopolitical zones in Nigeria. The SCPZ will be used for processing not only staple crops but other raw food produced by farmers into finished foods to benefit the regions.

Low levels of milk and beef production will be boosted through the revitalization of major grazing reserves in the region and the formation of public-private partnerships with smallholder pastoralists. This is the basis of the programme on Integrated Cattle Breeding for Dairy and Beef production. The Fishing and Aqua Culture Programme is designed to enhance production, processing and marketing within the fish value chain. Finally, extension services are to be revitalised in the North East through the introduction of innovative extension learning platforms and massive capacity building for farmers in various commodity value chains.

Actors

Principal actors include Federal and State MDAs, civil society organisations and development partners relating to: Agriculture and Rural Development; Water Resources; Environment; NDE and SMEDAN; Women Affairs; Youth Development; Finance; Budget and Planning. Other actors include: NAIC; National Agricultural Seed Council; Agricultural Research Council of Nigeria; ATA; local NGOs; Nigerian Institute of Animal Science

(NIAS); L&Z Farms; Association for Dairy Production; NAPRI; Miyetti Allah; FCW; Milk Producers Co-operatives Association (MILCOPAL); International Institute of Tropical Agriculture (IITA), Ibadan; University of Makurdi; Nigerian Export Promotion Council (NEPC); Local NGOs; Federal College of Fresh Water Fisheries, Baga; Lake Chad Research Institute; Nigeria Institute of Oceanography and Marine Research; Financial Institutions; Agro-Machinery Vendors/Manufacturers; farmers, farmer's cooperatives; private sector; Federal Department of Extension (FDAE); Agricultural Development Projects (ADPs).

10.3 EDUCATION

Background

Schools have been a particular focus of destruction or damage by Boko Haram. In Borno State, the epicentre of the violence, schools were closed between early 2013 and 2015. The situation prior to the insurgency, however, was one in which the educational indices and outcomes for the North East were already very poor. It is generally recognised that there are profound challenges facing the education system in this region, which predate the insurgency. Large numbers of children are out of the formal school system. Literacy levels in English are low.

School attendance of girls drops off sharply beyond primary level. A combination of factors, such as poverty and an emphasis on marrying girls off young, prevent them from pursuing formal education. Only 3% of girls complete secondary school in the North.¹ With the notorious abductions of 276 female students from Chibok Government Girls Secondary School between the 14th and 15th of April 2014, more and more parents in the North East are thinking twice about sending their daughters to school. The implications for girls' education in a part of the country that is already lagging behind in this sphere are stark.

Improving human resources in the North East region requires the capacity to think critically about complex social realities and to be competitive in the new global knowledge based economy. To do this, it is essential to accelerate educational development and overhaul the key components of the education system. The plan details a comprehensive framework to revitalise the education system, covering increased safety, access and quality of education.

Objectives

The Education plan aims to achieve the following:

- To improve access to education through construction/renovation of facilities.
- To sustain development of institutional capacity
- To provide a safe environment for learning
- To strengthen teachers' knowledge of their subjects and their capacity to communicate this to students
- To improve the remuneration and welfare of teachers
- To increase students' enrolment and attendance rates
- To improve literacy in English and numeracy

¹ British Council 2012 *Gender in Nigeria Report 2012: Improving the Lives of Girls and Women in Nigeria* Abuja

- To provide education that will inculcate critical thinking, reduce violence and promote gender equality
- To produce an educated populace that will maximise the competitive advantage of the region in terms of resources and opportunities

Most educational initiatives have been designated high priority in order to fast track sustainable social and economic recovery in the region. A few exceptions are considered medium priority projects.

Proposed Actions

The actions to be taken in support of the Education plan rest on building community partnerships for participation and input. Mass renovation and reconstruction of schools is to take place. The Teacher Recruitment and Recertification Programme is designed to recruit and train large numbers of new teachers, and provide incentives so as to retain them in the education system. Regular retraining is also part of the programme. The Long Term Component of the Safe Schools Initiative is designed to provide secure environments for pupils, especially girls, to learn; it also aims to halt interruptions to the school calendar.

The Regional Curricular Renewal Project will review the school curriculum in the context of the global environment, the resources currently available to the region, and the interaction of Islamic and modern education, focusing on areas in which the North East enjoys a comparative advantage. The Sir Abubakar Tafawa Balewa Programme is designed to cater for children with disabilities. Three model institutions for special needs children (1 secondary and 2 primary schools) will be established in each State. The Compulsory Education Enforcement and Advocacy Programme concerns implementation of the Universal Basic Education Act which requires enforcing compulsory education for children up to year 9 (Primary 1 to 6 and year 1 to 3 of Junior Secondary School). A Primary School Feeding Programme is also part of the Education plan. The complete syllabus for primary and secondary education is provided on a single tablet device via the Presidential E-Learning Platform.

The Shining Light Programme is intended to provide adult education within secondary schools. Entry into higher education will be encouraged by the provision of scholarships. The University Product Development and Commercialisation Partnership Programme focuses on fostering partnerships between universities and the private sector so that the universities can undertake research studies into areas requested by the private sector companies and these companies in turn can provide funding for the university in the form of grants, scholarships and donation of equipment.

Actors

Key actors include Federal and State MDAs, civil society organisations and development partners relating to: Education; Agriculture; Energy; Environment; Water Resources; Women Affairs; Youth Development; Communications; Information and Culture; Finance; Budget and Planning. Other actors include State Governments; State National Assemblies; the National Assembly (NASS); the National Teachers Institute (NTI); the West African Examinations Council (WAEC); the Education Sector Support Program in Nigeria (ESSPIN); National Examinations Council (NECO); NEMA; UNICEF; UNESCO;

Nigeria Union of Teachers (NUT); selected Tertiary Institutions; selected National Universities; Private Sector donors; DFID; Nigerian Army Core of Engineers; World Bank; Islamic Development Bank (IDB); Countering Violent Extremism (CVE) Initiative; Development Partners; UN Food and Agriculture Organisation (FAO); NAFDAC; Parent Teacher Associations (PTAs); North East Enforcement Infrastructure (Police, NSCDC); Advocacy Groups.

Key actors include Federal and State MDAs, civil society organisations and development partners relating to: Education; Agriculture; Energy; Environment; Water Resources; Women Affairs; Youth Development; Communications; Information and Culture; Finance; Budget and Planning.

10.4 HEALTH

Background

The National Health Demographic Survey 2008 showed very depressing health statistics in North East Nigeria in comparison to other regions of the country. These already gloomy health indices were further aggravated by the insurgency, which destroyed existing health infrastructure and stalled health management projects. The insurgency also prompted the out migration of health personnel from the region and on-going humanitarian crisis. PCNI aims to adopt an integrated response as contained in the Federal Ministry of Health (FMOH) health sector response to humanitarian crisis plan (HSRHP) for the North East.

The PCNI health vision is to overhaul the existing health delivery system in the region and make it more accessible, affordable, better structured and equipped to deliver quality health care to the population. The sustained production and availability of well-trained and motivated health personnel is integral to this vision.

Objectives

The Health plan has the following objectives:

- To provide basic, essential health care services in a strengthened health system in the North East.
- To significantly reduce child mortality rates.
- To rapidly decrease the maternal mortality ratio in the region by increasing the proportion of births with skilled birth attendants present.
- To strengthen the development of competent and committed health personnel for the delivery of quality health care services.

In view of the current negative health sector indices in the region, the health sector interventions are deemed to be of high priority.

Proposed Actions

The PCNI Health sector actions are based on harmonised plans from the NESTS Plan, the Victims Support Fund and the FMOH as follows: the North East Medical Facilities Rehabilitation and Standardisation programme; the North East Medical Training Institutions Rehabilitation and Standardisation programme; the Regional Intensive Care Training Institute; the States Trauma Centres; the Health Workers Attraction and Retention Initiative; the Low Cost High Impact Intervention; the States Specific Diseases Intervention programme; the Community Extension Workers and Village Health Workers

Upgrade programme; the Male Activism for Health Access programme; the Regional Health Insurance programme; and the Private Sector Health Services Support programme.

The projected impact of the Health plan is the invigoration of the health system through rapid improvement of the quality and availability of health care services, including trauma care delivery, whilst strengthening human resources for the delivery of health services. The overall aim is to improve people's health, as measured by health indicators, across the region.

Actors

Actors participating in the Health plan include: the Federal Ministry of Health (FMOH); State Ministries of Health (SMOH); National Primary Health Care Development Agency (NPHCDA); State Primary Health Care Development Agencies (SPHCDA); Nursing and Midwifery Council of Nigeria (NMCN); Community Health Registration Practitioners Board (CHRPB); National Agency for Control of AIDS (NACA); NGOs; International Partners; Private Hospitals, and the like. PCNI will encourage community engagement to promote ownership of programmes, including community based health insurance schemes.

Programmes will be run over a period of 6 months to 4 years, after which the States will take over the responsibility for their implementation.

10.5 ENVIRONMENT

Background

Despite attempts made by government and the international community at checking drought and desertification in Nigeria, loss of arable land remains the most pressing environmental challenge in the dry land of the northern belt of Nigeria. About 64% of Nigeria's 909,900 km² land area is threatened by desertification. Trees planted as shelter belts to check the advancing dunes are withering due to lack of attention, despite huge financial and material commitment by government. Top down approaches, however, are rarely successful. The effectiveness and sustainability of new initiatives in mitigating desertification will be largely dependent on the involvement of local people.

The depletion of water resources within the Lake Chad Basin as well as river basins has been intensifying over the years, contributing to the economic insecurity characterising the region from which Boko Haram has drawn its adherents. At its driest, Lake Chad has decreased to five per cent of its 1963 level. Only about 50 per cent of this is due to climate change; the rest is due to human activities and water use. Lines of action aimed at protecting Lake Chad itself, river basins within Nigeria and the capacity of the rivers feeding the Lake need to be intensified.

Objectives

- To introduce greater effectiveness in abating and reversing desertification, ultimately preventing the annual arable land loss estimated at over 350,000 hectares.
- To work towards reviving and protecting Lake Chad and its resources.

New approaches and a more efficient use of resources, backed by technology, will characterise the pursuit of both these ends. The Environmental plan has been designated to be of high priority due to the critical need to be more effective in combating desertification as well as protecting and reviving Lake Chad.

Proposed Actions

Key initiatives targeted under the Environment plan over a period of 4 years are:

- The Great Green Wall (GGW);
- The Lake Chad Recharge Programme;
- The Regional Environmental, Geo-spatial Intelligence Centre (REGIC);
- A Vector Control Programme.

The Great Green Wall is an international effort to reverse desertification by enhancing natural resource management and promoting ecosystem integrity in the dry-land of Bauchi, Borno, Yobe and Gombe. These are four of the eleven frontline States in the Sahara and Sahel green belt restoration that will take place across the Northern part of Nigeria. Community engagement will be central to the delivery of the Great Green Wall initiative across every phase of the project. These include capacity building, upgrading of training facilities, site identification and delineation, environmental impact assessment studies, land preparation, planting and nurturing, and provision of support to communities to raise seedlings.

The Lake Chad Recharge Programme seeks to restore the depleted Lake through a two-pronged approach. The first is by a transfer of water from the Oubangui River in the Congo basin; the second is by reopening some of the tributaries feeding the Lake. The programme aims to rejuvenate the depleted eco-system and restore economic viability around the Lake Chad basin. This is an international project involving Nigeria, Cameroun, Niger and Chad. The target is \$14.5 billion dollars towards water transfer projects in the Lake Chad basin. It is worth noting that the water transfer aspect of the programme faces several challenges, including environmental risk. The Oubangui River itself has been depleted by a third over the second half of the twentieth century and there is opposition from neighbouring countries whose own rising electricity demands are unmet. The second component of the Lake Chad programme is more likely to reap rewards: improving the hydraulic capacity of the tributaries of Lake Chad, notably the Chari River, would reduce losses in the floodplains and increase the quantity of water reaching Lake Chad. In addition, the Lake could be developed through de-silting programmes, combatting shoreline erosion and invasive plant species.

The REGIC initiative is designed to empower the region with a technological tool to ensure that participants and contractors who are assigned roles in the restoration process deliver on their contractual obligations. Through in-situ feeds, REGIC will provide Government and the people with real-time assessments of progress and performances, regardless of location or time.

The vector control programme is a preventive scheme aimed at reducing the Malaria burden. This intervention is informed by the high number of reported deaths from Malaria in IDP camps. The programme involves indoor residual spraying of mosquitoes (IRS) and managing larvae sources by larvaciding in order to suppress the vector population.

The projected outcomes of the Environmental strategy include protection of the environment and more sustainable development. This will be manifest in improved wellbeing, an increase in available arable land, potential increase in crop yields and improved food security, whilst the protection of Lake Chad will support water availability and related livelihoods.

Actors

Key actors include the Federal Ministry of the Environment; the Great Green Wall Agency, Federal Ministry of the Environment; NICOm Team, Federal Ministry of the Environment; Federal and State MDAs, Agriculture; Federal and State MDAs, Water Resources; Federal and State MDAs, Women Affairs; Federal and State MDAs, Youth Development; Federal and State MDAs, Power; Federal and State MDAs, Finance; Federal and State MDAs, Budget and Planning; NGOs; global development partners; local and other international environment funds.

10.6 CAPACITY BUILDING FOR GOOD GOVERNANCE

Background

The failure of leadership and effective institutions to drive the advancement of human capacity from peasant dependence to independence and self-determination has held back the North East region over the years; they are root causes of the current insurgency. Partisan politics, corruption, the lack of inclusion and the reality or perception of governmental bias along ethnic or religious lines has also fuelled distrust, suspicion and anger. Individuals who aspire to office without good intent amplify the situation and the widespread illiteracy and apathy to governance in general makes it difficult for good leaders to emerge.

The region's states need to achieve a system of government that works for the people and guarantees their welfare and progress. The system should promulgate policies and governmental actions that will boost the socio-economic wellbeing of the populace at large and enhance democratic development. The capacity of public office holders, particularly in Local Government, and the weakness of institutions at the local level to bring about good governance in practice have been recognised as key areas in need of attention.

The vision for good governance is one in which leadership skills and capacity are built, and traditional and Local Government institutions are strengthened, in order to promote people-oriented governance. The different elements of good governance to be addressed include accountability and transparency in public administration, eliminating the root causes of corruption, a credible electoral process, the rule of law, working to promote justice through the judiciary, and effective leadership skills to address these and the security challenges in the region.

Objectives

The Capacity Building for Governance plan has the following objectives:

- To develop leadership skills and capacity in state and local elected officials

- To ensure effective legislative structures are in place for the timely promulgation of laws
- To achieve an effective emergency preparedness, response and management structure.
- To apply the principle of reward and incentives for commitment and performance at all levels of government.

Proposed Actions

This component covers five initiatives in all to be carried out over a period of four years, two of which are Good Governance Training Initiatives to be carried out in each State. These include a Civic Education Training programme for citizens and a Leadership Accountability and Transparency Training programme for State and Local government officials. The third initiative is a Funds Transparency Programme designed to develop a system of public accountability which would enable citizens to gain information from State and Local governments about revenue sources, budgets, the allocation of funds to activities and the economic impact of expenditure. Fourth is a scheme involving the use of Economic Impact Software to enable State governments to track and assess the impact of their various initiatives on jobs, revenues, profits, earnings and taxes. Finally, there is the Accountability and Transparency Initiative, involving international exchange programmes among North East States and states in other African countries that have successfully revitalised their economies.

Actors

Key actors include State governments; CSOs; CBN; Office of the National Security Adviser (ONSA); Budget Office; National Institute of Policy and Strategic Studies (NIPSS); Transparency International; donor agencies; Federal Ministry of Foreign Affairs; National Planning Commission (NPC); Newspaper Agencies; Office of the Accountant General; Federal and State Ministries of Finance; Software developer.

10.7 REGIONAL PLANNING AND STRATEGIC GROWTH

Background

The hierarchical and centralised character of Federal Government in Nigeria often puts States in a defensive position with respect to jurisdictional rights and privileges. This has the potential to interfere with the effective execution of national development policies and to pose stiff barriers to the solution of problems within a real context. To maximise the use of scarce resources and strategic assets in the region, it has become increasingly pertinent for the six States in the North East to leverage their collective strength for the benefit of individual States as well as the region. The need for sustainability of the Buhari Plan in the long term requires a strategy that will allow the States to drive the implementation of initiatives. Planning the use of collective resources focuses on clarifying objectives and on designing means to influence locational decisions so as to increase the possibilities of regional development in the desired directions.

The Buhari Plan's vision for regional planning and strategic growth management focuses on improving regional governance and leadership capacity to benefit from the compounding collaboration of all six State Governments in the North East.

Objectives

The sustainable regional growth plan has been designed to achieve the following objectives:

- Improve the regional governance capacity.
- Support public and private partnerships.
- Promote regional integration, co-operation and collaboration for economic growth and sustainable development of the region.
- Provide the mechanism and framework for the North East States to work together in areas of mutual interest and support the development of regional plans and initiatives.
- Develop policies and guidelines for the implementation of regional plans.

Proposed Actions

The regional governance structures will be responsible for the setting of objectives, making choices from alternative means to achieve the objectives under existing constraints, working collectively to attract investment, while monitoring and evaluating results obtained. Key process elements will involve information and analysis, regional designation, planning and programming phases and operations. The strategy to achieve sustainability in the economic redevelopment effort involves a partnership between the public (for political buy-in and viability) and private (for best business practices towards social benefits) sectors.

The public interest is to be embodied in a North East Governors Forum. This forum will be a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance; sharing of good practices; and to enhance cooperation at State level and with other arms of Government and society. The North East Governors' forum will be supported by a Technical Advisory Committee, designed to provide professional advice on public policy and governance, articulating and formulating the priority issues to be collectively addressed. Some of the social and public objectives will include investment in health care, education and security using the corporate social responsibility subsidiary.

The North East Regional Development Corporation will be set up as a business entity. It will be the vehicle to drive public-private partnerships in the region. This business entity will have subsidiaries for agriculture, mining, renewable energy, transportation and any other viable business areas beneficial to the region.

The corporation will be bound by its Memorandum and Articles of Association to devote a certain percentage of its earnings to a vehicle for Corporate Social Responsibility through which the business enterprise will deploy social benefits to citizens of the region. While the business activities of this entity will not be restricted to the region, its corporate social responsibility deliverables will be confined to the North East.

Actors

The key actors in the development and implementation of the North East transformation strategy include the Federal Government, the six States of the region, local Government councils in the North East States, the organised private sector, international development partners and civil society.

The Corporation shall be seeded with key assets owned by the six State Governments of the North East. These assets will form the basis of a valuation of the company that will attract investors.

10.8 ENTREPRENEURSHIP AND JOB CREATION FOR YOUTH AND WOMEN

Background

High levels of poverty, unemployment and underemployment among youth, men and women, characterise the population in the North East. This situation has been compounded by the devastating effects of insurgency in the region, leaving young people and women with few options available for economic survival. The urgent need to address this gap has led to an emphasis on the capacity to generate income through entrepreneurship as well as through job creation, specifically for the youth and for women in the North East of Nigeria. In the process, local economies in the region are stimulated through skills and entrepreneurship development initiatives.

Objectives

The Entrepreneurship and Job Creation for Youth and Women plan has the following objectives:

- To empower women and youth in the region through job creation, entrepreneurship and cash incentive schemes.
- To equip women and youths with essential skills to make a living for themselves.
- To increase cash flow within the communities as well as improve local purchasing power.
- To deliver effective programmes through carefully selected and vetted providers and contractors.
- To ensure the sustainability of newly created businesses by providing post-training support to the business owners from Business Advisor partners for at least six months.

Due to the urgent need to rehabilitate and empower women and youth in the region this programme has been designated as high priority.

Proposed Actions

The main approach adopted here is the Economic Cluster Development approach. Similar businesses will be clustered together to maximise benefits from economies of scale as well as facilitate knowledge sharing among business enterprises in the region. Small-scale farmers, who are mostly women, can share expensive mechanised farming equipment and thereby increase individual productivity despite limited resources or available inputs.

The Early Recovery programme aims to restore socio-economic life in troubled communities across the region within a time frame of 6 to 24 months, through emergency capacity development and job creation. This programme will establish Skills Acquisition Centres and provide training through the Skills Acquisition plus Cash Grant Scheme for local commercial enterprises, which produce or supply major food and non-food items required for daily sustenance.

The Economic Development (ED) programme is designed to ensure that State-wide policies and development plans are favourable to existing local businesses as well as attractive to external investors. Several different schemes comprise the ED programme.

The Water Kiosk Scheme will involve building boreholes in select communities and making water available for free to youths for hawking within the communities. The Agripreneurs Business Development Scheme, will involve working with women and youth farm owners to make their businesses attractive for investment and provide them with improved seeds and subsidised loans to increase production capacity. Business and Employability Incubation Centres will be set up and run in six universities in the North East in order to provide training for youth and women in job readiness, skills acquisition and entrepreneurship skills. The Centres will incubate innovative ideas into new businesses, provide post-programme placements, mentoring and financial support for sustainable new enterprises. The Empowerment Project for Community Based Organisations (CBOs) involves developing their leadership, administrative and financial management capacities. The NDE Vocation Skills Centres Entrepreneurship Training and Empowerment Scheme will identify, train and empower semi-educated women and youth, as well as unemployed graduates, equipping them with leadership, financial and managerial skills to ensure that their entrepreneurship ventures succeed. The Endowment Fair and Regional Awards for Local Enterprise Development aims to reward women and youth who have demonstrated high entrepreneurial acumen and have built thriving businesses in the region. Finally, the PCNI Programmes Sensitisation Fund will be set up to support awareness campaigns by its delivery and implementation partners across all programmes.

Actors

The key actors in the Entrepreneurship and Job Creation for Youth and Women plan are construction companies (preferably local); State and Local Government Authorities; local NGOs, CBOs; Private Sector Partners; Federal Ministry of Water Resources; Federal and State Ministries of Agriculture; Federal and State Ministries of Youth Development; Federal and State Ministries of Women Affairs; National Directorate of Employment (NDE); Small and Medium Enterprise Development Agency of Nigeria (SMEDAN); CBN; Entrepreneurship training partners; Monitoring and Evaluation (M&E) partners; National Orientation Agency (NOA).

10.9 BORDER SECURITY AND INTERNATIONAL TRADE

Background

The North East is known to have a comparative advantage in agricultural commodities, such as tomatoes, rice, maize, millet, fisheries, sorghum and livestock. However, economic activities have been seriously affected by the insurgency, thus reducing the region's potential to expand agricultural activities and export agricultural commodities. Assessments have also shown that government revenues from international trade and market development suffer from existing problems, such as lack of infrastructure, lack of adequate statistics on imports and exports, cumbersome import procedures and restrictions, high tariffs, porous borders, inadequate measures on border security, smuggling and so on. Neglected rural border communities suffer the negative consequences of a lack of growth and development, resulting in crime, poverty, poor living conditions and susceptibility to radicalisation.

In order to improve trade and increase revenue for the region and the country, the Border Security and International Trade plan is designed to promote frameworks for MDAs to work collectively and efficiently to decrease barriers in trade and strengthen the

competitive advantages of the North East. It is expected that the plan will put in place systems with streamlined paper work and less bureaucratic bottlenecks to aid and enhance legitimate international trading activities. The plan is also aimed at revitalising the economic development of rural border communities.

Objectives

The Border Security and International Trade plan has the following objectives:

- To formalise trade frameworks in order to strengthen the respective competitive advantages of North East enterprises, communities and cross border countries.
- To enhance the potential for business expansion.
- To enhance food security.
- To stabilize seasonal market fluctuations.
- To develop border markets.
- To modernise border communities' outposts with necessary infrastructure.
- To increase the efficiency and effectiveness of border agencies and facilities.
- To enhance cross-border peace and co-operation.

Proposed Actions

The Border Security and International Trade plan includes four main areas of support. The first is the Nigerian Export Promotion Council (NEPC) Export Produce Development Initiative, targeted at developing the production value chains for cash crops in the region. It includes training and capacity building of investors, exporters and farmers as well as trade fair projects. Second is the Integrated Export Institutional Capacity Building Programme, designed to strengthen the institutional capacity of State MDAs in the North East to improve export driven policy and to provide a portfolio of relevant services to the export community in the region. Third is the Establishment of International Border Markets, accompanied by critical support infrastructure to build economic hubs around each border market. A programme to improve Border Protection Facilities will also be carried out. This is aimed at discouraging smuggling and illegal activities. Underlying all these initiatives is the fourth component, the IT Driven Export Strategy. This will address infrastructural and procedural gaps as well as other bottlenecks affecting access to markets through enhanced IT.

The proposed actions will be carried out over a period of 2 to 4 years. They have been assigned medium priority due to the paucity of resources.

Actors

PCNI will work in partnership with government agencies such as the Federal and State Ministries of Trade and Investment; the Nigerian Export Promotion Council (NEPC) for business development and support of beneficiaries; the National Directorate of Employment (NDE); the Nigerian Agency for Food and Drugs Administration and Control (NAFDAC); the Standards Organization of Nigeria (SON) for the certification and standardisation of products; the Universal Service Provision Fund (USFP) to provide telecommunications infrastructure; the Nigeria Customs Service (NCS) to address duties, waivers and border policing; the Federal Inland Revenue Service (FIRS) to address taxes; the Border Communities Development Agency (BCDA) for infrastructure development; and the Nigeria Export Processing Zones Authority (NEPZA). Other actors include the ARC; the USFDA; CSOs; and international development partners.

10.10 SOLID MINERALS

Background

Nigeria is a resource rich nation, with over forty types of solid mineral endowments. Every State in the country has some deposits of solid minerals. The North East is vested with significant and valuable solid minerals such as clay, coal (lignite), kaolin, marble, limestone, barite, and lead as well as zinc ores. Despite this, none of the North East States were reported to have generated payments from solid minerals in the Nigerian Extractive Industry Transparency Initiative (NEITI) report of 2013.

The occurrence of minerals in commercial quantities is no guarantee of a resource-driven economic boom. The vision for Solid Minerals Development in the North East is to mainstream institutional frameworks that can support careful planning and efficient exploration towards revenue diversification. The projected impact of this intervention is the diversification of the region's economy, promotion of mining businesses and entrepreneurial opportunities, and the creation of new job opportunities.

Objectives

The strategic objectives of the Solid Minerals plan for the North East include:

- To clearly outline what assets are available, their quantities, location and indicative financing requirements to fully exploit the mineral assets.
- To fast-track the adoption of modern mining practices, access to funds and modern mining equipment and subsequently increase the volume of mined products.
- To establish an institutional framework that can promote efficient solid mineral exploration with associated benefits, such as new business opportunities and job creation.
- To promote investment in solid minerals in the North East.

The first two objectives are of high priority; the third and fourth are of medium priority.

Proposed Actions

The first main initiative of the Solid Minerals plan is the North East Regional Mineral Assets Directory Initiative, designed to produce a Regional Subsoil Asset Map and GIS Enabled Automated Mineral Asset Registry. This will be followed by a Mineral Assets Feasibility Study by a qualified firm identified by PCNI in partnership with the Federal Ministry of Solid Minerals and North East State governments.

The second major initiative is the Mechanisation of Solid Minerals Mining Initiative, which will establish Mechanisation Centres; set up a Working Capital Revolving Fund; and establish a Solid Minerals Quality Testing Laboratory for the North East. The initiative is targeted at artisanal and small-scale miners; it involves providing them with access to training, funds and modern mining equipment. A Regional Industry Beneficiation Hub will be formed to add value to primary, mined or extracted products through various levels of processing. Finally, an Investors Summit will be organised to help small and medium scale local miners sell their products or partner with international players.

Actors

The key actors here are the Federal and State Ministries of Finance; Federal Ministry of Solid Minerals (FMSM); Bank of Industry (BOI); CBN; Islamic Development Bank (IDB);

other financial institutions; State Governments; the North East Governors' Forum (NEGF); the North East Economic Summit Group (NEESG); NEPC; NEPZA; NIPC; training facilitators; consultants; Collective Media Organisations (CMOs); SMS (mineral inspection, testing, verification and certification company); Alfred Knight (leading global minerals firm); development partners.

11. BUDGET

Figure 5: Budget Breakdown

