

2016 **Rebuild**  
**BORNO**  
REPORT

THE BEGINNING OF A PROCESS



BORNO STATE  
GOVERNMENT



AOA GLOBAL



# REBUILD BORNO

## THE BEGINNING OF A PROCESS



#REUILDBORNO - AOA GLOBAL



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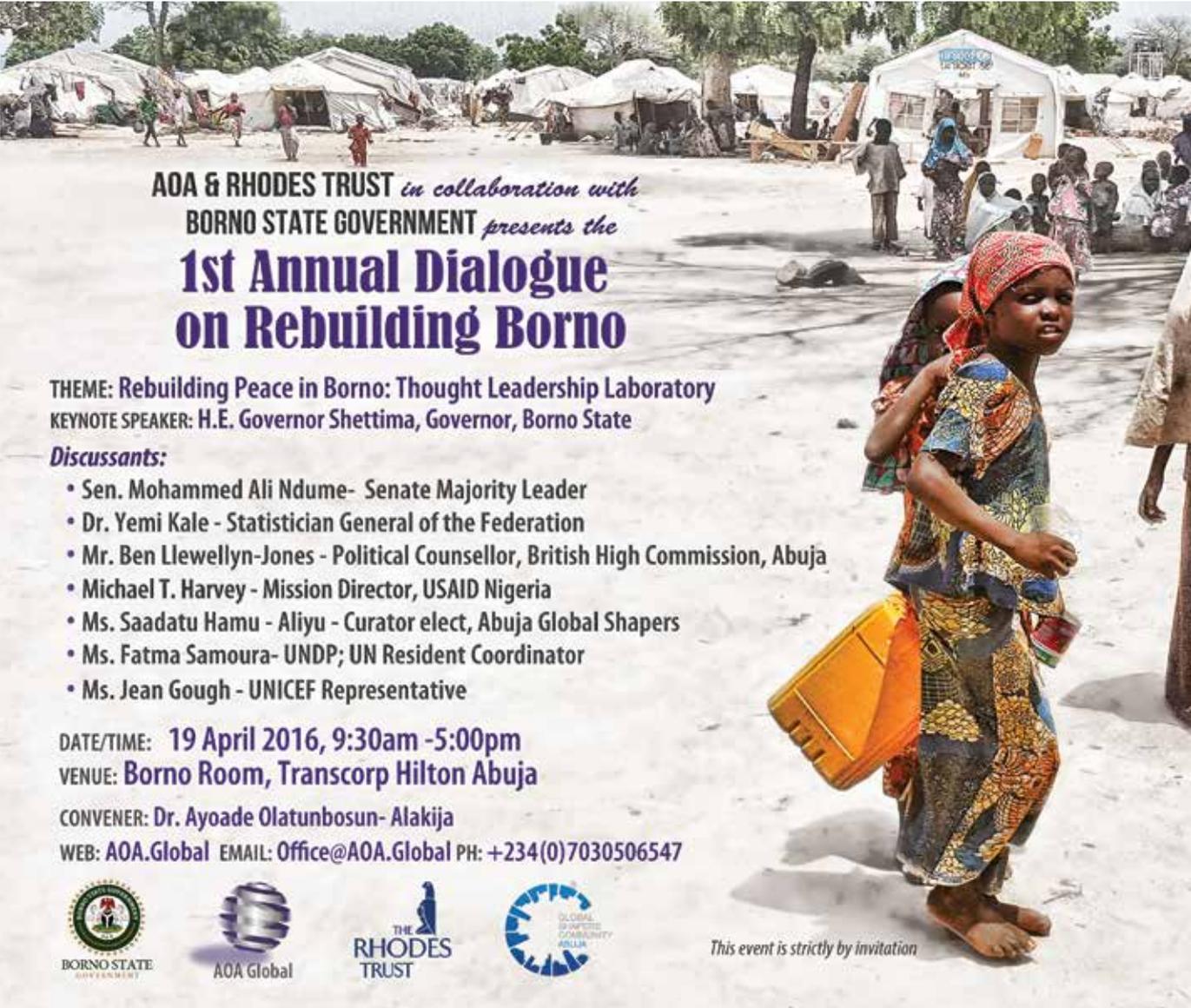


# ACKNOWLEDGEMENTS

The convening of this first Annual Dialogue to #RebuildBorno would not have been possible without the high level political will and support of H.E Governor Kashim Shettima and the Government of Borno State. We would like to thank the Abuja and Kano World Economic Forum Community of Global Shapers for their active roles during the event. Rhodes Trust UK was ably represented by Alasdair Maclay and colleagues. Ms. Bolanle Olukanni, did a great job hosting and compering. Kemi Williams, Head Human Development, Department for International Development UK and Aler Grubbs, Deputy Director USAID, provided valuable contacts and resource persons for the event. Joke Ovie for assisting Dr. AOA with personal administration and Ayodeji Okewumi as dialogue rapporteur.

Last but not least, the dream team of Andy Madaki, Gossy Uwanoke, in Abuja, Sheilah Moore, Liz Henderson and Judy Coxford in the UK, Cathy Nelson Arkle in Los Angeles and Shannon Smith in Arizona for behind the scenes support and logistics. It has truly been a global and technology enabled team effort. Thank you.

The job has just begun.



**AOA & RHODES TRUST** *in collaboration with*  
**BORNO STATE GOVERNMENT** *presents the*  
**1st Annual Dialogue  
on Rebuilding Borno**

**THEME: Rebuilding Peace in Borno: Thought Leadership Laboratory**  
**KEYNOTE SPEAKER: H.E. Governor Shettima, Governor, Borno State**

**Discussants:**

- Sen. Mohammed Ali Ndume- Senate Majority Leader
- Dr. Yemi Kale - Statistician General of the Federation
- Mr. Ben Llewellyn-Jones - Political Counsellor, British High Commission, Abuja
- Michael T. Harvey - Mission Director, USAID Nigeria
- Ms. Saadatu Hamu - Aliyu - Curator elect, Abuja Global Shapers
- Ms. Fatma Samoura- UNDP; UN Resident Coordinator
- Ms. Jean Gough - UNICEF Representative

**DATE/TIME: 19 April 2016, 9:30am -5:00pm**  
**VENUE: Borno Room, Transcorp Hilton Abuja**  
**CONVENER: Dr. Ayoade Olatunbosun- Alakija**  
**WEB: AOA.Global EMAIL: Office@AOA.Global PH: +234(0)7030506547**

*This event is strictly by invitation*

# FOREWORD



DR. AYOADE OLATUNBOSUN-ALAKIJA

AOA Global

is assisting towards this end. Advocacy and attention drawn to the issue by RebuildBorno has also now brought large donors to the table. The extravagant generosity of Alhaji Dangote, the President of Dangote Group, should challenge other Nigerians of means to do likewise. One of the major concerns about food security, was met with Dangote's pledge to feed the state's 1.7 million IDPs over the month of Ramadan, in addition to the 2 Billion Naira he donated to the Borno State Government to support RebuildBorno.

The inaugural RebuildBorno event on 19 April 2016 was a resounding success and credit goes to Team AOA, the speakers, discussants, moderators, facilitators and panellists for their invaluable contribution. The event was extremely well attended by the Honourable Minister of Health, Professor Isaac Adewole and the Honourable Minister of Solid Minerals, Kayode Fayemi, Senate Leader Ali Ndume and representatives from the British High Commission, DFID, UNDP and USAID. The active involvement of Global Shapers was noteworthy, many of whom acted as speakers, moderators and facilitators for the sessions.

Recognising the incredible work that has been, and is being, done by various organisations including PINE, VSF, various bi-lateral, multilaterals and civil society organisations to name but a few, it is time to draw together for the sake of the people of Borno. As peace and stability now return, the need for cohesion and co-ordination of ongoing humanitarian and development work in the state has become notably more apparent.

So, first things first, food needs to get to the hungry and starving people in IDP camps and the World Food Programme

Humanitarian needs are acute but unless sustainable development is progressed there is no way to escape the vicious cycle of crisis after crisis. The Sustainable Development Goals/ Global Goals framework presents a once-in-a-lifetime an opportunity to to accelerate development in areas that have lagged behind by harnessing synergies from a wider ranging partnership.

As the SDGs build and expand on, the Millennium Development Goals (MDGs), it is unsurprising that there is a significant overlap in both agendas. For Nigeria, unfinished business from the MDGs around health, education, gender parity and water and sanitation should be areas for priority action thereby building a strong foundation of development success on which to consolidate. Whilst every UN member country must craft national level implementation plans, the situation in Borno calls for development of a state level SDG implementation plan as well.

There are many lessons that can be learnt from the MDGs and the MDG report will be instructive in this regard.



# FOREWORD CONTINUED

Across the African continent there are shining examples of best practice. In Tanzania, School Enrolment has increased by 99.6% and the Southern Agricultural Growth Corridor has delivered noteworthy improvements in agricultural productivity, food security and livelihoods. Rwanda, for instance, has become known as an African success story with noteworthy improvements in health, education and gender equality over the last 20 years. Rwanda also offers lessons in innovative ways to engage young

people re leisure boredom camps and affected communities.<sup>[1]</sup> Progressive reforms brought about international prominence and attracted global attention, financial aid and technical assistance to help them attain most of the MDGs. For those who would chart a new course in Borno, the SDG implementation offers Borno State a chance to come into her own. This is her moment.

<sup>[1]</sup> <https://www.olympic.org/news/ioc-and-unhcr-join-forces-to-better-protect-refugee-adolescents-and-young-adults-in-rwanda>

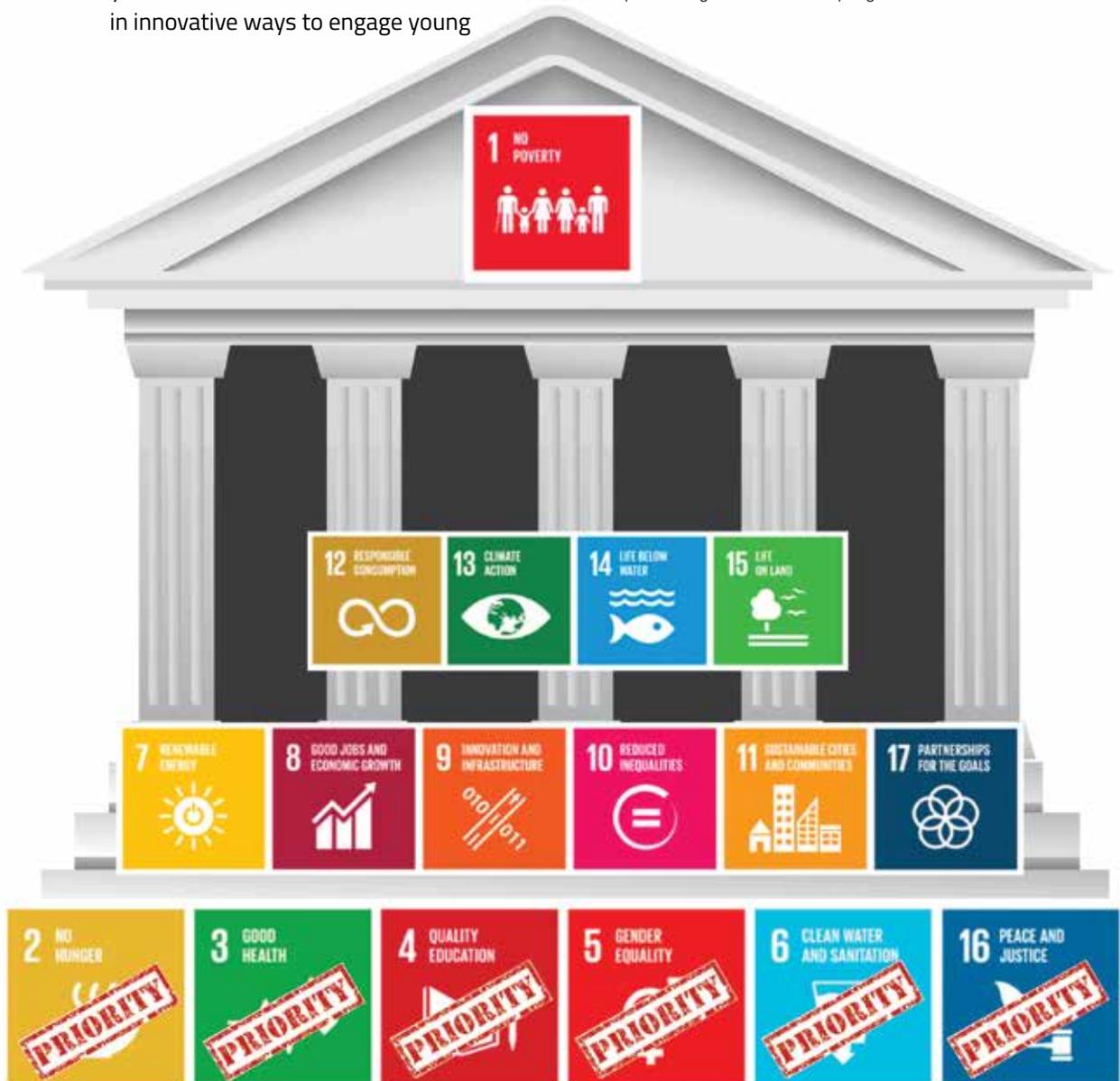
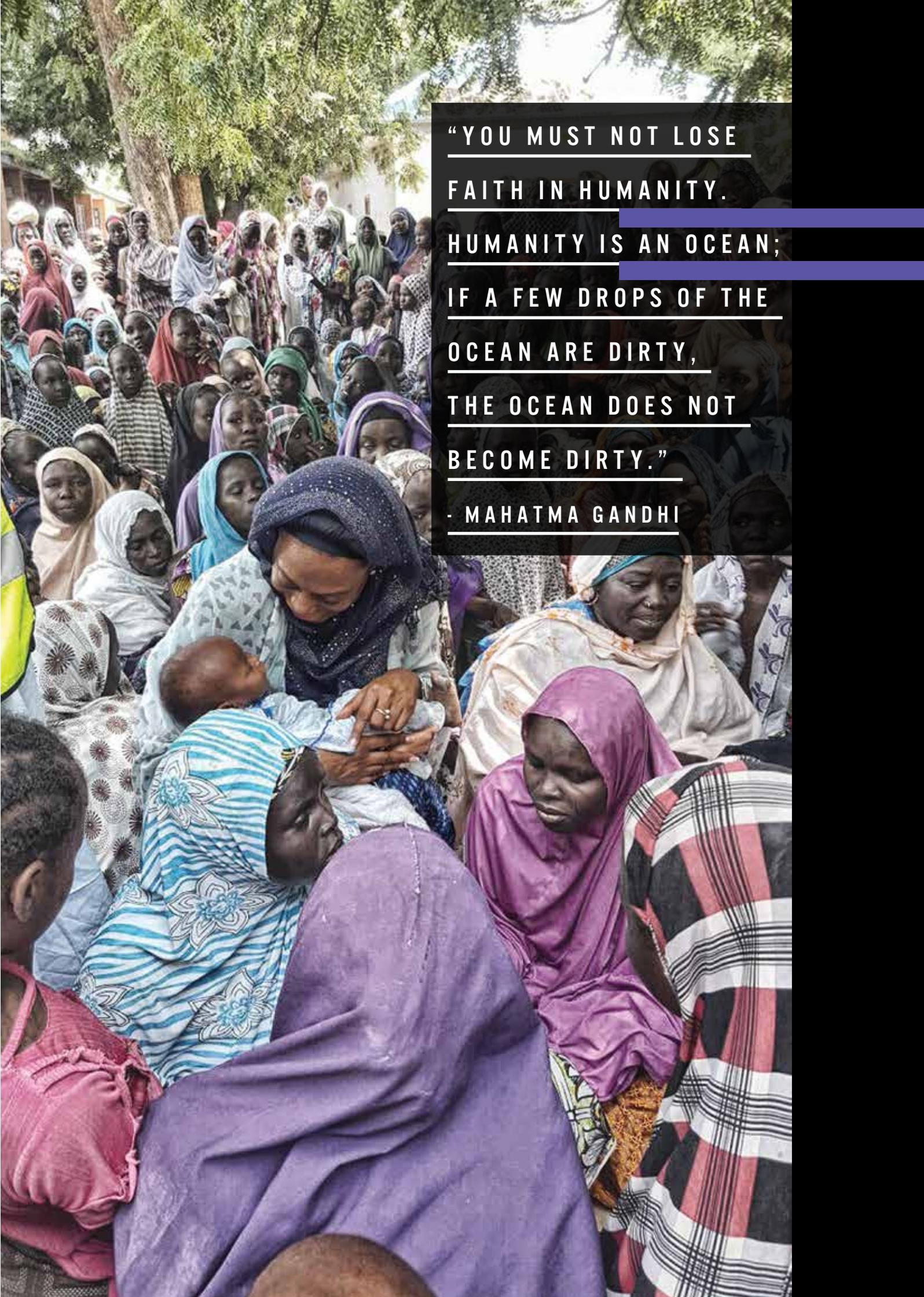


FIG 1: Proposed Sustainable Development Goal Priorities for Borno State

**“IN THE MOMENT OF CRISIS, THE WISE BUILD BRIDGES AND THE FOOLISH BUILD DAMS.”**  
 ~ NIGERIAN PROVERB



"YOU MUST NOT LOSE

FAITH IN HUMANITY.

HUMANITY IS AN OCEAN;

IF A FEW DROPS OF THE

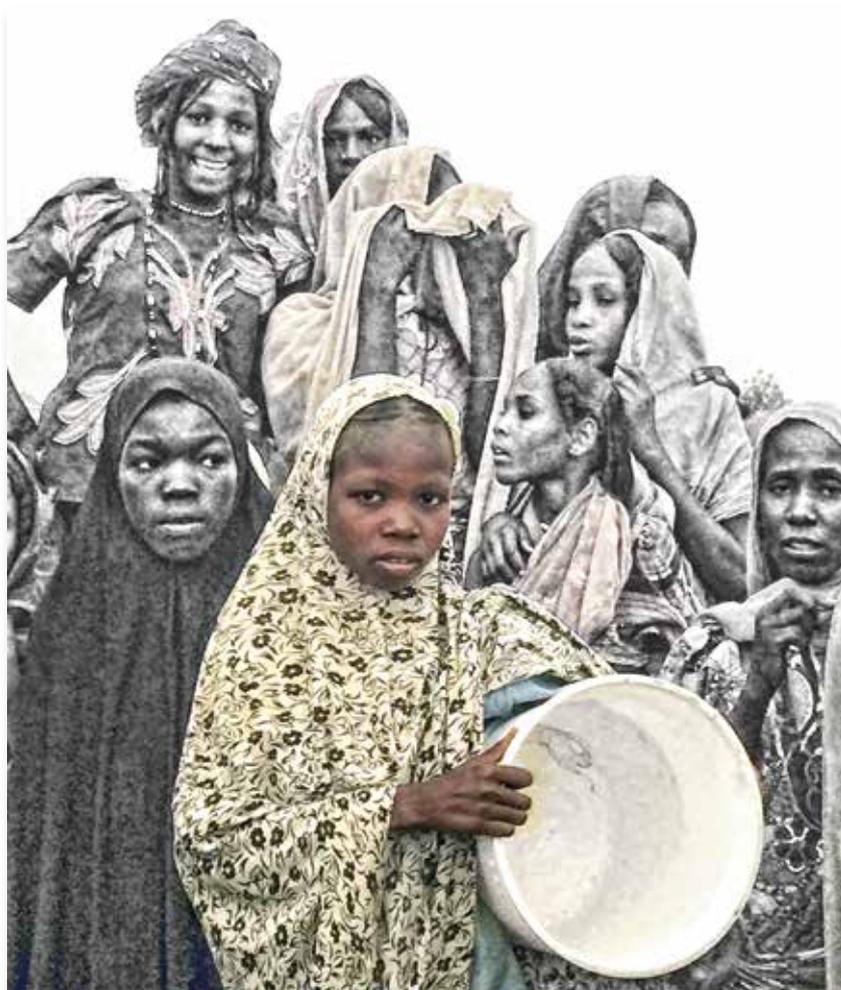
OCEAN ARE DIRTY,

THE OCEAN DOES NOT

BECOME DIRTY."

- MAHATMA GANDHI

**“FACILITATING ACCESS  
TO A QUALITY EDUCATION  
IS PLANTING THE SEED OF  
SUSTAINABLE CHANGE FOR  
GENERATIONS TO COME”**



**“IT IS UNACCEPTABLE THAT THE 10 LOCAL GOVERNMENT AREAS OF NORTHERN BORNO STATE WERE ONLY ABLE TO PRESENT FOUR STUDENTS ELIGIBLE FOR ACCESS TO TERTIARY INSTITUTIONS LAST YEAR. FOUR OUT OF TWO MILLION. THIS HAS GOT TO CHANGE”**

**- HIS EXCELLENCY, EXECUTIVE GOVERNOR, KASHIM SHETTIMA**

# GLOSSARY OF TERMS

AOA	Ayoade Olatunbosun – Alakija
APC	All Progressives Congress
AU	African Union
BBOG	Bring Back our Girls
BHC	British High Commission
CJTF	Civilian Joint Task Force
DFID	Department for International Development (UK)
ECCD	Early Childhood Care and Development
FGN	Federal Government of Nigeria
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communications Technology
IDP	Internally Displaced Peoples
IMR	Infant Mortality Rate
KPI	Key Performance Indicator
MCH	Maternal and Child Health
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MoWASD	Ministry of Women’s Affairs and Social Development
MNCH	Maternal Neonatal and Child Health MNCH
MMR	Maternal Mortality Rate
NAP	National Action Plan
NASS	National Assembly
NBS	National Bureau of Statistics
NEMA	National Emergency Management Agency
NORAD	Norwegian Agency for Development Cooperation
NSRP	Nigeria Stability and Reconciliation Programme
OVCs	Orphans and Vulnerable Children
PCNI	Presidential Committee for North East Initiatives
PINE	Presidential Initiative for the North East
RAG	Red, Amber, Green
ROI	Return on Investment
RPBA	Recovery and Peace Building Assessment
PDP	People’s Democratic Party
SDG	Sustainable Development Goal
SEMA	State Emergency Management Agency
SMEs	Small to Medium Size Enterprises
SMS	Short Message Service
TBA	Traditional Birth Attendants
UN	The United Nations
UNDP	The United Nations Development Programme
UNFPA	The United Nations Population Fund
UNICEF	The United Nations Children’s Fund
UNSC	United Nations Security Council
USAID	United States Agency for International Development
US	United States
VSF	Victim Support Fund
WASH	Water and Sanitation Hygiene
WEF	World Economic Forum
WFP	World Food Programme
WHO	World Health Organisation



**“ WE ARE DETERMINED TO CHANGE THE  
FACE OF BORNO AND WE ARE SOLICITING  
YOUR SUPPORT IN WHATEVER WAY ”**

**- HIS EXCELLENCY, EXECUTIVE GOVERNOR, KASHIM SHETTIMA**



# REPORT OF THE INAUGURAL DIALOGUE

## BACKGROUND

Borno State is, in many ways, representative of Nigeria – plentiful potential beset by multi-faceted humanitarian and development challenges. Over the last 7 years, the state has been wracked by conflict and the ensuing humanitarian crisis has gained global attention. The insurgency in the North East has posed a potent threat to both national and regional stability having claimed an estimated 20,000 lives<sup>[1]</sup> and displaced a record 3.3 million people.<sup>[2]</sup>

It goes without saying that within Nigeria and surrounds, Borno State is critical for peace and stability but post-conflict reconstruction is intrinsically intertwined with basic human development needs which must be addressed as a matter of priority.

Within Nigeria and surrounds, Borno

State is critical for peace and stability, for environmental sustainability and youth empowerment and employment. However, post-conflict reconstruction is intrinsically intertwined with basic human development needs which must be addressed as a matter of priority.

With the newly launched Sustainable Development Goals/ Global Goals in force, countries around the globe will be applying lessons learnt from the Millennium Development Goals (MDGs) as they lay the groundwork for SDG implementation. According to the Nigeria 2015 Millennium Development Goals End Point Report, appreciable progress at the national level has been recorded in some areas but progress has been uneven and there remains much work still to be done.

Overall, Nigeria's Human Development



<sup>1</sup> Quartz Africa (<http://qz.com/420255/nigerias-buhari-loyalty-to-his-military-roots-is-being-tested-as-boko-haram-re-emerges/>)

<sup>2</sup> IDMC "Global View 2014 report"

Index (HDI) score is 0.514 and the country ranked 152 in the world. Whilst obtaining comprehensive HDI data for Borno alone is challenging,<sup>[3]</sup> Northern Nigeria continues to exhibit some of the worst human development indicators in the world. In the North East, 71.5 per cent of the live in absolute poverty and more than half are malnourished, making it the poorest part of the country.<sup>[4]</sup> Insecurity, desertification and flooding have interrupted farming activities, the main source of income for most northerners. According to MDG reports, net enrollment in primary education in Borno is in the bottom quintile for the country.<sup>[5]</sup> The literacy rate in Lagos, Nigeria's vibrant centre of commerce, is 92 per cent while in Borno, it is reportedly under 15 percent.<sup>[6]</sup> Nonetheless, contrary to international perception because of negative media surrounding recent kidnaps, concerted efforts are being made within Borno to educate and empower, girls in particular.

The need for baseline data is critical for analysis, programme design, implementation and monitoring and evaluation purposes. Baseline data against which measurable targets can be set and indicators identified will be an im-

portant aspect of Rebuild Borno so that progress can be quantifiable and appraised.

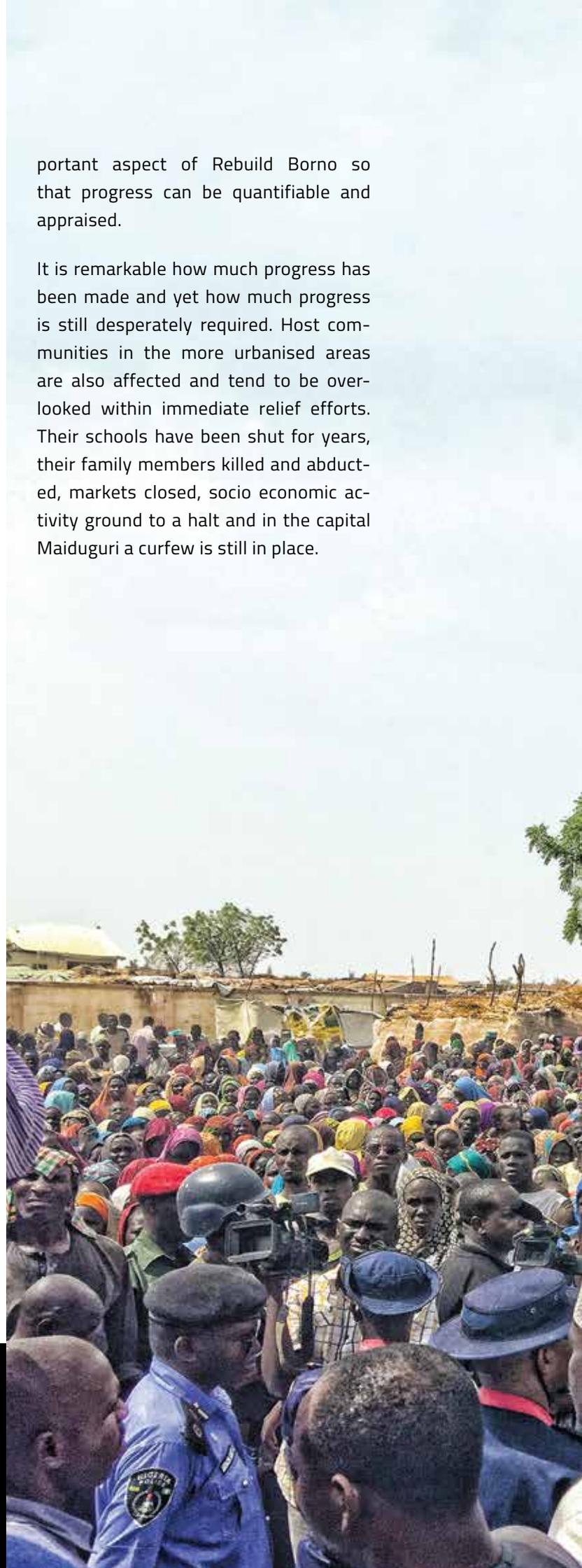
It is remarkable how much progress has been made and yet how much progress is still desperately required. Host communities in the more urbanised areas are also affected and tend to be overlooked within immediate relief efforts. Their schools have been shut for years, their family members killed and abducted, markets closed, socio economic activity ground to a halt and in the capital Maiduguri a curfew is still in place.

<sup>3</sup> According to the statistician general, experience from the MDGs implementation in Nigeria shows that there are still critical challenges to evolving a comprehensive, up-to-date and harmonized data for monitoring progress recorded for the goals and target. there is need for early preparations in tracking progress towards achieving the proposed goals.

<sup>4</sup> [https://www.chathamhouse.org/sites/files/chathamhouse/field/field\\_document/20140703NorthernNigeriaHoffmann.pdf](https://www.chathamhouse.org/sites/files/chathamhouse/field/field_document/20140703NorthernNigeriaHoffmann.pdf)

<sup>5</sup> The Millennium Development Goals Performance Tracking Survey 2015 report

<sup>6</sup> [https://www.chathamhouse.org/sites/files/chathamhouse/field/field\\_document/20140703NorthernNigeriaHoffmann.pdf](https://www.chathamhouse.org/sites/files/chathamhouse/field/field_document/20140703NorthernNigeriaHoffmann.pdf)



**“POST-CONFLICT RECONSTRUCTION  
IS INTRINSICALLY INTERTWINED  
WITH BASIC HUMAN DEVELOPMENT  
NEEDS WHICH MUST BE ADDRESSED  
AS A MATTER OF PRIORITY.”**

**- DR. AYOADE OLATUNBOSUN-ALAKIJA**



**TERRY DURNIAN** ►  
CHIEF OF EDUCATION, UNICEF NIGERIA

**SAADATU (FALLI) HAMU-ALIYU**  
CURATOR, ABUJA GLOBAL SHAPERS



## INTRODUCTION

The true scale of the devastation wreaked in Borno State during the course of the Boko Haram insurgency over the last seven years, is only now starting to emerge. While the humanitarian crisis has previously gained global attention, the extent of the reconstruction required has not been well known. Lives and livelihoods, business, industry, education and health have all suffered at the hands of the terrorist tyranny. World Bank figures put the cost of destruction in the affected region at nearly \$6bn (£4.2bn), with more than two million people displaced.<sup>[8]</sup> In fact, there appears to be no aspect of life in Borno that remains unscathed.

Bringing back life to such a huge swathe of territory will require what some have called a Marshall Plan for the north-east, in reference to the large reconstruction plan for Europe after World War Two. “Ni-

geria’s north-eastern Borno State covers 92,890 sq km (35,865 sq miles) - an area bigger than Portugal. It straddles the Lake Chad region bordering Cameroon, Chad and Niger and has been worst hit by the seven-year Islamist militant insurgency.<sup>[9]</sup> Nigeria has the third largest number of IDPs globally (after Iraq and Syria) with Borno State hosting around 80% of Nigeria’s IDPs.<sup>[10]</sup>

Despite the devastating attacks by Boko Haram, Borno State reconstruction is valiantly underway. As relative peace is restored and the military continue to regain territory, the plight of both the IDPs and the wider citizenry of the state comes into focus. With the Sustainable Development Goals/ Global Goals international development framework now in force, there is an opportunity to address these challenges by harnessing synergies from a wider ranging partnership



*(Right to Left)*

SENATOR LANRE TEJUOSO, Chair, Senate Committee on Health

SENATOR ALI NDUME, Senate Majority Leader

DR. AYOADE OLATUNBOSUN-ALAKIJA, AOA Global

HIS EXCELLENCY KASHIM SHETTIMA, Executive Governor Borno State

COMMISSIONER DR. BABA GANA UMARU Borno St. Ministry of Reconstruction, Rehabilitation & Resettlement

<sup>8</sup> Post Insurgency Recovery and Peace Building Assessment report, Borno State Government submitted to World Bank for validation

<sup>9</sup> <http://www.bbc.com/news/world-africa-36191512>

<sup>10</sup> <http://www.internal-displacement.org/globalreport2016/>

# PHASE 1

## INITIALISATION



The seed for this Rebuild Borno initiative which is the subject of this report was planted when Dr. Olatunbosun-Alakija first set foot in Dalori IDP camp, home to more than 29,000 people forced to flee Boko Haram attacks. Arriving there in September 2015, both a personal and

professional passion for the people took root. Seeing the extent of the devastation and moved by compassion, ensuing discussions with the Governor grew into the initiative that has become known as Rebuild Borno.

### PHASE ONE



FIG 2: Rebuild Borno Programme Process

# REBUILD BORNO

## INAUGURAL MEETING

19 APRIL 2016

On 19 April 2016, partnerships for development, (Sustainable Development Goal 17), were distinctly on display as His Excellency, Governor Kashim Shettima hosted a gathering of eminent Statesmen, international development agencies, Global Shapers and private sector partners to formulate strategic and sustainable plans to Rebuild Borno. This conference signalled high level political will to progress rebuilding with a renewed focus on human

development priorities for Borno State. This collaborative endeavour between the Borno State Government and AOA Global brought together leaders in their respective fields for this seminal event. The dialogue was convened in Abuja for ease of access to a wide variety of partners and donor agencies and also with a view to minimising the security burden on the state infrastructure with the influx of dignitaries for the event.

### COMMITMENTS MADE

The Honourable Minister of Health, Professor Isaac Adewole Minister committed to rebuild health infrastructure in the entire North East, starting with Borno State and the establishment of a trauma centre and a burn centre in Maiduguri and give Borno State priority in terms of the 10 thousand Primary Health Centres that FGN plans to put in place.

The Honourable Minister of Solid Minerals, Kayode Fayemi committed to draft an integrated optimisation strategy for developing the mining sector in the North East and ensuring Borno State, in particular, is provided with the necessary support. Reestablishment of the geological survey for Borno is critical as reliable geological maps are vital for private sector investment.

Dr. Aderemi Oyewumi, representative of the National Security Adviser promised that Government will continue to do all they can to reclaim territories taken by Boko Haram and to maintain a higher level of security.

Mr. Ben Llewellyn-Jones, OBE, Political Counsellor, British High Commission, Abuja indicated the commitment of the British Government to provide £32,000 000 in additional assistance for the IDPs.

Mr. Michael T Harvey, Director, USAID Nigeria, in partnership with the Governor will commence the Agriculture Revitalisation Program in Southern Borno

U.S. Government committed to support the response to health, education, shelter and protection.

Within Nigeria and surrounds, Borno State is critical for peace and stability, for environmental sustainability and youth empowerment and employment. However, post-conflict reconstruction is intrinsically intertwined with basic human development needs which must be addressed as a matter of priority. So, from the outset, the event focused on priorities around health, education,

security, food security and gender empowerment with a view to ensuring access to eliminating hunger and thirst in the immediate term, ensuring basic healthcare provision and emergency and informal education in the short term; eliminating poverty and strengthening economies and creating jobs in the medium to longer term.



# WELCOME

Dr. Ayoade Olatunbosun – Alakija, opened the meeting by welcoming everyone and thanking them for taking the time to contribute to innovative, practical and pragmatic proposals in order to Rebuild Borno. From the outset, the event focused on priorities around health, education, security, food security and gender empowerment. Aiming to ensure access in eliminating hunger and thirst in the immediate term, ensuring basic healthcare provision, emergency and informal education in the short term; eliminating poverty, strengthening economies and creating jobs in the medium to longer term. AOA stated that this would go beyond a mere “talk-fest” but would be a working session and a call to action.



## DR. AYOADE OLATUNBOSUN – ALAKIJA

CEO of AOA Global





H.E. GOVERNOR KASHIM SHETTIMA

Speaking at the 1st Annual Dialogue on Rebuilding Borno



# GOVERNOR'S ADDRESS

**“THE BORNO STATE GOVERNMENT IS ... GIVING PRIORITY TO THE REHABILITATION OF BASIC INFRASTRUCTURE IN THESE COMMUNITIES; WATER SUPPLY IS BEING RECONNECTED; BOREHOLES ARE BEING REHABILITATED; SCHOOLS ARE BEING REBUILT; HEALTH CENTRES ARE BEING BROUGHT BACK TO BE ABLE TO SERVE PEOPLE.”**

The day began by setting the scene, and detailing the specifics of the situation on the ground. His Excellency, Governor Shettima explained the extent of the current food crisis Borno is facing with 1,800, 50-- kilogram bags of rice required DAILY to cater for internally displaced persons (IDPs) across the State. His Excellency quoted from a recent Post--Insurgency Recovery and Peace Building Assessment Report on Borno State which highlighted the loss of about 20, 000 people in the years of the insurgency and material losses of about \$5.9billion (approximately N1.9Trillion) including destruction of 956, 453 houses, 5, 335 classrooms and other school buildings;

201 health centres, mostly primary health clinics, dispensaries and some General Hospitals; 1, 630 water supply sources; 665 municipal buildings, prisons; police stations and electricity offices; 726 power distribution substations; 16 parks, game reserves; green wall projects; orchards; ponds; river basins and lakes either poisoned or bombed in addition to 470, 000 livestock that were either stolen or killed. The State, now hosts about 1.7 million Internally Displaced People. The Governor commended the people of Borno for their resilience in the face of great tribulation and for support and partnership exemplified around the room. The Governor also expressed his gratitude

to the Nigerian armed forces and Multi national forces for their gallant role in defeating Boko Haram. In the words of the Governor, "the Borno state government is ... giving priority to the rehabilitation of basic infrastructure in these communities; water supply is being reconnected; boreholes are being rehabilitated; schools are being rebuilt; health centres are being brought back to be able to serve people. In May, we hope a launch an aggressive Post-- Insurgency Agricultural Based Rehabilitation and Empowerment Programme ... deploying different agro machinery and food processing equipment." "Borno State government and the

Federal Government are determined to ... ensure a post-- insurgency development of our state. But this is an interdependent world today... It is clear to us, that we need the whole world to rally round us, through the provision of the levels of assistance that can help us to accelerate the peace building, rehabilitation and reconstruction of Borno. ...We are very grateful for your support and partnership and we thank you most profoundly for being here. And to my sister, Dr. Alakija, we are indeed grateful for your initiative and we look forward to rebuilding Borno together with everyone here."

“IT IS CLEAR TO US, THAT WE NEED THE WHOLE WORLD TO RALLY ROUND US...”

1ST ANNUAL DIALOGUE MEETING

H.E. Governor Kashim Shettima, Ben Lewellyn-Jones - Political Counselor British High Commission, Michael T. Harvey - Mission Director, USAID Nigeria, Ms. Mandisa Mashologu - UNDP Acting Resident Representative, Dr. Aderemi Oyewumi - Office of The National Security Adviser



# HIGH LEVEL DIALOGUE

**“HIS EXCELLENCY, GOVERNOR KASHIM SHETTIMA IS AN OUTSTANDING GOVERNOR, WHO HAS DONE AN AMAZING JOB. IN SPITE OF BOKO HARAM, BORNO STATE HAS DONE BETTER THAN ANY OTHER IN TERMS OF AGRICULTURAL DEVELOPMENT.”**

**THE HONOURABLE MINISTER  
KAYODE FAYEMI  
MINISTER OF SOLID MINERALS**



A groundswell of support for His Excellency, Governor Kashim Shettima was evident with expressions of solidarity readily forthcoming. Despite being beleaguered, Governor Kashim Shettima was extolled as an outstanding governor who has done

an amazing job in incredibly adverse circumstances and is resolute in his determination to Rebuild Borno. The challenge to all, is to come alongside His Excellency, the Governor and his team. Thus, the personal commitment expressed from those representing national concern is to be welcomed. The high-level dialogue centred around several themes - funding, humanitarian relief, human and economic development and reconciliation.

Ms. Mandisa Mashologu, UNDP, explained that the extent of the humanitarian crisis cannot be overstated. UNDP is working on the humanitarian-development nexus with funding for both humanitarian aid and human development being a serious issue. Mr. Ben Llewellyn-Jones, OBE, British High Commission, indicated that the British Government would be providing £32,000 000 more to help the IDPs but that this seems like a fairly small contribution given the size of the need.

The US government reiterated that it is deeply involved in both the humanitarian response and progressing reconstruction. “On the humanitarian level, the US is committed to supporting the response to health, education, shelter and protection” stated Mr. Michael T Harvey, Director, USAID Nigeria. It is critically important to consider the hierarchy of need and





identify immediate, short term and longer term priorities as highlighted by Mr. Ben Llewellyn-Jones, OBE, Political Counsellor, British High Commission, Abuja.

It is important to revisit why this crisis came about. Allegiance to Boko Haram amongst youth is an expression of rage at missed opportunities in schools and employment, thus the need to focus on long term economic development for the people there articulated, the Honourable Minister for Solid Minerals, Kayode Fayemi.

Gratitude was expressed to all those who are contributing to the reconstruction including USAID who are assisting in the areas of education and agriculture. NORAD, the Norwegian Agency for Development Cooperation who have been instrumental in the Safe Schools Initiative UNDP with NEMA and other development partners are working on opening up the corridor for development assistance through the Early Recovery and Livelihood Sector working group focusing on relief management, economic livelihood and recovery shelter.

Northern Nigeria has a history of mining as a driving force of economic transformation, jobs, and infrastructure development. Industrial, artisanal and small scale mining is a major cash generating activity in rural areas and as such should be regarded as one of the pillars of addressing poverty and restiveness. Development of mineral resources of the North East provides opportunity to reinvigorate the economy and catalyse growth in the

**“I AM HERE BECAUSE I’M A  
FRIEND OF BORNO AND WE MUST  
REBUILD IT TOGETHER.”**

**THE HONOURABLE MINISTER  
PROFESSOR ISAAC ADEWOLE  
MINISTER OF HEALTH**





**“THE HUMANITARIAN RESPONSE PLAN FOR THE NORTH EAST OF NIGERIA IS BUDGETED TO COST \$240 MILLION. THIS WOULD SUPPORT ONLY A FRACTION OF THOSE CRITICALLY AFFECTED PEOPLE AND ONLY 10% OF THAT COST IS CURRENTLY FUNDED.”**

**MS. MANDISA MASHOLOGU**  
UNDP ACTING RESIDENT  
REPRESENTATIVE

## HIGH LEVEL DIALOGUE CONTINUED

the economy and catalyse growth in the region, said The Honourable Minister for Solid Minerals, Kayode Fayemi.

A compelling consensus that it is important to recognise the rebuilding efforts currently underway and highlight the progress that has already been achieved. Ms. Mandisa Mashologu, UNDP, echoed by Mr. Ben Llewellyn-Jones, British High Commission, Abuja It is notable how much progress has been made and yet how much progress still needs to be made. Progress is particularly visible in Maiduguri, but less so beyond the state capital towards Dikwa, Bama and in other part of Borno where things are very challenging His Excellency emphasised that accountability in the reconstruction and rebuilding of Borno needs to be ensured.

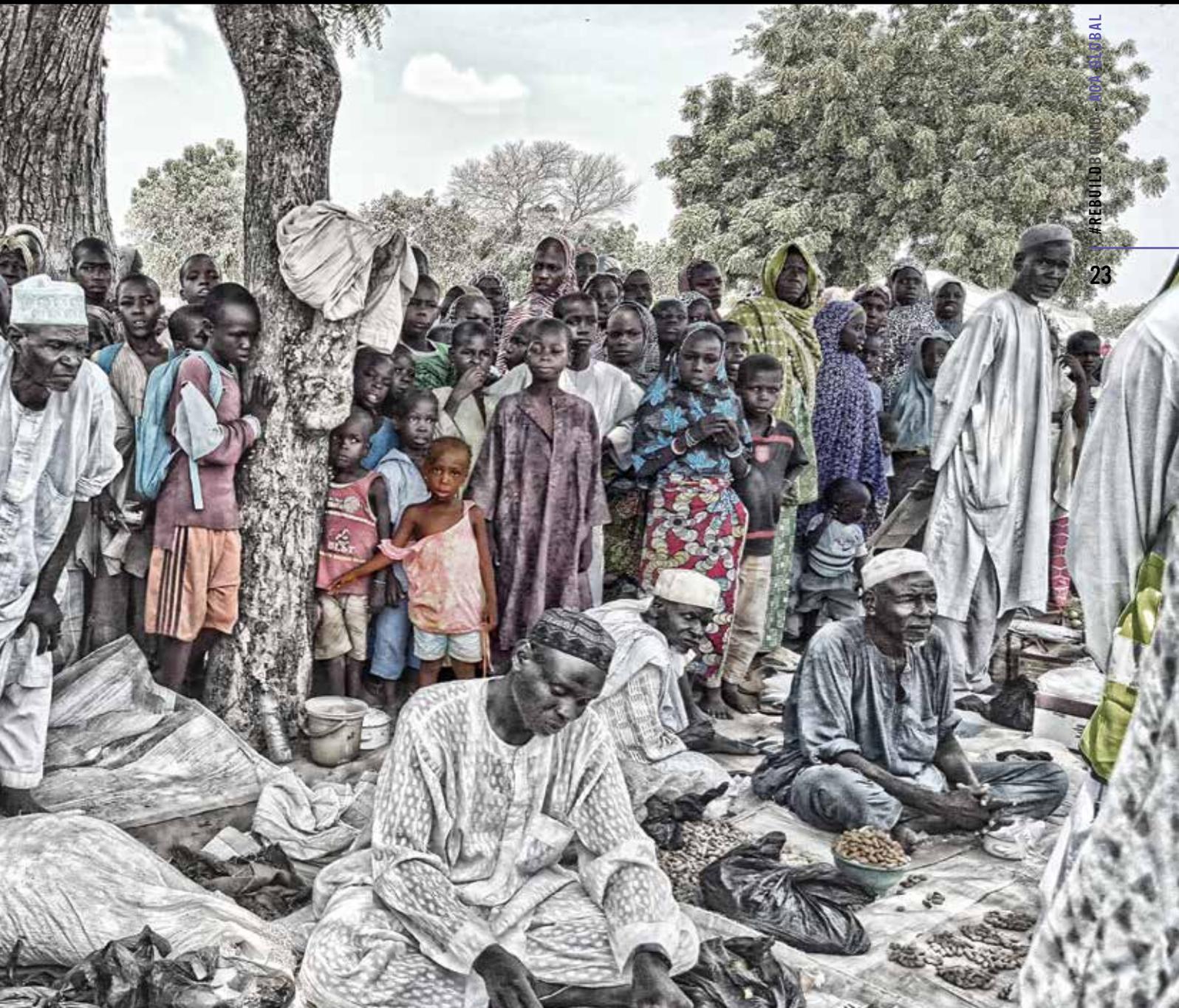
The US government is struck by the scale of redevelopment and reconstruction the Borno State government is undertaking with limited state funds. Mr. Michael T Harvey, Director, USAID Nigeria.

Reconstruction needs to include the rebuilding of people and communities not physical infrastructure alone. Reconciliation between victims and former members of the insurgency will be challenging and

local or community based approaches are to be welcomed. to be welcomed.



WE NEED A NEW  
“TRIBE” OF  
NIGERIAN TO HELP  
#REUILDBORNO  
AND HEAL A  
NATION.



# EVIDENCE BASED HUMAN DEVELOPMENT PRIORITIES

“IF WE ASKED THE QUESTION “HOW DID WE GET TO WHERE WE ARE NOW? IN MY OPINION IT WAS A CASE OF IGNORING THE NUMBERS. A CRISIS DOES NOT OCCUR OVERNIGHT, THERE IS ALWAYS A PROCESS. WE SAW WORSENING INDICATORS OVER THE TIME; FROM AGRICULTURE TO HEALTH TO EDUCATION TO UNEMPLOYMENT TO POVERTY, THERE WAS A GRADUAL PROCESS OF WORSENING...AND EVENTUALLY IT ERUPTED.”

## DR. YEMI KALE

STATISTICIAN GENERAL OF THE FEDERATION



Dr. Yemi Kale laid the foundation of the statistical evidence base providing the relevant indices for Borno State, drawing out conclusions from analysis of the data and highlighting data gaps. As participants grappled with the nature and extent of the challenges faced, support was expressed and solidarity shown with the state governor and its people.

## KEY POINTS INCLUDED

Data/statistics:

- Are a vital source of evidence of progress.
- Ensure scarce resources are used efficiently.
- Enhance the decision making process, so that:
  - Our ability to identify key areas which require change are enhanced.
  - Our proposals for change are likely to respond to the real needs of the Nigerian people.
- It is vital to understand the nature of the problem and then design policies accordingly. Fixing the current situation requires a huge amount of data before spending and Dr. Kale stressed that decisions should not be based on ideology but should be based on data.
- Statistical compendiums are available to states and data can be collected at State level using Mobile phone SIM registration and BVN registration.
- A strategy for regional development in the Northeast is required. Neighbouring should be a collective effort of development and growth.

“IN THIS ENTIRE MESS, IT HAS PRESENTED BORNO AND THE ENTIRE NORTHEAST STATES WITH THE OPPORTUNITY TO BE A MODEL FOR NIGERIA... IT IS EASIER TO REBUILD THAN IT IS TO RENOVATE... WHEN YOU HAVE BEEN FORCED TO START FROM THE BEGINNING, IT GIVES THE OPPORTUNITY TO GET EVERYTHING RIGHT AS YOU ARE BUILDING! “NEVER WASTE THE OPPORTUNITY OF A GOOD CRISIS”.

*Please see Appendix A for a copy of the PowerPoint Slides from this session*

# WOMEN AS POWERFUL PEACEBUILDERS

The entire world from Fiji through to Finland rallied around the call to #Bring-BackOurGirls, after the abduction of the 276 Chibok girls on April 14th 2014. Tragically though, the Chibok girls were among thousands of abductions carried out by Boko Haram. That appalling event has brought attention to a wider issue – the issue of women in conflict and the risks that those women and their children face. The horrific acts of sexual violence inflicted by BH are indeed unspeakable, but anecdotal evidence is also emerging of widespread exploitation of women and coercive transactional sex in the IDP camps perpetrated by authority figures on those in their care.<sup>[1]</sup> Sadly, this is not a uniquely Nigerian problem but characteristic of conflict situations around the world. In some cases, women have been complicit in the conflict even inciting violence so the reality on the ground is a much more complex picture than soundbites permit.<sup>[2]</sup> Nonetheless, there is no doubt that, as H.E. Shettima said, “women and girls have borne the

brunt of this conflict,” and urgent action needs to be taken to ensure that consideration of the gender dimension is mainstreamed in the rebuilding process.

In attempting to repudiate the notion of female vassals, let us not re-designate women as hapless victims. Historically, within Nigeria, women have been strong and well respected, occupying powerful leadership roles wielding significant economic, political

and social power. More recently these feminine roles have lost much of their earlier importance and have been relegated to a struggle for survival. In the precolonial period, women played a major role in social and economic activities<sup>[3]</sup>. Among the Yoruba, women were the principals in long-distance trade, with enormous opportunities for accumulating wealth and acquiring titles.<sup>[4]</sup> Yoruba and Hausa legends describe periods when women were either the queens or heroines. Women such as Moremi of Ife and Amina of Zaria are notable legendary figures, as are the powerful queens in the Ondo and Daura histories.<sup>[5]</sup>

Within Borno State specifically, amongst the Kanuri people, historically the King was assisted by two women, the Magara and Gumsu. The first of these was the mother or sister of the King with her own court, officials, and estates over which she had jurisdiction in addition to the power of levying taxes. Her principal functions, as with the Gumsu, were concerned with woman’s activities. Along with the Magira, the Gumsu ruled over the woman of the kingdom and helped to choose some of the officials, in particular the army leaders.<sup>[6]</sup> So, although women and girls have suffered significantly in this recent crisis, history gives lie to the claim that traditionally all women in North East Nigeria have always been subjugated and powerless. That is simply not the case.

<sup>[1]</sup> Interview with International Organisation for Migration, June 2016.

<sup>[2]</sup> Women and Post-Conflict Reconstruction: Issues and Sources [http://www.unrisd.org/80256B3C005BCCF9/\(httpPublications\)/631060B93EC1119EC1256D120043E600](http://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/631060B93EC1119EC1256D120043E600)

<sup>[3]</sup> <http://www.britannica.com/topic/role-of-Nigerian-women-1360615>

<sup>[4]</sup> <http://www.britannica.com/topic/role-of-Nigerian-women-1360615>

<sup>[5]</sup> <http://www.britannica.com/topic/role-of-Nigerian-women-1360615>

<sup>[6]</sup> [https://books.google.co.uk/books?id=ebb8AAQBAJ&pg=PA105&pg=PA105&dq=gumsu+kanuri&source=bl&ots=\\_n7UbrWQQ&sig=2YyHfqQTVqVlspwCdPPQkgtnCIV&hl=en&sa=X&ved=0ahUKewj\\_mtDqnpbNAhWEIMAKHaYpDqk4HhDoAQgZMAA#v=onepage&q=gumsu%20kanuri&f=false](https://books.google.co.uk/books?id=ebb8AAQBAJ&pg=PA105&pg=PA105&dq=gumsu+kanuri&source=bl&ots=_n7UbrWQQ&sig=2YyHfqQTVqVlspwCdPPQkgtnCIV&hl=en&sa=X&ved=0ahUKewj_mtDqnpbNAhWEIMAKHaYpDqk4HhDoAQgZMAA#v=onepage&q=gumsu%20kanuri&f=false)



Women's activism in Nigeria can also be traced back to the anti-colonial protests of the Aba women's riots and the political campaigning of Funmilayo Ransome Kuti, who advocated for inclusion in the decision making process and actively changed the course of political history. In recent times, it is difficult to name the successors of these inspiring women as inequality has taken hold. The hashtag #BeingFemaleinNigeria, which has been mentioned more than 80,000 times on Twitter,<sup>[7]</sup> catalogues the travesty of inequality of opportunity faced by our womenfolk, which, can serve as an effective antidote to national progress.

Nonetheless, Nigerian women are again starting to take a more active role in Rebuilding Borno even bearing arms on the Civilian Joint Taskforce in order to enforce the peace. It is vital that the role of women as part of the solution is recognised, as they offer a unique contribution to the conflict resolution and peace building process, "In post-war situations, whether in groups or individually, formally or informally, women probably contribute more than government authorities or international aid to reconciliation, reviving local economies and rebuilding social networks."<sup>[8]</sup>

Thus, it would be advantageous to give special attention "to women's priority concerns, to their resources and capacities, and to structural and situational factors that may reduce their participation in reconstruction processes."<sup>[9]</sup> At this juncture there is an opportunity to work with women and within the rebuilding processes to "influence the reconfiguration of gender roles and positions in the wake of war," as women's actions have the ability to shape the construction of post-conflict social structures.<sup>[10]</sup>

Looking to longer term development and capacity building, women can undertake a powerful role as critical catalysts of human development. UN Secretary-General Ban Ki-moon makes the case well that "Countries with more gender equality have better economic growth. Companies with more women leaders perform better. Peace agreements that include women are more durable. Parliaments with more women enact more legislation on key social issues such as health, education, anti-discrimination and child support. The evidence is clear: equality for women means progress for all."

Women and girls are a natural resource with huge potential waiting to be recognised, engaged and empowered and gender sensitive health and education will be central to ensuring progress. H.E. Governor, Kashim Shettima recently brokered scholarships for 100 girls from Borno to study at an all-girls university in Khartoum, Sudan, in line with his commitment to ensure women and girls are an integral part of the rebuilding efforts.

The evidence is unequivocal. "Educating a girl in particular can kick-start a virtuous circle of development. More educated girls, for example, marry later, have healthier children, earn more money that they invest back into their families and communities, and play more active roles in leading their communities and countries."<sup>[11]</sup>

As this report is being written, the first of the Chibok girls has been rescued and is being rehabilitated. All of the advocacy has not been in vain, and we must look forward to ensuring a more prosperous future for all survivors of the conflict. In fact, let us work to ensure the people of Borno not only survive, but thrive.

[7] <http://www.bbc.co.uk/news/blogs-trending-33239356>

[8] Women and Post-Conflict Reconstruction: Issues and Sources [http://www.unrisd.org/80256B3C005BCCF9/\(httpPublications\)/631060B93EC1119EC1256D120043E600](http://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/631060B93EC1119EC1256D120043E600)

[9] Women and Post-Conflict Reconstruction: Issues and Sources [http://www.unrisd.org/80256B3C005BCCF9/\(httpPublications\)/631060B93EC1119EC1256D120043E600](http://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/631060B93EC1119EC1256D120043E600)

[10] Women and Post-Conflict Reconstruction: Issues and Sources [http://www.unrisd.org/80256B3C005BCCF9/\(httpPublications\)/631060B93EC1119EC1256D120043E600](http://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/631060B93EC1119EC1256D120043E600)

[11] The challenges facing girls' education, Brookings Institute, paper for Oslo Summit - Partnering for Education 2015

# WOMEN, PEACE AND SECURITY

**DR. ELEANOR NWADINOB**  
MANAGER OF WOMEN AND GIRLS,  
NSRP

Dr. Nwadinobi's presentation centred on the ongoing Nigeria Stability and Reconciliation Programme and addressed issues around women, peace and security as the gathering embraced gender empowerment and a focus on the young as cross cutting themes.



## KEY POINTS INCLUDED

- Chibok serves as a symbol for girls abducted, raped, violated and simply brought to international glare a trend that had obtained years before but ignored.
- The Federal Government of Nigeria through the Ministry of Women's Affairs and Social Development (MoWASD) launched its National Action Plan (NAP) on the Implementation of UNSC Resolutions 1325 and 1820 on 27th August 2013.
- State Action plan for NAP implementation has been passed, in Borno 2014.
- Borno State action plan on WPS needs to be refreshed, recalibrated and funded to reflect issues like female suicide bombers and violent extremism.
- Rebuilding must include women at peace tables, mediation, negotiation, reconstruction efforts as well as trauma counselling.
- There is a need for credible biometric data capturing to assess the scale of the problem.

*Please visit [AOA.Global](http://AOA.Global) to see the PowerPoint Slides from this session*

# PANEL 1:

## BRIDGING THE GAP IN EMERGENCY AND PRIMARY HEALTH CARE PROVISION

**SENATOR LANRE TEJUOSO**  
CHAIR, SENATE COMMITTEE ON HEALTH

**DR. ROBERT CHIEGIL**  
COUNTRY DIRECTOR FHI360



The health infrastructure in Borno has all but collapsed – all primary health care facilities have either been destroyed or rendered unusable by the on going insurgency and terrorist crisis. Many of the health care workers have been displaced; those who have not been killed, either have not returned, or are stuck in camps.

Due to the lack of manpower and facilities, only children and pregnant women are receiving care, leading to chronic illnesses being ignored. Minor ailments, such as asthma, are often becoming quickly fatal. The rains are fast approaching and with them potential of cholera outbreaks and other diarrhoea like like diseases - time is rapidly running out.

Whilst there have been pledges from the Honourable Minister of Health, Professor Isaac Adewole, to rebuild the Maiduguri Teaching Hospital and to include a Burns and Trauma unit, the focus must be on delivery of primary healthcare services at the most basic level within villages, communities and IDP camps.

The paucity of data has hidden the truth of the morbidity and the accurate mortality rates from us, though anecdotally they are

truly horrific. Again maternal mortality and infant mortality rates have skyrocketed. The panel discussion revealed some research done within an urban IDP camp highlighting alarming increases in the rates of STD's and HIV/AIDS.

Beyond infrastructure, human capacity is a huge issue. The services must be made not only available, but accessible. The urgent need for healthcare facilities and professionals must be addressed both within the camps, and on a more permanent level, if there is to be any progress forward.

Nutrition is a major issue that must also be brought to the table, as the effects of malnutrition, such as stunting and poor brain development, have far-reaching consequences that extend well beyond the immediate concerns. There is also the inter-generational problem of malnutrition in mothers leading to low birth rate babies which ultimately leads to stunting. High protein supplements must be sourced and introduced as soon as the urgent matter of imminent starvation has been resolved. WFP and UNICEF are being consulted in this regard. The FGN has also recently released emergency rations to feed those most immediately affected with in remote rural camps.

*Please visit [AOA.Global](http://AOA.Global) to see the PowerPoint Slides from this session*

Dr. Ayoade Olatunbosun-Alakija (AOA) and her team were recently on site in Maiduguri with the rescued girls from the Sambisa forest after 3 years in captivity. The joy at the girls return dimmed as realisation of the magnitude of their ordeal dawned as the full extent of the trauma they had undergone became apparent.

The heartbreak at hearing stories of abducted girls being married off to insurgents, most pregnant, and others already mothers, was painful to say the least. The need for intensive psychosocial support is clear, as after examination by on-site SEMA staff, the presence of Stockholm syndrome began to surface in some of the survivors, wanting to return to their captors rather than to their families. The identification with foe instead of friend was troubling and underscores the need for psychological services.

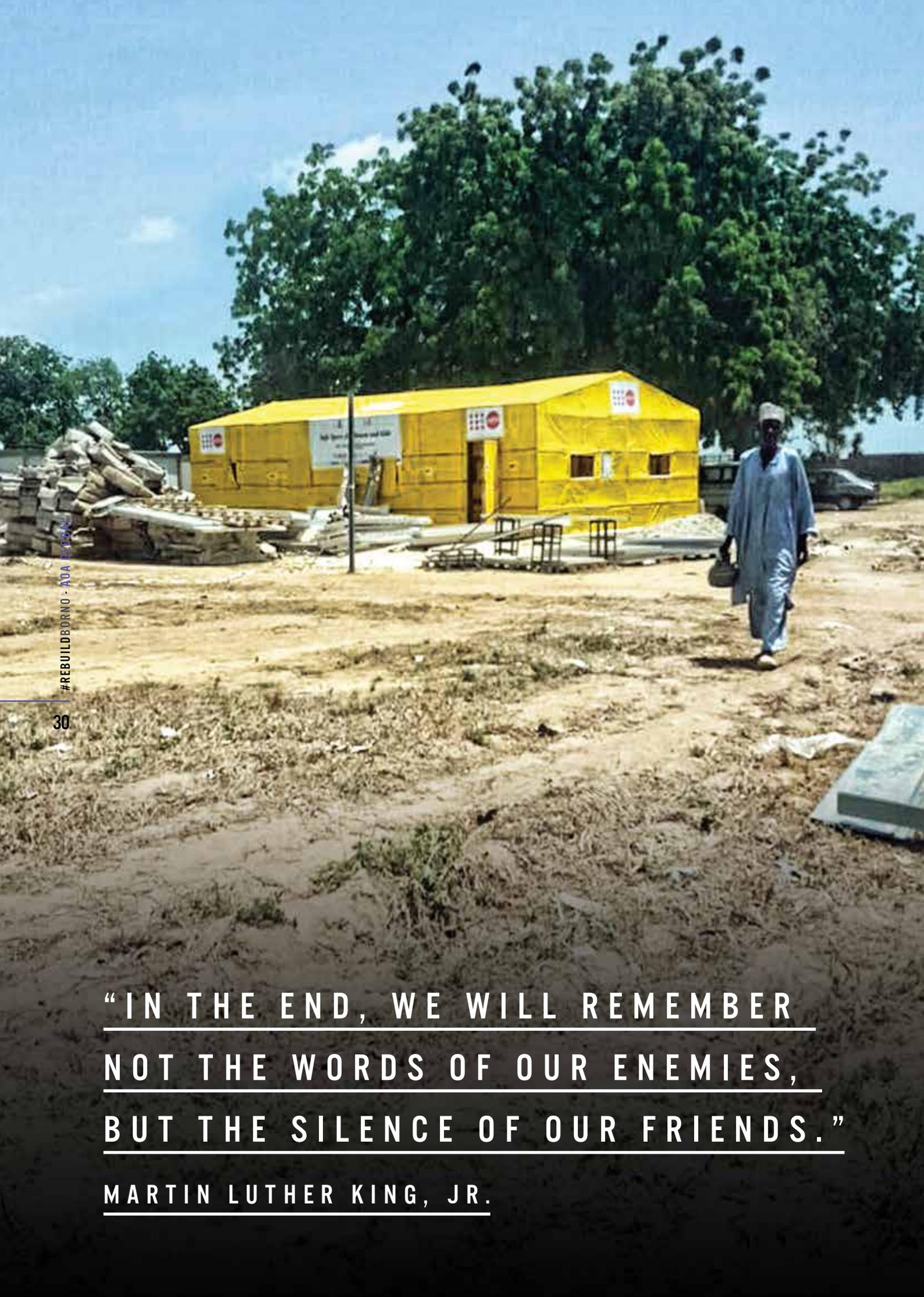
Leaving the relative peace and calm of Maiduguri behind, Team AOA followed the signs of destruction north to the Dikwa IDP camp. The terrain was so treacherous that mine sweepers went ahead of the convoy to ensure safe passage from landmines previously placed by Boko Haram. The camp is home to some 72,000 people, 40,000 of whom are children, about half of those un-accompanied or orphaned (OVC's).

The purpose of the trip was to undertake a needs assessment in Dikwa at the invitation of the Governor, His Excellency, Kashim Shettima, as a part of the Rebuild Borno initiative. The team also had the privilege of witnessing the launch of the efforts to Rebuild Dikwa town and to visit the Shehu's palace.

Given the sheer number of people housed within the IDP camp, the current healthcare and educational facilities were found to be woefully inadequate. There are only 12 beds within the camp for over 72,000 people, 10 nurses on rotational shift duty and almost no medications available. There are NO paediatric medications at all within the camp, so infant and child mortality rates are high. Traditional Birth Attendants (TBAs) are the only option for expectant mothers and most are inadequately trained. The healthcare situation is critical and lives are being lost daily.

Going forward key areas for consideration include: public health initiatives such as supporting women's health campaigns, childhood nutrition and immunisation programmes, healthcare services such as ante-natal care, midwifery and obstetric care and training of health workers in rural areas and measures to prevent unnecessary child and maternal deaths.





“IN THE END, WE WILL REMEMBER  
NOT THE WORDS OF OUR ENEMIES,  
BUT THE SILENCE OF OUR FRIENDS.”

MARTIN LUTHER KING, JR.

# PANEL 2:

## INNOVATION OFFERING EDUCATION FOR ALL



**GOSSY UKANWOKE** PRESIDENT, BENI AMERICAN UNIV., NIGERIA  
**TERRY DURNNIAN** CHIEF EDUCATION OFFICER UNICEF  
**TIMOTHY CURTIN** EDUCATION OFFICER USAID

There is an urgent need to focus on education at all levels in Borno State. This to include life skills/livelihood skills, financial literacy and entrepreneurial skills training.

We only need to look to our most recent history – post Civil War Nigeria – and we learn that those who had lost the ability during those dark years for a more formal education turned towards more informal/artisan skills and became the traders that provided the materials for the rebuilding of their communities.

Therefore there now exists within Borno State a similar opportunity for disenfranchised young people and the necessary education and skills must be provided to assist the rebuilding process and at the same time boost economic recovery.

Within the education sector, almost an entire generation has been lost as schools have been closed for a number of years. While it is widely accepted now that formal education must be urgently re-introduced, we must also recognize the value of both formal and non-formal education in this instance noting that neither is necessarily better than the other just different.

Education has been disrupted severely, and while there will be those who return to the formal education sector, there will be those that are unable to, and as a result will have to pursue an informal avenue.

Emergency education for children is particularly critical at this time. Innovation in education without necessarily building classrooms because we must go to scale and quickly.

De-radicalisation and De-militarisation of young people including the CJTF will be a key concern moving forward. They will require reeducation as it is not possible to counter violent extremism without dealing with the underlying causes of poverty and disenfranchisement.

The process of reintegration into society will be difficult for most and there will need to be a purpose driven orient, there is no use taking a gun from a young person if a replacement is not offered.

There must be an attraction of economic investment – of agriculture, construction and factories to invest in within the state – an investment so that people will return to their homes – an investment that will give purpose and meaning moving forward.

# EDUCATION CONTINUED

## KEY POINTS INCLUDED

- Main underlying root cause of BH insurgency & violent extremism is poverty and disenfranchisement, not Islam.
- Education including technical skills development and livelihood skills acquisition are key to countering this. Barefoot school, school under a tree, school under a bridge etc.
- Efforts should be put into working out programs for emergency, informal and formal education within the crisis situation. e.g, barefoot school, school under a tree, school in a bag etc. Suitable measures should be put in place to assess the progress and impact of those learning.
- Programs should be designed around de-radicalisation of young people and countering violent extremism.
- Innovation to empower people to solve their own problems through delivery of custom-built solutions.
- The provision of trauma counseling and psychosocial support for children and young people as an integral part of the educational process is critical.



# PANEL 3:

## SEIZING THE OPPORTUNITIES PRESENTED BY NEW TECHNOLOGIES



**TOLU OGUNLESI**  
SA TO THE PRESIDENT  
ON NEW MEDIA

**DR. ANGEL ADELAJA**  
CEO FRESH DIRECT  
NIGERIA

**ANDY MADAKI**  
CHIEF TECHNOLOGY  
OFFICER, DECY-4

Technology has played a key role in the defeat of Boko Haram by the Nigerian Army. In the initial days of the conflict, one of the main strategies of the enemy was to destroy telecommunications structures and utilise social media to disseminate their messages of terror. Today those tables are turned and the combination of multinational efforts utilising drone technology and more conventional military hardware has brought BH to their knees.

### IMPACT OF INTERNET USAGE, SOCIAL MEDIA AND GEOGRAPHICAL REACH

There has been a massive advancement in the growth of technology and communications in Nigeria. According to the World Bank, Internet users (per 100 people) in Nigeria has increased from 32.8% in 2012 to 38% in 2013. The Internet provides both state and non state actors with an important support tool – a source of information and a means of instant direct communication.

With the advent of Social Media, government and the private sector are turning towards interactive engagement with target

audiences using this platform. There's an opportunity to utilize this platform keeping in view how today's youth and people in general utilize technology for their benefit and how the State can reach them in order to increase awareness of both security and human development indicators.

This also presents an opportunity in reaching and attracting a global audience for awareness-raising, about the magnitude of the ongoing humanitarian crisis in Borno State without having to leave the shores of Nigeria.

### IMPACT OF EMERGING MOBILE TECHNOLOGY

The evolution of technology is a driving force for Borno State to upgrade its communication strategy and to develop innovative ways of passing on the required messaging. The Nigerian Communications Commission (NCC), says the number of internet users on the Global System for Mobile communications (GSM) networks has increased from 76m in 2014 to 81m in January 2015. This implies a growth in mobile telephony and texting. With the rise of smartphones with,

# TECHNOLOGIES CONTINUED

advanced computing functions and connectivity, there is potential to harness the possibilities of SMS and SM platforms for health education and security messaging. advanced computing functions and connectivity, there is potential to harness the possibilities of SMS and SM platforms for health education and security messaging.

## IMPACT OF RADIO MEDIA

An opportunity presents itself to support non-formal education by providing innovative educational programmes (literacy and numeracy skills; and physical and health education) through radio media. This will provide disadvantaged women and children, in remote locations and within IDP camps in particular with regular, consistent access to public health messaging and education.

## KEY POINTS INCLUDED

- The insurgents destroyed a lot of the communication infrastructure and attacked people who were attempting to communicate.
- The landmines laid by Boko Haram during the height of the insurgency pose challenges that continue to endanger lives and limit access to farm lands and communities.
- Cross-camp experience for the sharing of technology.
- Focusing on the local content.
- There is the role that external technology has to play with respect to furthering the local technology.
- There is the need for participatory assessment to get it right the first time.
- The building of the culture of innovation.
- Using SMS for teacher development and enrollment drives.
- Using tablets for home schooling girls/boys who are for some reason unable to attend school.

This session sought to look at the role that technology can play in post conflict reconstruction. How intelligence gathering can be improved and how to prevent such infiltration in the future.

The discussions also focused on the role that low cost high tech interventions can play in agriculture, education, tele medicine and solar power innovation.

Technology and Internet for all is a focus and we must advocate for widespread access across the entire continent of Africa.

The immediate challenge for Borno State is to restore basic communications infrastructure and enable simple communications outside the capital city of Maiduguri. Only then can the more complex interventions come into play.



# TECHNICAL WORKING GROUPS

Three Technical Working Groups were set up in the afternoon after the mornings plenary session. These groups spent several hours brainstorming causality and solutions. This multi-sectoral group included Borno State indigenes and government representatives, millennials, high level federal government officials, Donors, CSOs and others. The dis-

cussion was facilitated by Rhodes Trust, Oxford, UK.

The discussions were robust and lively; all groups worked late into the evening to produce the following suggestions and recommendations for further investigation and action.

## INSECURITY AND INSURGENCY



The linkages of poverty to radicalization, violent extremism and conflict cannot be understated. There is an urgent need for a national response to the causality of violent extremism not only in Borno State and the North East but across the nation as pockets of unrest and disenfranchisement spring up from North to South.

There is a need for greater intelligence gathering at both State and Federal levels and there needs to be an IDP policy passed by the NASS.

Parliamentarians need to be better educated on the issues at hand.

There has to be a role for civil society that would help improve the coordination.

The capacity of the military needs to be enhanced, and they need to be better armed in order to fight and clear the insurgents.



## ECONOMY AND EMPLOYMENT

One of the main challenges identified is that there have been large losses in terms of agriculture and infrastructure, whole communities have been razed to the ground, communication masts throughout the State have been destroyed, making even simple mobile telecommunications challenging.

Borno States' IGR is diminished due to the loss of workforce, and the displaced workforce, as those who have land and are able to work it are restricted by access due to remaining pockets of resistance and existing land mines which were laid by BH during the height of the insurgency.

Education is required to overcome these challenges, as well as strengthened access to roads will allow for business and infrastructure growth.

Local community engagement, i.e. training of locals and building of apprenticeships are among recommended courses of actions, which also include skill development for 15 – 35 year olds, financial literacy, and locally driven construction. All of which would ultimately create a enabling environment for business, agriculture as well as creating employment opportunities.

For true community re-development to begin, there needs to be a phased return of key personnel such as health and education workers into the most affected areas. Initially providing emergency and essential service to those displaced by conflict but also instilling confidence and encouraging others to feel safe and secure enough to return and enable the economic development process get underway.





# EQUALITY AND INCLUSION

Post resettlement plans have several major challenges and issues – such as the exclusion of victims from the designing of relief plans, decisions and solutions, as well as the cultural, traditional and patriarchal processes ingrained within communities that present barriers to more efficient methods of restructuring.

A lack of trust between communities and security forces is also problematic, and must be solved in an attempt to ease any future chances of conflict. The languages and cultures of the communities must be used in a way that is comforting to those involved, in order to bring about a sense of peace, rather than one of agitation.

The economic empowerment of women is also essential, through both non traditional and traditional methods of fish – farming, poultry and cattle rearing.

The role of trauma counselling and psychosocial support cannot be overstated as communities are reintegrated. Post conflict reconciliation strategies must adapt best practice from across the continent if peace is to reign.

## LADDER OF COMMUNITY PARTICIPATION ©UNICEF



8. Community Members Equity
7. Completely Community Driven
6. Community Members Equality
5. Community Consulted
4. Community Informed
3. Tokenism
2. Decoration
1. Manipulation

FIG 3: Ladder of Community Participation

# LINKS WITH RECOVERY & PEACE BUILDING ASSESSMENT

Recommendations coming out of the Rebuild Borno dialogue are in alignment with the key thematic findings of the recently concluded Recovery and Peace Building Assessment (RPBA), and the forthcoming Buhari Plan for rebuilding the North East. The three main components laid out within the RPBA are as follows: Peace Building, Stability and Social Cohesion; Infrastructure and Social Services; and Economic Recovery.

The recommendations within the parameters of Peace Building, Stability and Social Cohesion, are summarised as the voluntary resettlement of displaced persons, community re-joining and reconciliation, community engagement and security. The partnership to RebuildBorno is built on the intent of ensuring peace, justice and security, on both a national and international level.

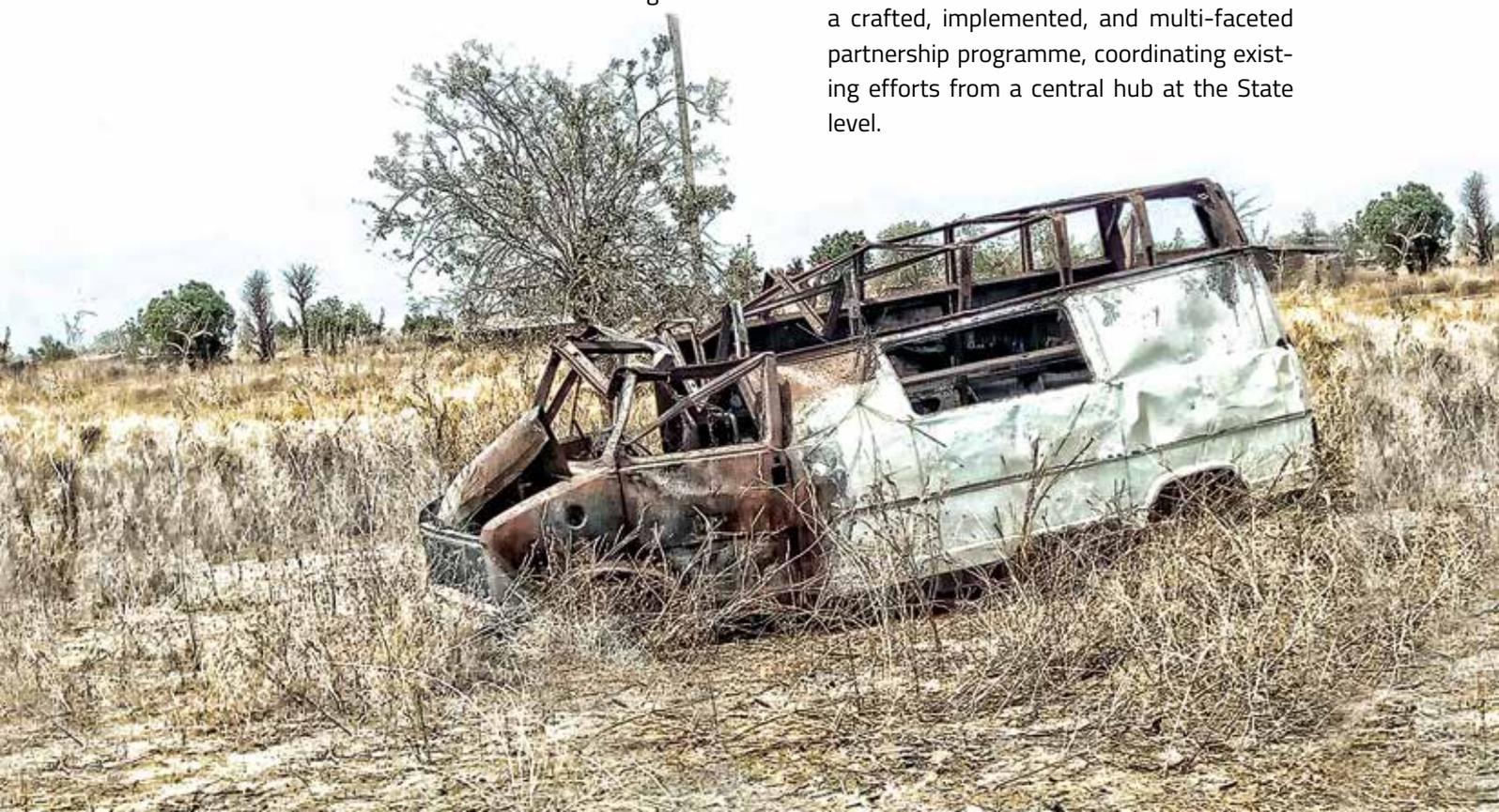
Within Infrastructure and Social Services, the RPBA summary follows a breakdown of three parts: physical, social and productive sectors. Rebuild Borno honed in on the physical factors: transportation, technology and safe environment; of the social: safe sanitation, education, housing and protection of a social nature were brought to the

fore; and finally, of the productive sector: agriculture.

Within Economic Recovery, the impact of macroeconomic and fiscal policies as well as bolstering the economy through the employment of livelihood skills and the development of grass roots abilities. The elimination of poverty, emergency education (formal and non-formal) and access to affordable primary health care are some of the priorities of post – conflict reconstruction. The creation of jobs through formal and informal education however, acts as a jolt to the economy, and has the effects of long term repair, rather than a short term fix.

The RPBA is for the wider North East; however Borno State is widely recognised as being the most affected within this conflict, and so it is hoped that the lessons learnt and implemented in Borno will have wider applicability in North East Nigeria.

Rebuild Borno will reconvene in a year's time in order to review process accountability, and monitor the progress towards the quantitative and qualitative outcomes. The only way to ensure a positive outcome is through a crafted, implemented, and multi-faceted partnership programme, coordinating existing efforts from a central hub at the State level.



## KEY RECOMMENDATIONS:

1. A national and international partnership to Rebuild Borno is brokered within the context of up scaling efforts to ensure peace, justice and security.
2. Post conflict reconstruction priorities are determined as elimination of poverty, emergency education (both formal and non-formal), gender empowerment, access to affordable primary health care, creation of opportunities through jobs, capacity and skills building.
3. Closing the data gap, particularly biometric data with regard to IDPs, is considered an urgent priority as effective policies and programmes need to be data driven and evidence based.
4. Identification of targets and indicators is prioritised for monitoring progress and evaluating effectiveness of action taken to Rebuild Borno.
5. Rebuild Borno convene again in a year's time, to ensure process accountability and monitor progress towards qualitative and quantitative outcomes.
6. A cohesive approach to human development in Borno is crafted, implemented and driven forward through a multi-faceted, partnership programme, which consolidates and coordinates existing efforts from a central hub at State level.
7. Wide ranging trauma counselling and psychosocial support is prioritised. It need to be multi-layered and multi-faceted in order to increase reach; from BH survivors of abduction to high level government and military personnel.
8. A comprehensive communications strategy is crafted to engage target groups and encourage participation in Rebuild Borno.
9. A Borno specific business case for private sector involvement needs be developed and widely disseminated in order to secure the active and full participation of the business sector.
10. Private+ Partnerships are brokered towards achievement of SDG priorities for Borno.
11. Gender considerations and youth empowerment are mainstreamed throughout, including the use of communications tools to encourage a different gender dimension to the social narrative.
12. Reconstruction needs to include the re- building of people and communities not physical infrastructure alone. Reconciliation between victims and former members of the insurgency will be challenging and local or community based approaches are to be welcomed.
13. Aid from donors in the form of technical assistance is essential.
14. The Rebuild Borno report be utilised by all stakeholders as an advocacy tool in the ongoing efforts to Rebuild Borno.
15. A state process is created to define pathways to reach each of the Sustainable Development Goals. Align public policy closely with the international development agenda to secure whole-of-government implementation and policy coherence.
16. Involve Ministers and Ministries of Finance in goal-setting and goal-financing.
17. Strong working relationships with the UN Country Mechanism are reinforced. Make multi-stakeholder processes central to national decision-making.

# NEXT STEPS

The 19th April inaugural dialogue went a long way towards its aim of consolidating, coordinating and harnessing synergies in order to ensure a cohesive approach to human development in Borno. This enabled movement on to the next stage - undertaking a needs assessment in the IDP camps such as Dikwa, Dalori and Bakassi.

During the site visit to Borno by team AOA, the immediate priorities were identified as Water and Sanitation and Hygiene (WASH), food security, basic healthcare, emergency education and the establishment of employability and livelihood skills. Trauma counselling and psychosocial support are also critical in areas which was under BH influence or control. There will be a need for de-radicalisation programming for the teeming numbers of disenfranchised youth within the community.

Subsequent to the inaugural dialogue and site visit, follow up meetings with relevant stakeholders and in-depth consultations with Borno State Government officials were conducted to ensure seamless integration with existing undertakings. Another visit to Borno State assessed progress since last year and included visiting some of the most affected communities and people. Consultation with key stakeholders has been paramount throughout Stage 1 of the process to ensure ownership and thereby facilitate adoption and

implementation going forward.

“By 2030, Nigeria is estimated to be one of the few countries in the world that will likely have a bountiful supply of young workers. Out of a current projected population of 169 million Nigerians, young people account for over 43 percent of the population. What this means is that there are currently over 72 million young people in the country. Thus, youth, more than oil, could be Nigeria’s asset in the following decades, depending on how this demographic reality is managed.”

In the socio-economic context of scarcity of employment opportunities and too great pressure on available resources, Borno youth face a great number of challenges which can compromise their future, hinder personal growth and well-being and, in turn, adversely affects the state and ultimately the country’s development. As Maslow’s hierarchy of need depicts, meeting basic needs such as food and shelter is a necessary pre-condition for people fulfilling their potential such as sustaining gainful employment in meaningful work.

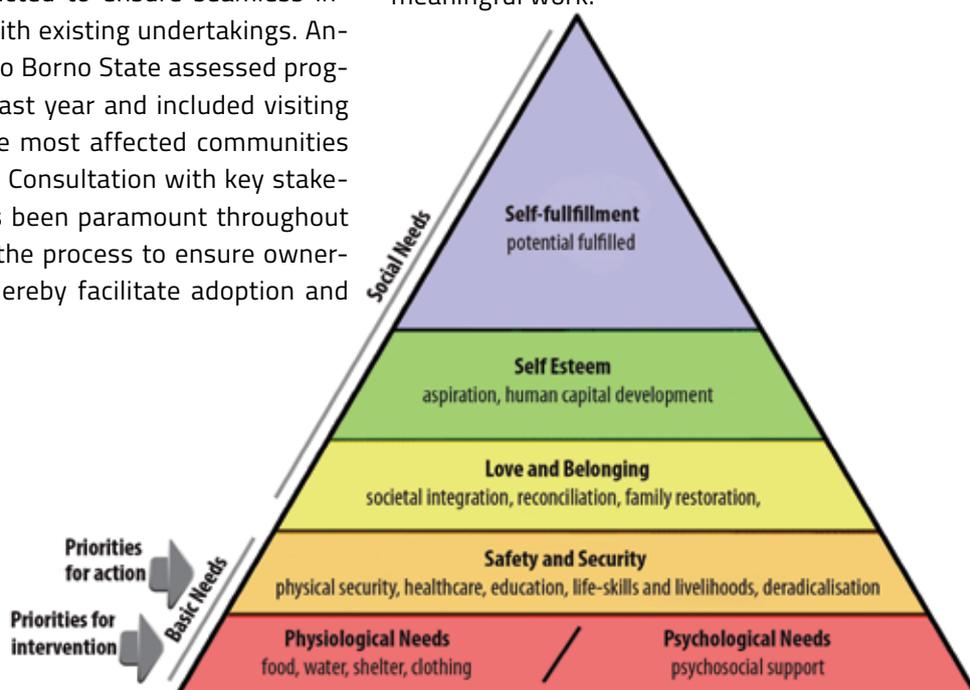


FIG 4: Maslow’s Hierarchy of Needs as applied to Borno





# DESIGN

## PHASE TWO



FIG 5: Rebuild Borno Programme Process

RebuildBorno has now progressed on to Phase 2 Analysis and Design. Part of the process has been to look at hierarchy of needs and evaluate the priority and feasibility of the ideas generated at the inaugural meeting and the technical requirements of their implementation.

Emerging out of the analyses undertaken, a framework for roll out of Phase 2 began to take shape. The following diagrams are a high level representation of next steps falling into 6 clusters:

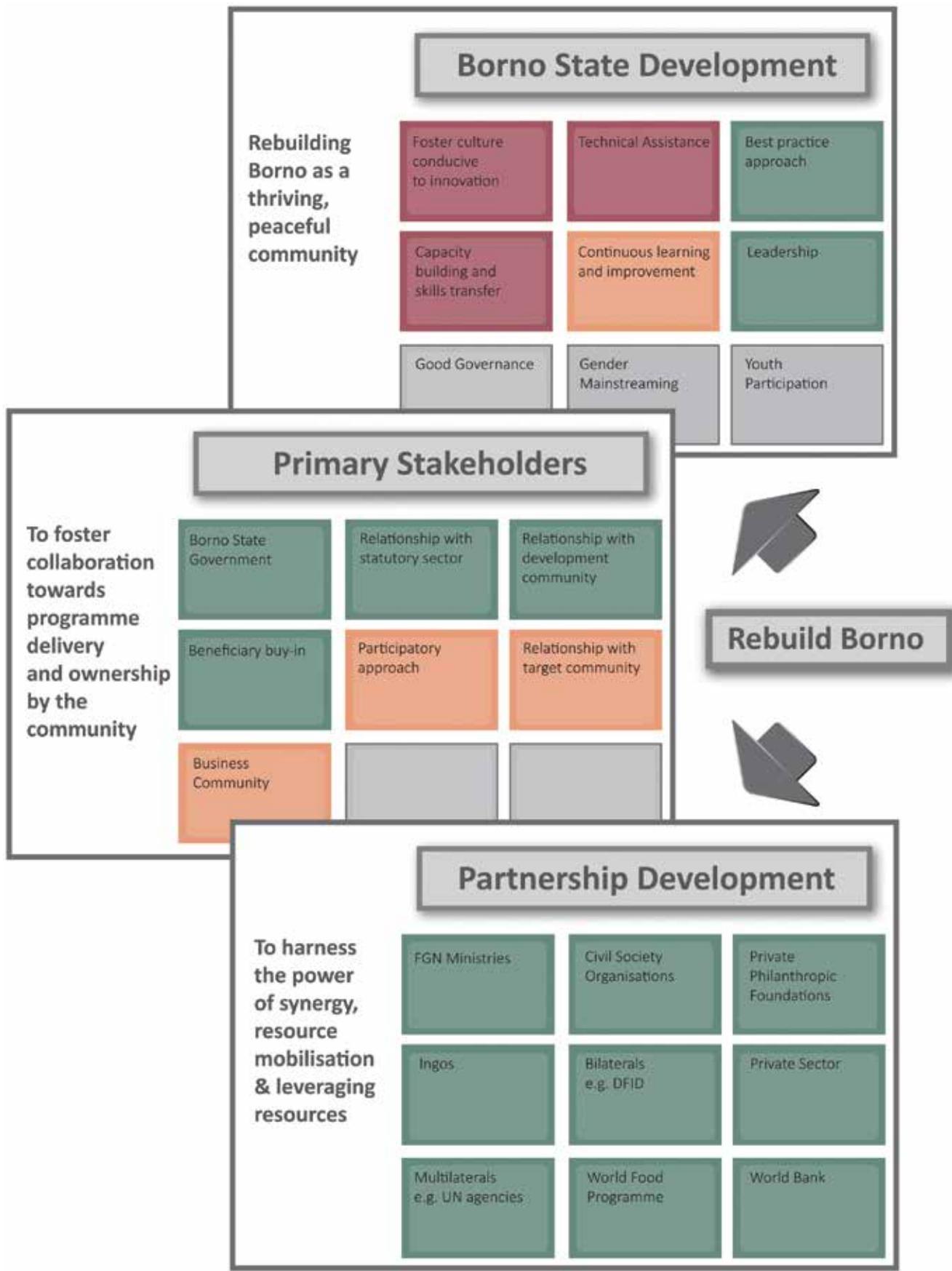


Fig 6: Rebuild Borno Phase 2 Roll Out

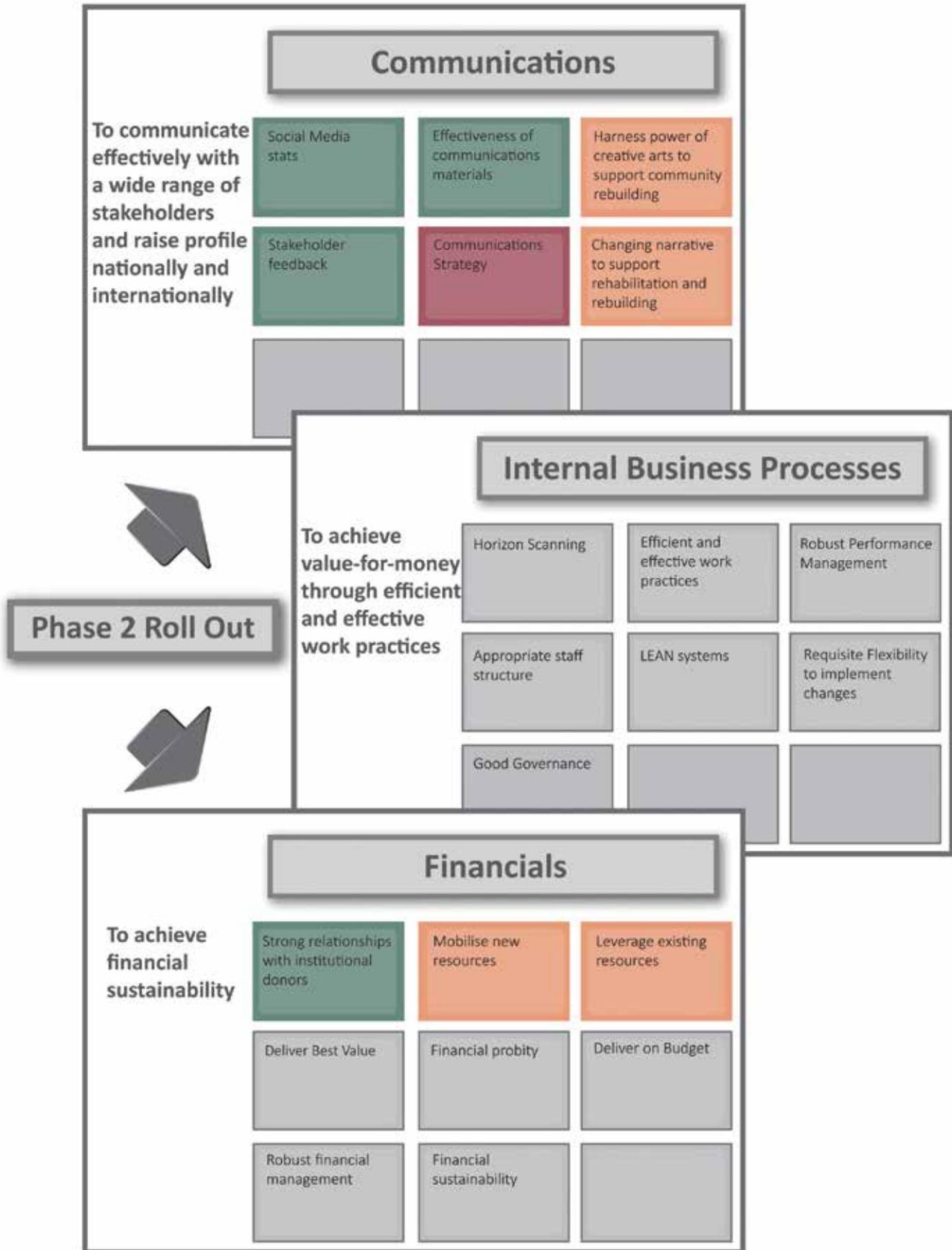


Fig 6: Rebuild Borno Phase 2 Roll Out



## SIX CLUSTERS;

1. Borno State Development refers to Rebuild Borno Development Programme to be implemented as a state level comprehensive community building initiative
2. Primary Stakeholders included all those integral to the success of the programme both the primary actors and intended beneficiaries. Ensuring a truly participatory approach will be crucial to ensuring community ownership as the programme beds down.
3. Multi-sectoral partnerships and wide-ranging collaboration are an absolute necessity and the establishment of Private+ Partnerships will be a significant area of activity.
4. Development of a communications strategy will be crucial in two respects: first communications around Rebuild Borno itself is necessary for stakeholder engagement and community participation and second, targeted multi-media and multi-channel communications offer an opportunity to nudge the social narrative in a positive direction.
5. Internal Business Processes, the nuts and bolts of the process, will safeguard the integrity of the programme with a focus on productivity and value-for-money.
6. Financial sustainability is paramount, for the success of Rebuild Borno.





#REBUILDORNO - AOA GGLOBAL

“THE HUMANITARIAN RESPONSE PLAN FOR THE  
NORTH EAST OF NIGERIA IS BUDGETED TO COST \$240  
MILLION. THIS WOULD SUPPORT ONLY A FRACTION  
OF THOSE CRITICALLY AFFECTED PEOPLE AND ONLY  
10% OF THAT COST IS CURRENTLY FUNDED.”

-MS. MANDISA MASHOLOGU, UNDP ACTING RESIDENT REPRESENTATIVE



“EVERY YOUNG BOY, YOUNG GIRL AND  
ADOLESCENT HAS THE RIGHT TO A QUALITY  
EDUCATION, IN VARIED FORMS AND STRUC-  
TURES FOR DIFFERENT LEVELS, AVAILABLE  
UNDER CONDITIONS OF EQUAL OPPORTU-  
NITY FOR ALL AND DESIGNED TO PROMOTE  
THE DEVELOPMENT OF THE INDIVIDUALS’  
PERSONALITY AND POTENTIAL.”

(ARTICLES 28 AND 29)



# FINAL WORD

In the immediate aftermath of the 19 April event, an early version of the recommendations was circulated to all attendees, the media and other interested parties. Since then the material coming out of the meeting has been reviewed in greater detail and the subject of further interrogation. Rebuild Borno now proposes a more extensive set of recommendations that broadly tie in with the Recovery and Peace Building Assessment findings as set out in this report. The puzzle is as yet incomplete but the broader picture is clearer and a framework for Phase 2 has been established. At this point in the programme, the missing pieces having been identified as financing for humanitarian relief and development and coordination of efforts on the ground.

Securing sustainable financing in order to meet both humanitarian and human development needs within Borno has become an undeniably acute issue. Of all the billions in funding urgently required to meet the humanitarian needs in North East Nigeria, only 10% is currently funded. The gap must be bridged and now.

It used to be the thinking that aid organisations alone could bear the burden of humanitarian relief, poverty alleviation and human development, but that is no longer the case. Increasingly the input of the private sector is being sought because it must contribute to addressing these challenges given the impact on the communities in which business operates. Without sustainable development there is no future for commerce, for business or for industrialisation. Without a healthy workforce productivity is far from optimal and without jobs consumers do not have the wherewithal to make purchases. This has a potentially crippling effect on the economy.

Private sector input into the development agenda is not just the moral thing to do, it is the SMART thing to do (smart in the strategic objective sense.) UN et al bring much to the table in the way of technical partnership and coordination mechanisms. However, the onus is on the private sector to contribute significant financial resources. As mentioned earlier in the report, the bountiful generosity of Alhaji Dangote, the President of Dangote Group, sets the standard of private sector involvement in humanitarian relief and should challenge other Nigerians of means to step up to the mark.

This meeting and the on-going efforts have gone some way towards the creation of a coordination structure. The foundation has been laid and the building blocks are being put in place.

Thus, the focus eventually returns to the financing mechanism. There has been an historic lack of private sector engagement in the international development agenda but the business community is awaking to the fact that it has a significant contribution to make to a multi-sectoral response to achieving the newly adopted Sustainable Development Goals. In particular, SDGs 8, 9 and 12, which deal with economic growth, employment, industrialisation, innovation, and production and consumption patterns, underline the importance of inclusive and sustainable approaches, encouraging their application. It is essential in the coming days, that Borno State drafts an SDG implementation plan.

The last of the 17 goals, which is possibly the favourite of this author, calls for improving the means of “implementation” by “strengthening the global partnership” for development. In other words, business, along with civil society and governments has a crucial role to play in helping societies grow and prosper. It is particularly incumbent upon those in the extractive industries not only to “take” but also to “give back.”

We must all come together in a concerted effort even as we did when the world faced a

global emergency with the AIDS crisis. Back then it was recognised that no one agency or group could “do it alone” but that it required a global, multi-faceted, coordinated response to combat the HIV/AIDS pandemic. In a similar way, we will not meet the overwhelming humanitarian need, advance human development, achieve the SDGs and eradicate poverty without key private sector participation. The private sector can – and MUST – be a vital force for breaking the cycle of poverty, violence and disease, improving education, and driving economic development and prosperity.

While the entire world is focused on Syria because of the immediate fear of Europe being overrun by refugees, Nigeria, Borno and the Northeast region including Cameroon, Chad and Niger Republic are regrettably being left behind.

We can no longer defer the responsibility to take up this mantle and to ensure that our nations are rebuilt and that there is peace and prosperity for generations to come. I celebrate the generosity of General Electric, who recently, without fanfare or frivolity, contributed \$1Million to work carried out by UNICEF in the IDP camps in Borno State. I applaud Governor Kashim Shettima for his wise stewardship in recommending that the private sector resources were disbursed to a multi-lateral partner who was positioned to deliver effectively on the ground.

Public-Private Partnerships have gone some way to securing private sector involvement with public undertakings. However, it is becoming increasingly apparent that we now need a wider conceptualisation of private sector partnership opportunities. At the forefront of the new trend are Private+ Partnerships, which include the broadest possible range of partners from multi-laterals to Third Sector to other private sector partners.

Forging Private+ Partnerships has not yet been a primary area of focus within the Rebuild Borno project, initial meeting and subsequent report and it is one which we now turn to for greater exploration in Phase 2. It is critical that we forsake mere window dressing and all play our part as global citizens if we are to realize “the world we want.” There is a tremendous opportunity for the private sector to create shared value that benefits business and their host community alike, fostering the innovation and competitiveness of a sustainable business model. Investment in agriculture, construction and renewable energy to name but a few opportunities, offer a win-win scenario in terms of much-needed human development and the potential for shareholders to secure a return on investment.

As previously highlighted women, in particular, can undertake a powerful role as critical catalysts of human development leading to greater economic growth. Let us not lose sight of this and mainstream gender considerations as we Rebuild Borno.

AOA



P.S. The commendable work of the Nigerian military has seen over 300 captives recently rescued by troops in an increased effort to weaken the Boko Haram stronghold on North East Nigeria and surrounding territories. As this report is being written, the first of the Chibok Girls has been rescued and reunited with her family. Peace is truly returning to the Home of Peace.



#REBUILDORNO - ABA GLOBAL

# APPENDIX A

## EVIDENCE BASED HUMAN DEVELOPMENT PRIORITIES

**DR. YEMI KALE**  
STATISTICIAN GENERAL OF THE FEDERATION



First Annual Dialogue on Rebuilding the North  
- Rebuilding Peace in Borno -

Panel on Evidence Based Human Development Priorities  
**Peace-building & Reconstruction with Data**  
Dr. Yemi Kale  
Statistician-General of the Federation & CEO,  
National Bureau of Statistics, Abuja  
19 April 2016

### Where are we coming from?

The North-East is well known for **Agriculture: Crop, Livestock & Forestry**

- The majority of the people are farmers, herdsman and fishermen.
- The crops grown include guinea corn, millet, maize, rice, wheat, groundnut, cassava, beans and cowpeas. Others are vegetables, onions, okra and tomatoes.
- About 1,794,400 ha. of land is under crop cultivation.
- Clay, salt and potash, Limestone and kaolin deposits, iron ore, uranium, quartz, magnesite, mica and granite.

**2 key features** of 'where we are coming from':

- Low data demand / evidence-based policymaking**
  - Budget/project implementation based on little/no factual data consideration
- 'Politicisation' of data**
  - Disputing official statistics rather than using them as basis for planning & improvement

**Neglect of data in policymaking** may have also led to failure to address the early signs of worsening socio-economic conditions

### Where are we coming from?

- Six North East States:**
  - Adamawa, Bauchi, Borno, Gombe, Taraba, Yobe
  - GDP: \$17.4b** (or 5% of national)
    - Of which: Borno was ¼ of regional (2009)
  - Population: 18.9million** or 7% of the national (2006)
    - Bauchi and Borno account for about 50% of regional population
    - Average household size: 6 (compared to national average of 5)
    - Declining access to electricity, healthcare and education: On average, 24.2% of the population had access to public electricity

### How did we get here?

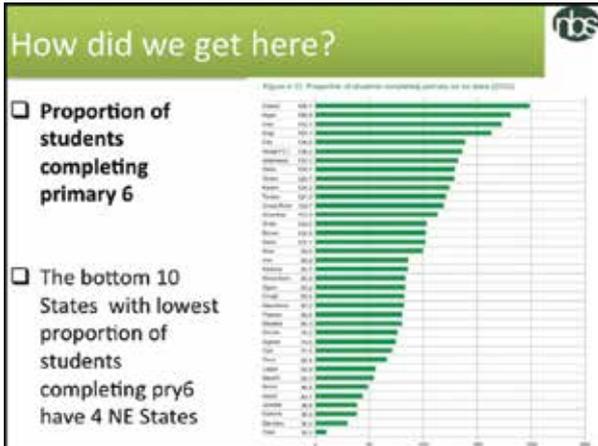
- Economic challenges**
  - Poverty was high and rising across nearly all States in the region, compared to the national average...
- Inequality also rose in all States between 2003 and 2010

### How did we get here?

- Socio-cultural challenges**
  - High unemployment is a feature of the NE States
- Environmental challenges**
  - Increasing desertification and aridity
  - 90+% of the population in each State use wood as main source of cooking fuel

### How did we get here?

- Proportion of under 5 children who are underweight
- Among the top 1/3 of States with highest proportion of children, there are 5 of 6 NE States



### Conclusion: NBS and the emerging demand for Data in Nigeria

- NBS already has a solid data production infrastructure and has been working with various policy agencies, State Governments and stakeholders to strengthen the use of data to inform rebuilding efforts
- Greater collaboration and coordination between NBS (State offices) and States' Statistical Agencies is being pursued:
  - Stabilish Borno Bureau of Statistics
- The process of rebuilding social and physical infrastructure can be successfully undertaken in a timely manner if adequate attention is paid to data-based decision-making.
- Lessons should be learned from ignoring data in policy issues

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