



# REBUILDING THE NORTH EAST

## THE BUHARI PLAN

Volume I

Emergency Humanitarian Assistance  
Social Stabilization and Protection  
Early Recovery

(Initiatives Strategies and Implementation Frameworks)

June 2016

Prepared by the Presidential Committee on the North East Initiative  
(PCNI)



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## *Preface*

The North East region of Nigeria, comprising of Borno, Adamawa, Yobe, Bauchi, Gombe and Taraba States, has been ravaged by the Boko Haram insurgency since 2009. Estimates of the negative impacts of the crisis include approximately 14.8 Million people adversely affected, about 2.3 Million Internally Displaced Persons (IDPs), including over 177 Thousand Nigerian Refugees in neighbouring countries, over 20 Thousand deaths and even more people severely injured or missing. Many of the region's residents now live in IDP camps, with host families away from their original homes and in host communities. Many host communities are severely stressed, having to cater for the large influx of displaced people from places directly hit by Boko Haram.

The Boko Haram crisis has also resulted in extensive damage to social, economic, health and market infrastructure. Numerous homes have been destroyed. Many schools, hospitals, markets and places of worship have been destroyed or closed. Many communities have been completely abandoned, especially in Borno and Yobe. There are limited numbers of teachers, doctors and other health workers, with over 500 teachers killed and many fleeing the region. While there is still a semblance of economic activity in some parts of the region, the economy of the region has virtually collapsed, with many parts of Borno, Yobe and Adamawa, having lost key markets and other market-related infrastructure.

Returning the region to normalcy is one of the highest priorities of the Nigerian Government. Achieving this will require bringing an end to the war, effectively handling the humanitarian crisis and implementation of an effective rehabilitation and resettlement programme. It will require the implementation of a solid peace-building, reconciliation and de-radicalisation framework; as well as the effective reconstruction of social and physical infrastructure. Finally, the region will require the successful implementation of a development strategy that leverages advanced knowledge of post conflict redevelopment strategy, the commitment of the Private Sector, the support of International Development Partners and Local Partners such as the Non-Government Organisations (NGOs). Returning the region to normalcy will also require a clear funding strategy, strong and accountable Governance and Institutional Frameworks, a rigorous Monitoring & Evaluation Framework and an effective Communication Strategy.

'Rebuilding the North East' (The Buhari Plan) is a harmonised plan for achieving all of the above. The harmonised Plan seeks to have one integrated planning document and framework that will serve as the national roadmap for all interventions in the North East. In completing this plan, the following existing planning documents, assessments and reports developed by all the region's Stakeholders were reviewed as foundations:

- The Presidential Initiative of the North East (PINE) Short-term Emergency Assistance and Economic Stabilisation (EA-ES 2014), Intermediate-term Resettlement and Rehabilitation (RRR 2015) and the Long Term Economic Reconstruction and Redevelopment Plan (ERR

2015) prepared in collaboration with several Government Ministries, Department and Agencies.

- The North East States Transformation Strategy (NESTS) by the Governors of the 6 Constituent States, in collaboration with the North East Economic Summit Group (NEESG).
- The 2016 Humanitarian Response Plan (HRP) by the National Emergency Management Agency (NEMA) and the Humanitarian Country Team (HCT).
- The 2016 Humanitarian Needs Overview (HNO) by the United Nations Organisation for Humanitarian Coordination and Assistance (UNOCHA).
- The 2016 Protection Monitoring Report (PMR) by the United Nation Human Rights Commission (UN-HRC).
- The 2016 Nigeria Displacement Tracking Matrix (DTM) by the International Organisation for Migration (IOM).
- The Educational Interventions in the North East Report by the Safe Schools Initiative (SSI).
- The 2016 Victim Support Fund (VSF) Programme Document.
- The 2016 Sustainable Peace-building Strategy (SPBS) by the National Institute for Peace and Conflict Resolution (IPCR).
- The 2015 Resettlement Framework (RF) developed by the National Commission for Refugees (NCR).
- The 2016 North East Health Sector Humanitarian Crisis Response Strategic Plan (HS-HCRSP) by the Federal Ministry of Health (FMOH).
- The 2014 Countering Violent Terrorism (CVE) Plan of the Office of the National Security Adviser (ONSA).
- Several other proposals, plans, reports and assessments of Government Ministries Departments and Agencies as submitted.
- The 2016 Nigeria Peace-building and Recovery Assessment (RPBA) by the UN, EU, World Bank, USAID, DFID and others.

Thus, in 'Rebuilding the North East', the Humanitarian Assistance, Social Stabilisation and Early Recovery sections (Volume 1) derives largely from the 2016 HRP, the 2014 EA-ES and the relief efforts of the many International Humanitarian Actors; the Rehabilitation, Relocation and Resettlement sections (Volume II) is a product of the 2015 RRR, the 2016 RF, the RPBA and the individual State Governments' action priorities for addressing an extremely dynamic process and the most recent

comprehensive assessments; the sections on Countering Violent Extremism, Security, Peace-building and the Military/Para-Military/Other Security Agencies Early Recovery Framework (also in Volume II) are the products of the 2016 SPBS, the 2014 CVE and the specific planning guidelines and directions of the Nigerian Army; and the Development Strategies section (Volume III) is a product of the 2015 NESTS, the ERR and the 2016 RPBA. Lastly, the Buhari Plan Budget, Funding Sources and Funding Strategy, Governance and Institutional Framework, Monitoring and Evaluation Framework, Strategic Communications Strategy and Implementation Priority Matrixes/Frameworks (Volume IV) are the product of extensive updates, verifications research and consultations conducted by the PCNI Planning and Harmonisation Sub-Committee in collaboration with all the above mentioned Stakeholders of the region. Please note that all the above documents have been annexed to this plan as source documents for referencing and verification purposes. [See **Section XVI: Annexures**].

**The common thread that consolidates all these responses to the crisis in the North East is a collective identification of the priority needs and the most urgent requirement for a coordinated, cohesive and collaborative intervention delivery framework to guide all efforts to reposition the region.** Given the scale of damage and the broad scope of interventions required, this coordination plan is therefore designed as a flexible, living document, to allow for revision and fine tuning while implementation is underway.

President Muhammadu Buhari, determined to comprehensively address these issues, constituted the Presidential Committee on the North East Initiative (PCNI) which I Chair. The PCNI will operationalise the required leadership, guidance, coordination and harmonisation functions directly targeted to addressing these cogent issues in rebuilding of the North East region. The Committee includes many leading members of the administration, several international planning and economic development experts, the Governors of the 6 States of the North East region, representatives of International Development Partners, Humanitarian Delivery Partners and some other critical stakeholders. The essence of this committee is to leverage as much as possible on the existing programmes and already deployed capacities of all interested Stakeholders present in the region, so that action on the North East can begin in earnest.

The Boko Haram insurgency, while it is in decline, will not be resolved or be terminated overnight. Therefore, the rehabilitation and recovery process of the region should be viewed as an on-going activity for which on-ground implementation can only begin comprehensively, sustainably and most successfully by the parameters collectively identified and prioritised by these actors. This is the essence of the Buhari Plan which PCNI has distilled, a national road map for the North East. To that end, PCNI shall be empowered to drive its interventions and at the same time operationalise a more permanent, well-resourced and adequately staffed body, owned by the region, to secede its activities for the sustainable growth of the region. The Federal Government of Nigeria envisions that this will happen within the next three to five years.

I therefore encourage all interested Stakeholders to study this plan and identify areas where they may play or may be already playing meaningful roles, to support the rapid actualisation of the vision described therein. I wish to thank and acknowledge the many individuals and organisations, within and outside the Government of Nigeria, who have contributed extensively to the development of this plan. May we all have good progress in our endeavours.

**Lt. Gen. Theophilus Yakubu Danjuma, GCON (Rtd).**  
**Chairman, Presidential Committee**  
**For the North East Initiative (PCNI).**

## *Acknowledgements*

Today, after almost 9 years of combating the Boko Haram Insurgency, His Excellency President Muhammadu Buhari's strong determination to comprehensively address the crisis in the region has resulted in the constitution of the Presidential Committee on the North East Initiative (PCNI) as this administration's framework for accountability, coordination and guidance of all key players & stakeholders active in the region. This strong determination now drives the completion and harmonization of all existing activity, capacity, strategy, planning, contributions and interventions for the North East by the PCNI into one National Road Map for the region: The Buhari Plan for Rebuilding the North East.

Thus, on behalf of all the North East Stakeholders, the PCNI wishes to thank **His Excellency, President Muhammadu Buhari** for his strong leadership direction. Also instrumental to this positive development is **His Excellency, the Vice President Yemi Osinbajo** whose avid concern and drive for immediate deployment of economic rehabilitation and recovery interventions to the region has resulted in pursuing the quickest possible response time for stabilizing the North East.

In completing its herculean task, the PCNI relied first and foremost on the direction and engagement of the region itself and would like to thank the people of the region and the Governments of the 6 North East States; Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe.

The PCNI also relied extensively on the work of its predecessors, scrutinizing however for cohesiveness, comprehensiveness and inclusiveness, all inputs of stakeholders identified as instrumental to the Federal Government's direction for the North East. Special acknowledgements and thanks therefore go to all authors of the legacy plans/reports/assessments on which the Buhari Plan is based and their contributors, [See Appendix I] including:

- The Office of the Vice President FGN.
- The Office of the National Security Adviser (ONSA).
- The National Emergency Management Agency (NEMA).
- Presidential Initiative for the North East (PINE).
- North East Economic Summit Group (NEESG).
- Victims Support Fund (VSF).
- Institute of Peace & Conflict Resolution (ICPR).
- The National Commission for Refugees (NCR).
- The Safe Schools Initiative (SSI).

**The PCNI wishes to applaud the Nigerian Army, which has directly contributed very tangibly and specifically to the Buhari Plan for Rebuilding the North East and continues gallantly protect Nigerians in the North East, even in the most adverse immediate circumstances.**

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- Dr. Tukur Ingawa OON, mni, Former Commissioner, State Secretary, Permanent Secretary Ministry of Police Affairs, Vice Chairman of the PINE Committee, Elder Statesman.
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- The Nigeria Stability and Reconciliation Programme, British Council.
- The African Development Bank.
- Islamic Development Bank.
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- The Oxford Committee for Famine Relief (OXFAM).
- The Murtala Mohammed Foundation (MMF).
- The Venture Garden Group.
- The Dangote Foundation.
- LaFarge Nigeria Ltd.
- Michigan State University, USA.

## *Abbreviations & Acronyms*

### **GLOSSARY OF ABBREVIATIONS AND ACRONYMS**

1. AD	Adamawa
2. ADPS	Agricultural Development Projects
3. AELE	Agricultural Equipment Leasing Enterprise
4. AfDB	African Development Bank
5. AGOA	African Growth and Opportunity Act
6. AIDS	Acquired Immune Deficiency Syndrome
7. AITEG	Agricultural Investment Implementation Group
8. APIBONN	Association of Petroleum Inland Basin States of Northern Nigeria
9. ARC	AGOA Resource Centre
10. ATA	Agricultural Transformation Agenda
11. ATIC	Agricultural Transformation Implementation Council
12. BA	Bauchi
13. BAY	Borno, Adamawa and Yobe States.
14. BCDA	Border Communities Development Agency
15. BHEARD	Borlaug Higher Education for Agriculture Research and Development
16. BIC	Business Incubation Center
17. BO	Borno
18. CBN	Central Bank of Nigeria
19. CHEWs	Community Extension Workers
20. CHPRB	Community Health Practitioners Registration Board
21. CIDA	Canadian International Development Agency
22. CSOs	Civil Society Organizations
23. CSR	Corporate Social Responsibility.
24. DAWN	Development Agenda for Western Nigeria
25. DB	Doing Business
26. DFID	British Department For International Development.
27. DHQ	Defence Headquarters
28. DTM	Displacement Tracking Matrix 2016
29. DTA	Daily Tour Allowance
30. EDP	Economic Development Programme
31. EFCC	Economic And Financial Crimes Commission
32. EISP	Economic Impact Software Programme
33. ER	Early Recovery
34. ESSPIN	Education Support Sector in Nigeria
35. FAAN	Federal Airports Authority Nigeria.
36. FBOs	Faith Based Organizations
37. FCT	Federal Capital Territory
38. FDAE	The Federal Department of Extension

39. FEC	Federal Executive Council
40. FGN	Federal Government of Nigeria
41. FHA	Federal Housing Authority.
42. FIRS	Federal Inland Revenue Service
43. FMARD	Federal Ministry of Agriculture and Rural Development
44. FMB	Federal Mortgage Bank.
45. FME/Foe	Federal Ministry of Education
46. FMOA	Federal Ministry of Aviation.
47. FMoH	Federal Ministry of Health
48. FMOP	Federal Ministry of Power.
49. FMOSD	Federal Ministry of Special Duties.
50. FMOT	Federal Ministry of Transport.
51. FMOTAI	Federal Ministry of Trade and Investment.
52. FMOW	Federal Ministry of Works.
53. FMOWR	Federal Ministry of Water Resources.
54. FMT&I	Federal Ministry of Trade and Investment
55. FTS	Federal Teachers' Scheme
56. GB	Gombe
57. GCSS	Government Comprehensive Secondary School
58. GDPs	Global Development Partners.
59. GDP	Gross Domestic Product
60. GDSS	Government Day Secondary School
61. GES	Growth Enhancement Scheme
62. GGTI	Good Governance Training Initiatives
63. GIS	Geographical Information System.
64. GSS	Government Secondary School
65. HACCP	Hazard Analysis Critical Control Point
66. HCT	Humanitarian Country Team
67. HIV	Human Immune Virus
68. HRP	Humanitarian Response Plan 2016
69. HRH	Human Resource for Health
70. ICT	Information and Communications Technology
71. ICU	Intensive Care Unit
72. IDB	Islamic Development Bank
73. IDP	Internally Displaced Persons.
74. IGR	Internally Generated Revenue
75. IITA	International Institute of Tropical Agriculture
76. INEC	Independent National Electoral Commission
77. IT	Information Technology
78. IOM	International Organization for Migration
79. JICA	Japan International Cooperation Agency

80. JSS	Junior Secondary School
81. Km	Kilometres
82. KPIs	Key Performance Indicators
83. LGAs	Local Government Areas
84. LSMS	Living Standards Measurement Study
85. M&E	Monitoring and Evaluation
86. MDAs	Ministries, Departments and Agencies
87. MDGs	Millennium Development Goals
88. MFA	Ministry of Foreign Affairs
89. MFBs	Microfinance Banks
90. MFIs	Microfinance Institutions
91. MFSP	MasterCard Foundation Scholarship Programme
92. MILCOPAL	Milk producers Cooperatives Association
93. MOU	Memorandum of Understanding
94. MSMEs	Micro, Small and Medium Enterprises
95. MSU	Michigan State University
96. MTOs	Medium Term Objectives
97. MTT	Medium Term Targets
98. MW	Megawatts
99. NACCIMA	Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture
100. NAFDAC	National Agency for Food & Drug Administration & Control
101. NAPRI	National Animal Production Research Institute
102. NAPTIN	National Power Training Institute of Nigeria
103. NASS	National Assembly
104. NBET	Nigerian Bulk Electricity Trader.
105. NBS	National Bureau of Statistics
106. NBS	National bureau of Statistics
107. NC	North Central
108. NCS	Nigeria Customs Service
109. NDDC	Niger Delta Development Commission
110. NDDMP	Niger Delta Development Master Plan
111. NDE	National Directorate of Employment
112. NE	North East
113. NEAA	Northern Economic Action Agenda
114. NECEP	North East Civic Education Programme
115. NECO	National Examinations Council
116. NEES	North East Economic Summit
117. NEESG	North East Economic Summit Group.
118. NEGF	North East Governors' Forum
119. NELATTP	North East Leadership Accountability and Transparency Training Programme
120. NEMA	National Emergency Management Agency

121. NEPC	Nigerian Export Promotion Council
122. NEPZA	Nigeria Export Processing Zones Authority
123. NER	North East Region
124. NERC	Nigerian Electricity Regulatory Commission.
125. NERDPC	North East Regional Development Plan Committee
126. NESAP	North East Study Abroad Programme
127. NESTS	North East States Transformation Strategy
128. NGO	Non-Governmental Organization
129. NHIS	National Health Insurance Scheme
130. NIAF	Nigerian Infrastructure Advisory Facility.
131. NIAS	Nigerian Institute of Animal Science
132. NIIMP	National Integrated Infrastructure Master Plan
133. NIIMP	National Integrated Infrastructure Master Plan
134. NIOMR	Nigerian Institute of Oceanography and Marine Research
135. NIPC	Nigerian Investment Promotion Council.
136. NIPSS	National Institute of Policy and Strategic Studies
137. NIRSAL	Nigeria Incentive-Based Risk-Sharing System for Agricultural Lending
138. NMCN	Nursing and Midwifery Council of Nigeria
139. NNDC	New Nigeria Development Company Limited
140. NNPC	Nigeria National Petroleum Corporation
141. NOA	National Orientation Agency
142. NPC	National Planning Commission
143. NPC	National Planning Commission
144. NPHCDA	National Primary Health Care Development Agency
145. NRC	Nigerian Railway Corporation.
146. NSES	Northern States Education Summit
147. NSHDP	National Strategic Health Development Plan
148. NTI	National Teachers Institute
149. NV 20:2020	Nigeria Vision 20:2020
150. NW	North West
151. NYSC	National Youth Service Corps
152. ONSA	Office of the National Security Adviser
153. PCNI	Presidential Committee on the North East Initiative.
154. PCs	Personal Computers
155. PHCs	Primary Health Centres
156. PHCUOR	Primary Health Care under One Roof
157. PINE	Presidential Initiative for the North East.
158. PMIs	Primary Mortgage Institutions
159. PPP	Public Private Partnership
160. PTA	Parent Teacher Association
161. PTSD	Post-Traumatic Stress Disorder

162. RBM	Results Based Management
163. RPBA	Recovery & Peace-building Assessment North East Nigeria 2016
164. RMRDC	Raw Materials Research and Development Council
165. RTUTFs	Ready to Use Therapeutic Feeds
166. SDGs	Sustainable Development Goals
167. SE	South East
168. SEMAs	State Emergency Management Agencies
169. SEMAs	State Emergency Management Agencies
170. SEVIS	Student Exchange Visitor System
171. SIIMP	State Integrated Infrastructure Master Plan
172. SMART	Specific, Measurable, Achievable, Realistic and Time-bound
173. SME	Small and Medium scale Enterprises
174. SMEDAN	Small and Medium Enterprise Development Agency of Nigeria
175. SMEs	Small and Medium Enterprises
176. SMoE	State Ministry of Education
177. SMoH	State Ministry of Health
178. SMOT	States Ministry of Transport.
179. SMOW	States Ministry of Works.
180. SOC	Summit Organizing Committee
181. SON	Standards Organization of Nigeria
182. SPHCDB	State Primary Health Care Development Board
183. SS	South South
184. SSE	Small Scale Enterprises
185. SSI	Safe Schools Initiative
186. SSP	Sister State Programme
187. SURE-P	Subsidy Re-investment Programme
188. SURE-P	Subsidy Re-investment and Empowerment Programme
189. SW	South West
190. TAC	The North East Technical Advisory Committee
191. TB	Taraba
192. TBs	Tuberculosis
193. ToTs	Training of Trainers
194. UBE	Universal Basic Education
195. UBEC	Universal Basic Education Council
196. UNCT	United Nations Country Team
197. UNDP	United Nations Development Programme
198. UNFAO	United Nations Food and Agricultural Organization
199. UNFPA	United Nations Population Fund
200. UNICEF	United Nations Children's Fund
201. UNMAID	University of Maiduguri.
202. USAID	United States Agency for International Development

203. USD	United States Dollar
204. USFDA	United States Food and Drug Administration
205. USFP	Universal Service Provision Fund
206. VHW	Village Health Worker
207. WAEC	West African Examinations Council
208. WASC	West African School Certificate
209. WASCE	West African School Certificate Examination
210. WASH	Water Sanitation and Hygiene.
211. WB	The World Bank
212. WHO	World Health Organization
213. YALI	Young African Leaders Initiative
214. YB	Yobe

## Section 1:

### *Background*

#### **Historical Overview of the North East**

Nigeria is Africa's most populous nation and the biggest oil producer with one of the largest economies in the continent. The North -East region trails behind other regions in terms of education, wealth and health indices due to a complex list of historical, cultural and other socio-economic factors.

The North East region of Nigerian consist of six States; Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe. The region has an estimated population of 23.6 Million (14 % of Nigeria's population) (2012) and a land area of about 280,419 square kilometres (33% of Nigeria's landmass) [Figure 1]. The region is luxuriantly endowed with abundant human and natural resources and is a major producer of livestock, food and cash crops, such as sorghum, millet, cotton, groundnuts and rice. It is also has a culturally diverse population and significant deposits of many solid minerals. The majority of the people of the North East Region are peasant farmers, with a large number engaged in livestock rearing and fishing.

The region's population is predominantly Muslim. Members of the Hausa-Fulani and Kanuri ethnic groups (who make up approximately 29% and 4% of the national population respectively) are dominant in the area (NBS, Social Statistics in Nigeria Part III: Health, Employment, Public Safety, Population and Vital Registration).

**Table 1: Population Estimates for North East Nigeria**

State	Land Area (Sq. Km.)	Population (Proj. to 2010)	Capital City
Adamawa	38,700	3,912,837	Yola
Bauchi	49,119	5,832,115	Bauchi
Borno	72,609	5,160,411	Maiduguri
Gombe	17,100	2,936,295	Gombe
Taraba	56,282	2,806,058	Jalingo
Yobe	46,609	2,910,958	Damaturu
Total (NE)	280,419	23,558,674	
Total (NGA)	909,890	173,905,439	

Source: NBS (2013), National Youth Baseline Survey, 2012

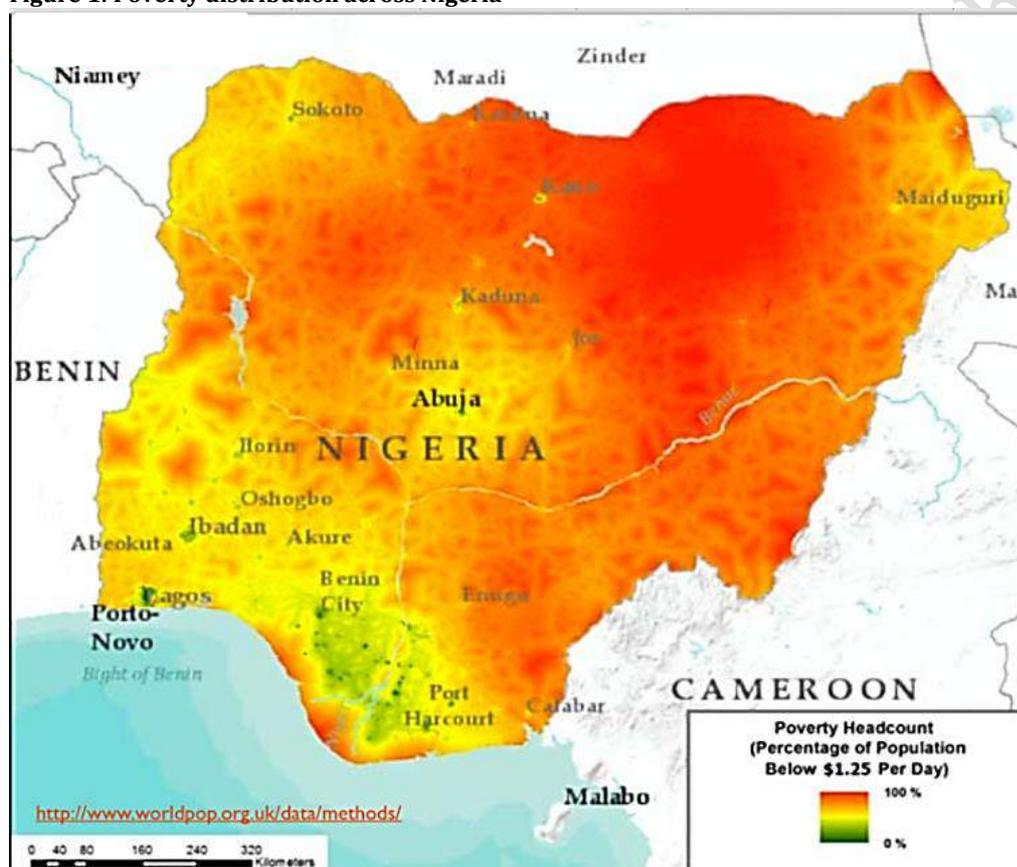
In the past, the North East region was a renowned bastion of commerce and trade with prominent local enterprises and well established trade routes across the Sub Saharan and Sahelian economies. It was known for its undeniable agricultural potential, with 80% of the population engaged in farming and contributing significantly to the regional and national GDP. In addition, the region was host to communities of religious scholars and largely regarded as the historic centre for Islamic learning on the continent.

### Current Statistics & Socio-Economic Indicators of the North East

Over the past two decades however, the region has regressed with low education levels, low access to healthcare/ other basic amenities and low GDP per capita. A once promising zone now trails the other regions of Nigeria across all socio-economic indicators, and experiences much less social and economic development than its Southern counterpart, with some of the worst social and economic indicators in Nigeria. As a result, the economies of the States in the region lag behind those of virtually all other States of the country.

The highest rates of Absolute Poverty were highest in the North East region of the country at 70% while the South West had the least at 49.8% (HNLSS 2010 Survey Results).

Figure 1: Poverty distribution across Nigeria



- The Region also has the highest unemployment rate, compared to other Nigerian regions.
- As at December 2010, the unemployment rate in the North East was about 32%, some eight %age points higher than the average National Unemployment Rate of about 24% (BSS (2010); CBN Annual Report and Statement of Account).
- In addition the region has the highest Mortality Rate of all national regions (National Population Commission, NDHS 2008); the highest rate in the country of about 24% (BSS (2010); CBN Annual Report and Statement of Account).

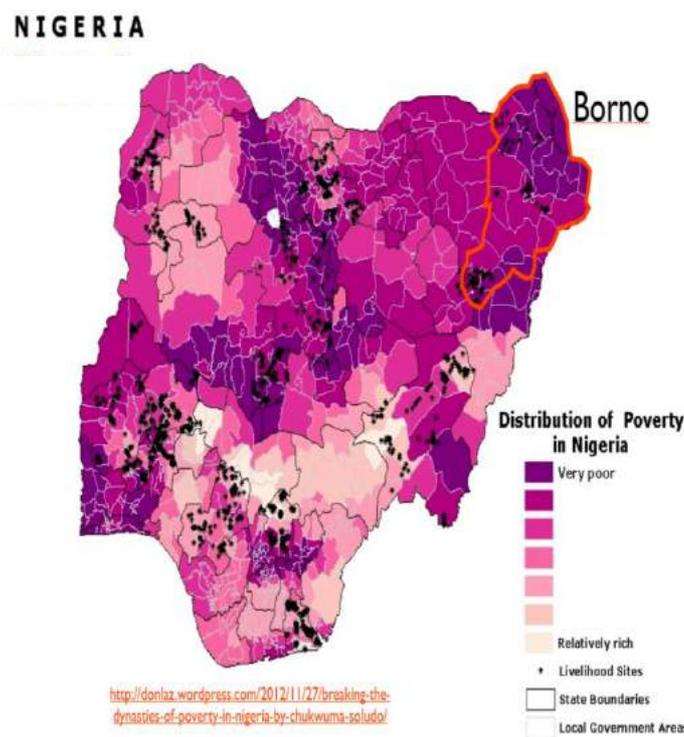


Table 2 Unemployment Rates in Nigeria, by Region as at end of 2011

Region	Unemployment (%)
North East	31.9
North Central	22.8
North West	28.8
South East	19.6
South South	24.7
South West	11.3
Nigeria	23.9

Source: NBS, Annual Abstract of Statistics, 2011

The North East also has the highest rate of child deaths in the country, estimated at 0.80% (NESTS report 2014). Again, the region ranks low in other human development indices, including school enrolment, infant and maternal mortality as well as extreme poverty. These conditions have been cited as major contributors to the insurgency currently ravaging some parts of the Region, particularly, Borno, Yobe and Adamawa States.

Table 3: Child Health and Mortality, by Region

Regions	Child Birth		Mother Registered with the clinic	Mortality	
Baby's Gender			Baby's Gender		
	Male	Female		Male	Female
North Central	49.3	50.7	66.7	0.5	0.4
North East	49.3	50.7	44.7	0.8	0.8
North West	49.3	50.8	42.1	0.4	0.4
South East	52.3	47.7	80.0	0.4	0.4
South South	55.7	44.3	61.8	0.5	0.4
South West	62.6	37.4	79.2	0.5	0.5

Source: NBS (2012): LSMS, General Household Survey Panel (2010/2011)

### **Brief History & Root Causes of the Insurgency**

The North East region of Nigeria in most recent times has borne the brunt of human casualty, loss of properties and diminished livelihoods emanating from the Boko Haram terrorist insurgency. The States of Borno, Adamawa and Yobe (BAY) have been particularly hard-hit, triggering a State of Emergency that has involved more intense Military presence in those States. While the use of force is a necessary condition to address the terrorist crisis, it is not a sufficient tool to address most of the underlying issues arising from the crisis.

The group known as Jama'atu Ahlis Sunna Lidda'awati wal-Jihad's commonly known as Boko Haram (which means "Western education is sin") first emerged in 2003, when a collection of some radical Islamic militants led by a young preacher Mohammed Yusuf retreated to a remote part of the region. Mohammed had a strict interpretation of the so called Western and un-Islamic way of life of Muslims. The group's ideology and operations flourished and became protracted across the region between the years 2008 - 2010.

The Boko Haram message of "a just and egalitarian Islamic State" appealed to the majority of people in the zone because of the high rate of poverty, unemployment, ignorance, illiteracy, destitution, and despair. This also makes the region susceptible to religious radicalism and mass recruitment/radicalization of indigenes. This call to arms in the name of "religious justice" has enabled Boko Haram to execute a full-scale war of terror in the region; with ready and willing soldiers from among indigenes because the group's ideology gives them a pervasive purpose to life.

Although the Northern populace mostly abhors the violence, there is considerable local sympathy and support for Sharia Law, seen by many as the only way to end what was regarded as a corrupt and inept Government. In addition to these sentiments, local and International Human Rights Groups have accused Government authorities of human rights violations in the fight against the group; adding to anti-Government sentiment.

Clashes between the group and the Nigerian Military culminated in a widely circulated online video of the killing of the sect leader in 2009. Since then, violent attacks on civilians by Boko Haram have left widespread devastation in the North-East.

Today, the unrelenting violence of the insurgency has resulted in a crisis affecting more than 14.8 Million people especially in Adamawa, Borno, Gombe and Yobe States. More than 2.2 Million people have fled their homes and 7 Million people are estimated to be in need of humanitarian assistance (Source: DTM Round I – VI). The security situation remains volatile, host community resources are being depleted and an estimated 3 Million people living in inaccessible areas for most of 2015 with unknown needs. People trapped in conflict affected areas fear death and abduction and many are missing, while the destruction of infrastructure and disruption of livelihoods have aggravated pre-existing low levels of access to education, health and other social services. Boys are

forcibly recruited by armed groups and Thousands of women and girls have been subjected to sexual abuse, enslavement, while some have been used as suicide bombers. At the height of insurgency in the North-East, the Boko Haram insurgents drove citizens that refused to pay allegiance to them from their homes and took control of such communities in parts of Adamawa, Borno and Yobe States.

The Boko Haram attacks seemed to have reached a climax in mid-April 2014, when about 279 school girls in Chibok town of Borno State were kidnapped, leading to spontaneous outrage against the insurgency, by local and international stakeholders. Stakeholders initiated multi-dimensional responses that include militarized suppression of the insurgency by the State with the formation of the Special Task Force (Operation Zaman Lafiya) and the Multinational Joint Task Force of the Lake Chad Basin Commission.

Majority of the areas captured by the insurgents have been recaptured by the Military as successes towards ending the conflict are recorded. Nevertheless, those communities in Adamawa, Borno, Gombe and Yobe that escaped major violent disruptions now host most of the Internally Displaced People (IDPs), thereby overstressing food and water supply as well as the provision of many essential and basic services. Maiduguri, Borno's capital, alone has received almost half of all the IDPs in the North-East. The National Emergency Management Agency (NEMA) and the affected States Emergency Management Agencies (SEMAs) have also been significantly pressed in the distribution of emergency relief materials to Internally Displaced Persons (IDPs) in and out of camps.

### **Consequences & Effects of the Insurgency on Regional and National Economy**

The Boko Haram insurgency has had a significant effect on both the local and national economy. The primary output of the regional economy is from agricultural produce and thus access to farmland is a critical indicator for the level of economic activities. With the claiming of large swathes of territory in 2014, insurgency activities effectively reduced access to farmland through the displacement of people and destruction of property. Agricultural production was also limited by the theft of livestock. Even with reclamation of all territories previously occupied by the insurgents, many former residents are afraid to return and as the majority of the farmland is in the rural area, agricultural production has declined to a great extent. Markets have also been 'soft targets' of the insurgents and many markets have been subject to suicide bombings or planted bomb attacks. The border communities in particular, have been subject to increased risk of attack by the insurgents and thus many trade routes have been disrupted. The annual impacts of Boko Haram related conflict on output and price in the North East were simulated between 2011 and 2015. It is estimated that the region suffered an accumulated output loss of 1.66 Trillion Naira between 2011 and 2015, with a significant loss registered in 2012 and 2014, 464.32 Billion Naira and 447.13 Billion Naira respectively. [Nigeria RPBA Volume II –Component reports, March 11, 2016].

The primary affected States of Adamawa, Borno and Yobe experienced significant output loss accounting for 75 % of the accumulated output loss in six States, with Borno experiencing the greatest loss during 2011-15. While Borno, Adamawa and Yobe are the primary targets of the Boko Haram group, the loss suffered by the three other States is to a large extent attributable to the influx of IDPs and fear of conducting economic activities in locations that are close to primary targets of the armed group. [Nigeria RPBA Volume II –Component Reports, March 11, 2016].

The conflict has also severely affected food production and agricultural productivity, particularly in the hardest hit States of Borno, Yobe and Adamawa. The hostilities and violence have resulted in numerous casualties and continued population displacements, preventing households from pursuing their typical livelihoods and interrupting market functioning. Restriction on food availability and access to farms and markets in Borno, Yobe and Adamawa has generated localized food crises of acute food insecurity during the lean period<sup>21</sup>. As a result, food insecurity has increased dramatically, among the internally displaced people but also within the hosting communities. [Nigeria RPBA Volume I – Reports, March 11, 2016].

**Table 4: Impact of Boko Haram related Conflict on North East State Output and Prices 2011-2015**

	GDP(Bill of Inflation, Naira)	All Items	Food
Adamawa	-314.0	10.4	9.0
Bauchi	-86.3	-4.5	-22.6
Borno	-708.2	10.0	11.3
Gombe	-280.9	12.7	46.3
Taraba	-49.1	-2.9	0.0
Yobe	-222.3	6.6	0.7
Primary Affected States	-1244.5	27.0	21.1
Secondary Affected States	-416.3	5.3	23.8
Accumulation 2011-2015	-1660.8	5.4	7.5

[Source: Nigeria RPBA Volume II –Component reports, March 11, 2016]

Another significant activity that has been disrupted by the insurgency is tourism. The North East region, previously known for wildlife centres such as the Yankari Game Reserve and even the Sambisa Game Reserve, is now known as a strategic base for the insurgents. The targeting of local bars and places of worship has also negatively impacted on the tourist potential for the region, with foreign Governments such as the United States, United Kingdom issuing travel advisory warnings on travel to the region. In particular, the many parts of Borno, Adamawa and Yobe remain on “restricted for travel alert” by foreigners due to dangers of kidnapping, another technique used in the past by insurgents to raise money for their operations through ransom demands.

Other areas of potential economic development such as oil exploration in the Lake Chad Basin have been severely hampered by the activities of the insurgents. One report estimated 100 Million cubic metres of oil under Lake Chad. Exploitation of such

resource could potentially generate Thousands of jobs for a region where poverty and unemployment levels are high. [Source: <http://allafrica.com/stories/201511200420.html>, accessed 8th February 2015].

In addition, the burgeoning number of IDPs resulting from the insurgency has caused a greater drain on the national resources in addition to the increases in Military spending for the purchase of arms, which could otherwise have gone towards developmental projects. The camp maintenance costs for the numerous camps spread across the region and even those outside the region represent a burden for Government resources.

The economic impact of the insurgency, which fell to a greater extent on a State and regional level, also impacts the national economy especially with the loss of potential revenue from the Lake Chad Basin. For instance, large manufacturing plants in the region have had to fortify their security installations to sustain production, yet despite these increased production costs, the insecurity continues to slow expansion rates, resulting in lower production and fewer jobs created for the residents. With attacks on institutions of learning, the region also experiences a skill shortage necessary for gainful employment in an increasingly knowledge based global economy. In a region where the education indices, even prior to the insurgency were poor, a significant, sustained decrease in access to education could have catastrophic effects for the long term employment prospects of youth leading to greater levels of poverty and income disparity, often identified amongst the root causes of the insurgency.

The economic redevelopment of the North East States is therefore one of the key issues that Nigeria must address in order to achieve better balanced growth and development while reducing the likelihood of future insurgencies and terrorism. Economic reconstruction is critical and urgent in the region, despite the absence of appropriate frameworks for regional economic intervention in Nigeria. For these reasons, a robust plan, with clearly defined strategies, will be needed to drive the economic turnaround of the North East region and pave the way for long term economic prosperity. However, while the Federal and State Governments, Local NGOs and International Aid Agencies have increased efforts to cater to the Millions of people affected, the relentless volatile attacks and terrorism continues.

### **Government efforts in response to crisis: Humanitarian & Intervention Planning.**

National Emergency Management Agency (NEMA) has been at the forefront of the provision of humanitarian assistance. 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. NEMA, and its State counterparts, SEMAs have also worked in the coordination of other humanitarian agencies in the provision of assistance to IDPs both in the formally recognized camps and within the host communities, where the majority of the IDPs reside.

In addition to the role played by the Federal Government through NEMA, the State Governments, particularly in the cases of Borno, Adamawa and Yobe State have played critical roles in the care of IDPs, with the provision of accommodation, food, non-food materials, medical supplies and also in leading the advocacy for support in dealing with the insurgency and its effects both nationally and internationally. In response to this advocacy, various NGOs have contributed in collaboration with Global Development Partners and the State Governments to provide this much needed emergency relief to the victims of the insurgency.

The UN partners through the Humanitarian Country Team (HCT) with various Sector Working Groups on Protection, Shelter and Non Food Items (NFI), Water, Sanitation and Hygiene (WASH), Education, Nutrition, Food Security, Health, Early Recovery and Livelihoods, Camp Coordination and Camp Management (CCCM); have been working with Nigeria's local partners to support the Government in the provision of humanitarian assistance. Through this effort, yearly plans for Humanitarian Response have been drafted and implemented to a large degree in partnership with the Federal, State, and Local Governments. These Humanitarian Response Plans (HRPs), the Strategic Responses Plan (SRP) and the Joint Humanitarian Action Plans previously developed were taken into consideration in the development of The Buhari Plan.

### **The Presidential Initiative for the North East (PINE)**

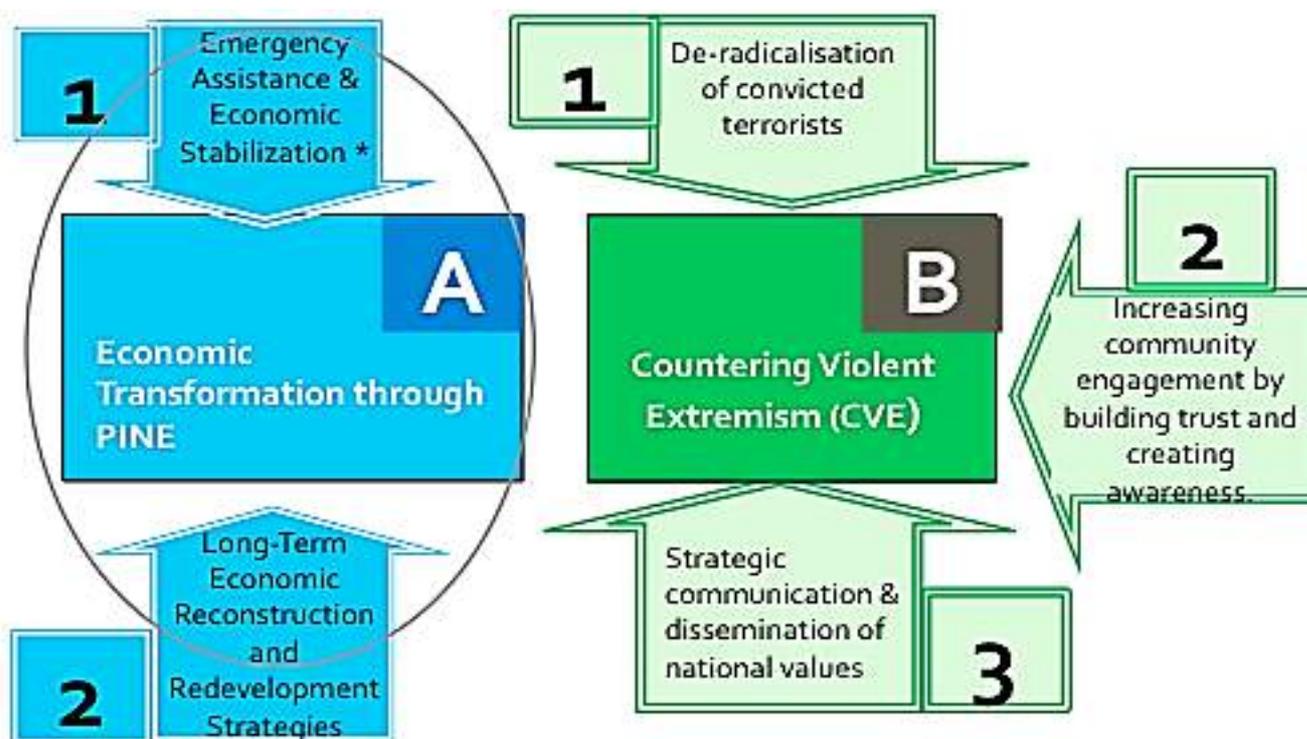
In a sensitive, strategic response to the national security issues raised by the insurgency, the immediate past President of the Federal Republic of Nigeria, directed the immediate past National Security Adviser (NSA) to lead a major effort to develop a Marshal Plan for the revitalization of the economy of the North East, following the end of the Boko Haram Insurgency. The mandate also included a short-term economic intervention programme which allows the Federal Government leverage on economic tools targeting the root causes of the insurgency. The Office of the National Security Adviser (ONSA) 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 work laid the foundation for the North East Economic Transformation Initiative (NEETI) which was being led by the Directorate of Economic Intelligence (DEI). Shortly thereafter, Soft Approach to Countering Terrorism Policy was launched to address the underlying economic problems of the North East. This effort then created the economic intervention platform, which the Presidency announced in 2014.

The initiative was announced as a bottom-up approach, charged to cultivate the buy-in and sustained contribution of the region itself through its Governors and private/public sector stakeholders. The Initiative was also to coordinate the participation and contributions of the global community at large through Nigeria's Global Development Partners and other interested International Non-Governmental Organizations. The programmes of several Federal Government Ministries, Departments and Agencies

focused on the NE economy such as the Federal Ministry of Finance's Federal Initiative for the North East (FINE), the National Planning Commission's Special Planning Initiative for the North East (SPINE) and the originating platform from ONSA (NEETI) eventually crystalized into PINE in 2014.

**An intervention plan designed to mobilize targeted resources to jumpstart the economies of the North East States while strategically repositioning the region for long-term prosperity.**

Figure 2 The Soft Approach to Countering Terrorism in the North-East



[Source: PINE Emergency Assistance and Economic Stabilisation (EA-ES) Report, 2014]

### The North East Economic Summit Group (NEESG)

On 3rd and 4th December 2013, the Executive Governors of the six States of the North East Region gathered in Gombe, Gombe State for the 2nd North East Economic Summit. The 1st Summit was held in Bauchi, Bauchi State on 6th and 7th December 2012. The work of ONSA informed the Presidential decision to attend this 2<sup>nd</sup> North East Summit, where the Presidential Initiative for the North East was announced. One of the other important outcomes of the 2nd Summit was the resolve of the representatives of the people of the Region at the highest political level to prepare a development plan similar to the 'Marshall Plan' at State level. The Governors swiftly constituted the North East Regional Development Plan Committee to prepare the States' Regional Plan.

The preparation of the Plan commenced in January 2014 and lasted till August 2014. The preparation involved an extensive consultation with relevant key stakeholders. Such stakeholders included officials of the Federal and State Governments, Nigeria's International Development Partners, the Organized Private Sector and Youths and Women Groups in the Region. During this period, critical and useful inputs were provided for the development of the Plan. The process also provided a useful interaction between the Committee and the Planning/Budget Officers who were released from the Region to work with the Committee. The Plan captioned NESTS: "The North East States Transformation Strategy" was prepared as strategic information and needs based representation from the affected States to the Federal Government. The NESTS Plan was thus fed into the Federal Government's National planning effort for the region from its initial stages.

### **The Victims Support Fund (VSF)**

In a bid to spur support the Government's efforts in the provision of support to the growing number of victims of the insurgency, the Federal Government looked into additional avenues for the funding the much needed relief efforts. Consequently on July 16, 2014, the former President Goodluck Jonathan inaugurated a Committee called the Victims Support Fund under the leadership of General T.Y Danjuma (Rtd.) with the following mandates:

- To identify sources and ways of raising sustainable funding to support victims of Boko Haram terror activities;
- To develop appropriate strategies for the fund raising;
- To ascertain the persons, communities, facilities and economic assets affected by Boko Haram terror activities;
- To assess and determine the appropriate support required in each case;
- To manage, disburse and/or administer support to the victims as appropriate;
- To address related challenges as may be appropriate;
- To advise Government on other matter(s) necessary or incidental to the support victims of Boko Haram terror activities.

The VSF Committee set up the Nigeria Foundation for the Support of Victims of Terrorism as a Private Sector led initiative, which is the implementation arm of the Committee, with select members of the Committee as its Board. The Committee, at the official Fundraising Dinner of July 31, 2014, raised over 50 Billion Naira in pledges and with over 20 Billion Naira redeemed thus far.

The Committee is working closely with other partners within the Federal Government's Strategic Response Plan; it has organized several humanitarian activities to support the immediate victims of the insurgency through its foundation.

### **The Safe Schools Initiative (SSI)**

As part of the immediate interventions in the North East, 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 schools across the country, starting with schools in the North East from future attacks and kidnaps. This announcement was followed on July 9, 2014, by the inauguration of a Steering Committee for the initiative by immediate past President Goodluck Jonathan and the successful kick off of a North East Schools Students Transfer Programme.

### **The Presidential Committee on the North East Initiative (PCNI)**

In response to the various parallel initiatives that were running in the Federal Government, it was the resolve of the current administration, led by President Muhammadu Buhari to set up a Committee to coordinate and manage the country’s approach to dealing with the issues of humanitarian aid, early recovery and resettlement, as well as the developmental challenges in a concerted attempt to tackle the root causes of the insurgency in the North East region. Thus the Presidential Committee on the North East Initiative, chaired by General T. Y. Danjuma was announced in January 2016. The charge of this Committee is to serve as the overall coordinating body for the relevant activities of the Victims Support Fund, the Safe Schools Initiative, as well as all existing Federal Government structures involved in North East Interventions. The PCNI is to also guide the planning activities of the State Governments and the Federal Government. The PCNI, as part of its mandate was asked to harmonize all efforts, plans and input from the various stakeholders of the region into a master plan, termed the “Buhari Plan”. Upon completion and adoption of this plan, the PCNI will serve to provide direct oversight from the Presidency for implementation of activities, so the region receives immediate priority in line with global best practices and standards. The implementation will be done by the various MDAs, NGOs and other partners of the Government with the aim of strengthening their institutional capacities for long-term sustainability.

### **The Buhari Plan**

The Buhari Plan aims to give a coordinated roadmap for interventions, address each phase in the recovery of the region and transition it to a model region for economic turnaround, in cognizance of the historical, cultural/socio-economic conditions of the region. The Plan thus critically examines each phase of socio-economic recovery and is characterized by intervention programmes that are cost effective, sustainable and wholly acceptable to the local stakeholders: the people of the region.

The plan seeks to provide catalytic initiatives in each pillar with a high-level implementation roadmap outlining timelines and cost estimates. This is to ensure credible and high impact initiatives to be executed within the shortest time possible in

order to kick-start the regional economy, hasten the return to normalcy in the region as well as unlock its potentials in the long term.

Built around 10 pillars of economic development, the plan looks at Safety and Security, Good Governance, Infrastructure, Agriculture, Health, Education, Entrepreneurship, Women and Youth Empowerment, Regional Planning and Strategic Growth, Environment, Border security and International Trade Development, and Solid Minerals.

It is divided into sections related to emergency humanitarian assistance, resettlement, reconstruction, funding, governance and institutional framework, communication strategy, monitoring and evaluation. This strategic programming design of the plan espouses globally advocated principles of innovation, credibility, efficiency, leadership, idealism and commitment.

The unprecedented humanitarian crisis in the region demands an immediate and comprehensive response, a need which is currently being captured by the Plan, with an integrated deployment strategy which creates a tangible nexus between the short-term, intermediate-term and the long-term interventions for the region. The Plan is also designed to leverage on deployed capacities, previous intervention activities and coherent engagement of the region's active stakeholders; in order to create a stabilization effect and deliver a comprehensive response while laying the foundation for sustainable economic revitalisation of the North East.

The initial planning and design process involved a comprehensive review of successful turnaround efforts in recent history. Studies worldwide have shown that poor socio-economic development, poverty and insecurity are interrelated. A recent baseline study for ONSA by Wakaso Research and Consultancy Limited has shown that 80% of people interviewed in Northern Nigeria believe poverty and unemployment are the prime factors for easy recruitment of youths into terrorism.

The results also suggest that many believe that religious extremism is key in attracting people into terrorism; that 76% of people believe that terrorist activities have impacted negatively on economic activities; and that the majority of people, especially in Borno and Yobe believe that recent damages to infrastructure and livelihoods need immediate Government attention.

The overriding strategy of the Buhari Plan therefore aims at providing the required leadership in documenting the current needs of the region, determining the scope & framework for targeted interventions and defining the national vision and objectives for long term stability in the region. This is then all targeted to galvanize the efforts of all stakeholders in supporting impactful programmes that will drive the long-term economic redevelopment of the region.

## **FGN Vision, Mission & Objectives for the Region**

### **Vision**

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

### **Mission**

To lay the foundation for socio-economic transformation through strategic intervention programmes, with clear sustainable objectives aimed at restoring livelihoods, economic opportunities and long term peace in the region.

### **Objectives**

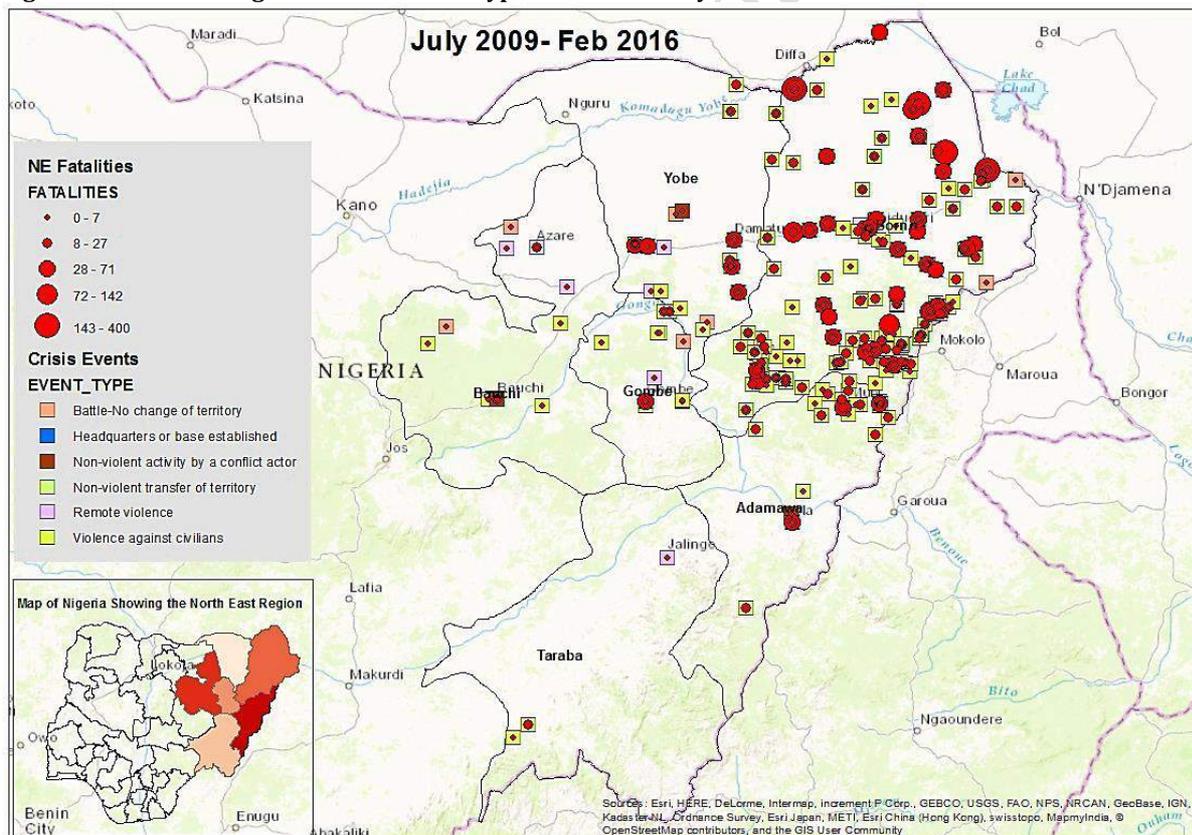
- Provide basic human needs and services while restoring livelihoods and confidence in the nation and its economic system.
- Leverage clear understanding of the socio-economic challenges and needs of the North-East, the critical assets and comparative advantages of the region, opportunities facing the region, and existing activities of Federal/State/Local Government and development partners to develop new creative and impactful programmes.
- Provide a framework of guidance for intervention by Government and non-Governmental partners as well as build a compelling case for local, State, national and global support for North East Nigeria.
- Set a policy direction for economic growth, enhance inter-Governmental coordination for economic inter-dependence and create and maintain a strong, vibrant local economy.
- Develop the educational, agricultural and health sectors and systems in the region.
- Develop and maintain infrastructure in the States.
- Improve human capacity through entrepreneurial development, skill acquisition and talent attraction programmes.
- Improve and maintain the State of security in the region.

**Section II (i):**

*The North East Situational Analysis*

The violent conflict in North East Nigeria prompted by Boko Haram terrorists has led to widespread displacements resulting in serious protection risks, violations of human rights and fatalities. Over the past year terrorist related-deaths increased by over 300% to 7,512 fatalities, making Boko Haram the most deadly terrorist group in the world. The violence perpetrated by the Boko Haram terrorist group has affected nearly 15 Million civilians and left widespread devastation in North East Nigeria on a level unprecedented since the civil war of 1967-1970. An estimated 20,000 people are dead, over 2 Million people are displaced internally and about 165,000 are seeking refuge across international borders and an estimated 2,000 -7,000 people have reportedly gone missing, including abducted women and girls. The group has also targeted health facilities and schools, restricting access to basic services and frightening away health care workers and teachers from the areas where they are most needed. Since the conflict started, more than 1,200 schools have been destroyed or damaged, more than 600 teachers have been killed and 72% of pre-existing health centres have been damaged or destroyed in Yobe and 60% in Borno [HRP 2016].

**Figure 3: North East Nigeria: Conflict event type and fatalities by location**



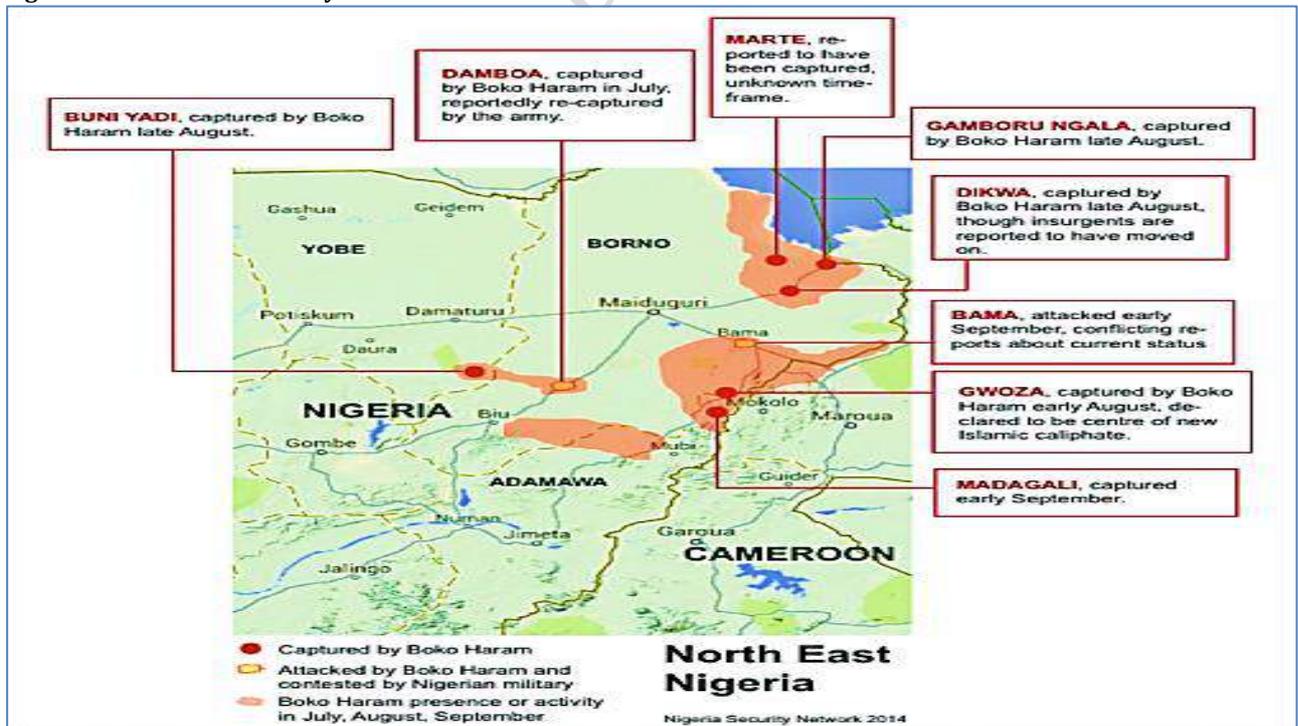
[Source: ACLED]

### The Evolution of the Boko Haram Crisis in the North East

The Boko Haram situation first started in Borno State in the 1990s under the leadership of Mohammed Yusuf who built a considerable local following, preaching against what he held to be a corrupt and un-Islamic Government, while advocating the establishment of a pure Islamic State based on Shari'a law. In July 2009, following deadly clashes between Yusuf's followers and the police, Yusuf was killed extra-judicially while in police custody. Violence between the group and State security forces then dramatically escalated, and nearly 1,000 of Yusuf's followers were killed in confrontations. These marked the beginning of a spiraling campaign of violence by the group.

Boko Haram's campaign of violence has intensified over time. The violence broadened from revenge attacks on the Nigerian police and security forces to public servants, politicians, moderate imams, and civilians, all of whom were targeted through bombing and shooting attacks on schools, churches, mosques, markets, and other public places. Since then, the numbers of fatalities have increased while Suicide bombings began in 2011, and since mid-2014 mainly young women and girls have been used systematically as suicide bombers. The Boko Haram Terrorist group have also abducted people, destroyed infrastructure, taken over communities including schools, health facilities etc. Between January 2014 and April 2015 the group abducted an estimated number of well over 2,000 Muslim and Christian women, girls and boys. Many girls have been forcibly 'married' to Boko Haram fighters, are being systematically raped and forced to carry out domestic duties. Large numbers have been taken to Boko Haram outposts and remote communities under the Boko Haram control. [Amnesty International 2015].

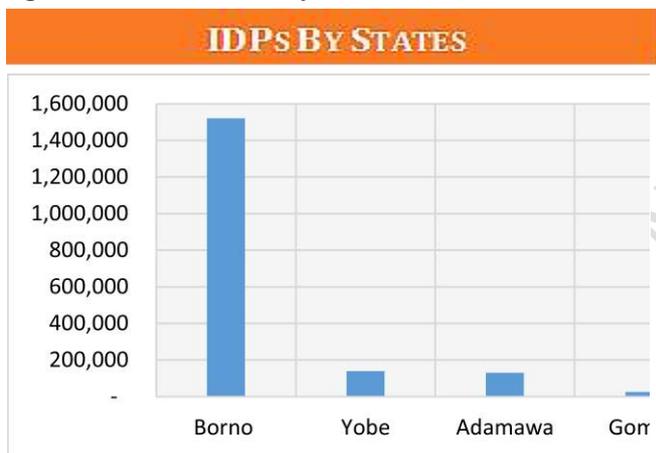
Figure 4: Boko Haram Activity Time Line



[Source: Nigeria Security Watch]

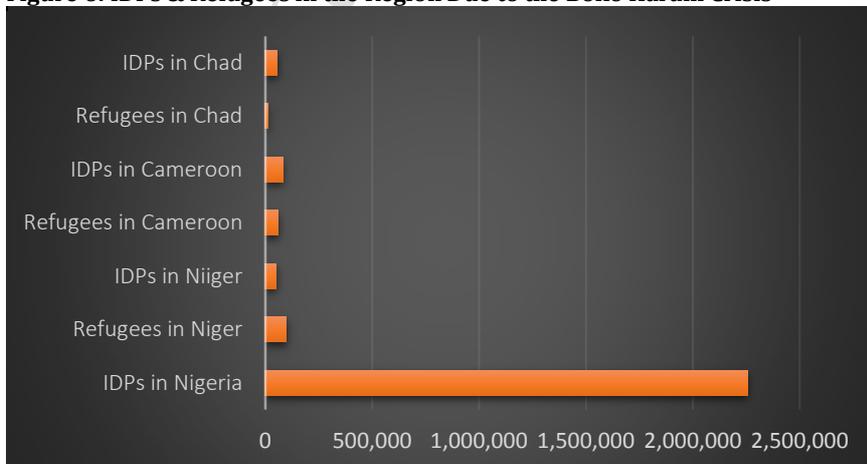
The impact of the crisis has spread to neighbouring countries with Nigerians fleeing over the borders to seek refuge in Cameroon, Niger and Chad. At the end of 2014 Boko Haram expanded its violent operations to other countries of the Lake Chad Basin and, with the establishment of the Multi-National Joint Task Force, the armed confrontation takes on a regional dynamic likely to increase the number of people in need of immediate humanitarian assistance and protection with unpredictable patterns of population movements and humanitarian access. As the chart below illustrates, Nigeria is the epicentre of the humanitarian crisis, with 2.2 Million Internally Displaced Persons (IDPs) spread across the States and about 165,000 Nigerians still seeking refuge in neighbouring countries. Over 17,000 have been returned from Cameroon, under circumstances falling short of international standards in some cases and many of these returnees joined IDPs in formal and informal camps and centres. The crisis continues to be complex, evolving both rapidly and unpredictably. The capacity to respond to this context remains key for 2016. [UNHCR].

**Figure 5: Number of IDPs by States**



[Source: Nigeria 2016 Humanitarian Response Plan]

**Figure 6: IDPs & Refugees in the Region Due to the Boko Haram Crisis**



[Source: Nigeria 2016 Humanitarian Response Plan]

**Current Situation**

Figure 7: Crisis Overview

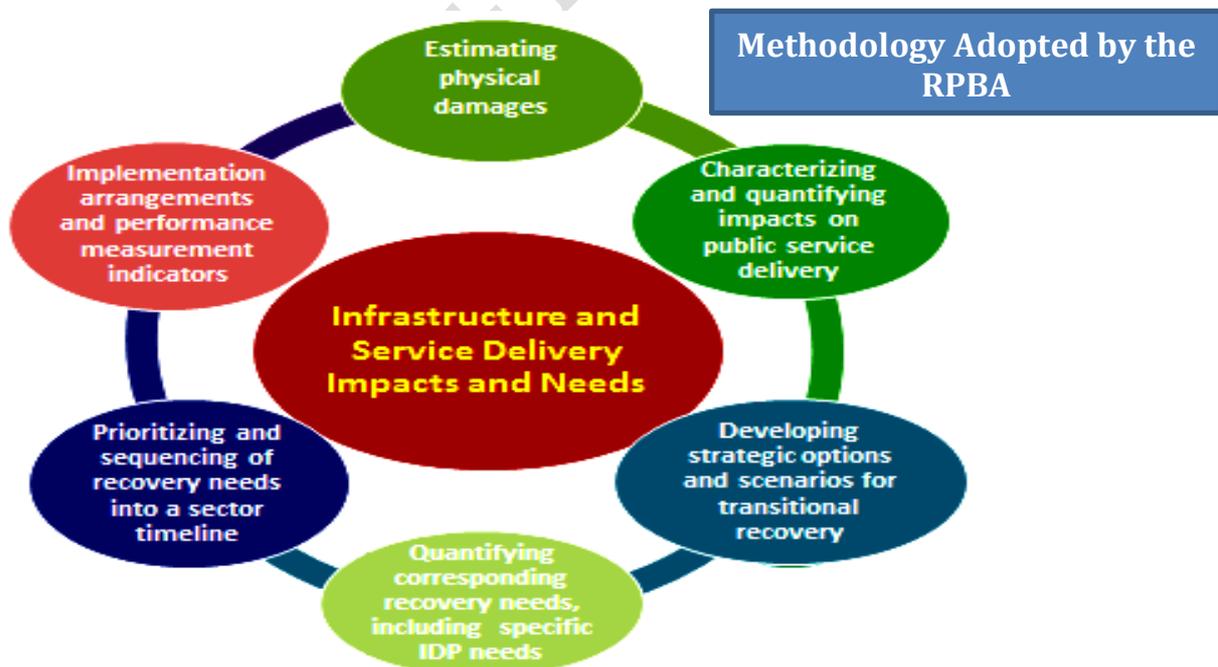


**Overview**

Since the coming of the current administration, the on-going Military operations against Boko Haram have degraded the capacity of the group and improved the security situation in some areas of the North East, mainly in Borno where some mixed spontaneous returns by IDPs and Nigerian refugees have occurred.

On August 21, 2015, the FGN requested assistance in assessing the needs associated with peace building and crisis recovery. This support was provided in accordance with the 2008 Joint EU-UN-WB Declaration on crisis assessment and recovery planning. The assessment was launched with a workshop in Abuja on 25-26 January, 2016 attended by more than 250 participants representing Federal and State Governments, the World Bank, European Union, the United Nations, several Civil Society Organizations, IDPs and other North East Stakeholders.

Figure 8: RPBA Assessment Methodology



### **Data Collection and Validation**

The key source of information for damage and needs assessed was data provided by State Sectorial Focal Groups who submitted information through customized sector templates. This was supplemented by independent secondary data collection by the RPBA team from other sources.

**Data validation techniques included field inspection visits, interviews with relevant stakeholders such as civil society, and desk reviews.**

- Remote sensing data was used to analyse damages in education, environment, health, housing, transport, and private enterprise, both for data gap filling and corroboration.
- Further validation of data was performed using process verification techniques and empirical plausibility checks.

**The RPBA 2016 contains the most current, comprehensive and cohesive assessment of the needs of the region attested to and targeted per sector by all stakeholders within the region. Thus, the RPBA has been adopted in its entirety as the baseline for programming within the context of a national, comprehensive and collaborative intervention harmonised in this Plan. The RPBA 2016 Reports are attached to this document for referencing scope, targets, goals, strategies for specific programmes, as well as for baseline and budget estimation/verification purposes as Annexure 1.**

The reports harmonised through this effort indicate that the humanitarian situation in the region is one that still requires urgent intervention. Millions of IDPs in camps and host communities are in urgent need of protection, shelter, non-food items, health, water, sanitation and hygiene, education, nutrition and food assistance. The United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA) reports that there is a need for Government and humanitarian partners to raise the visibility of the food crisis affecting about 14 Million people in 8 States, including 7 Million in Adamawa, Borno and Yobe, 800,000 of whom are in urgent need of food assistance. In addition, more than 1.1 Million people have been estimated malnourished, 81% of them are children under five years old [UN-OCHA 2016].

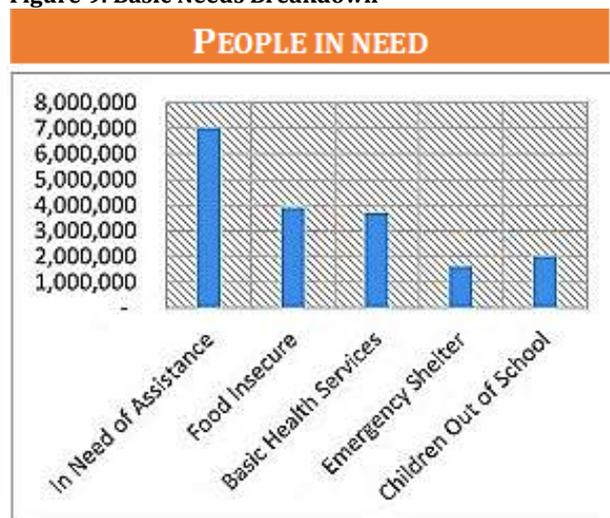
The DTM round IX report of May 2016 also reports that 92 % of the IDPs are seeking refuge among host communities, where resources and basic services are being exhausted, leading to risky livelihood strategies amongst displaced and hosting communities alike. Escaping from attacks in rural areas, IDPs are also taking shelter in the relative safety of urban centres, causing overcrowding in already inadequate living conditions and putting resources and basic services there under huge strain. Maiduguri, the capital of Borno State, has seen its population more than double with the influx of people displaced from other areas of the State. The crisis has also been reported to have affected over 3.8 Million children, many of whom have been subjected to violations

including forced recruitment into Boko Haram, and being used as suicide bombers. Women and girls have been trafficked, raped, abducted and forcibly married.

Another 3.9 Million people in the region are currently food insecure out of which about 2.5 Million are malnourished, especially children and pregnant and lactating women. The report further States that about 1 Million children are in need of emergency education and with the continued disruption to basic services like health care, clean water and sanitation, the IDPs susceptibility to disease is high, like the cholera outbreak in September 2015 that infected over 1,000 people in IDP camps and surrounding communities in Maiduguri.

Since the recent recovery of some territories once occupied by the group, an estimated 262,324 people have returned to places of origin in northern Adamawa to find their communities devastated, houses and public infrastructure destroyed, even as the security situation continues to be extremely fragile.

Figure 9: Basic Needs Breakdown



## Education

Basic education in Nigeria is provided predominantly by States and/or Local Government authorities (72% of enrolment), followed by the Private Sector (20%), Federal schools (5%), and religious schools (4%). Private education is more prevalent in the South and is dominated by children from wealthier families. By contrast, religious schools are more prevalent in the North, and their enrolment is slightly higher among children from poorer families. In the North East, 42% of children attend religious schools only while 34 % attend formal and religious schools. The majority of religious schools do not integrate core education subjects into the instructional schedule.

Girls' participation in education remains below that of boys across all levels of education, and the gender gap is significantly more pronounced at the upper secondary level. Education sector access indicators are particularly dismal for the North East:

whereas all southern States achieved basic education GERs close to 100% in 2013, the North West and North East registered a GER of 66 and 63% at the primary level and 54% and 42% at the lower secondary level, respectively. Furthermore, Nigeria has an estimated 13.2 Million school-age children [6-14 years old] not in school – the largest out-of-school population in sub-Saharan Africa. Of the 13.2 Million, 95 % (12.6 Million) are in the north of the country, and the numbers of out-of-school children actually went up between 2010 and 2013 in the North West and North East.

Since the crisis started in 2009, the Boko Haram group has targeted schools, restricting access to this service, frightening away teachers, and killing more than 600 of them. Increased population density in many urban areas due to displacement has led to greater competition for access to education. Short-term solutions for housing IDPs, like using at least 50 schools to host IDPs in Borno, meant that while IDPs found themselves in inadequate quarters for longer than expected. Host communities have been negatively affected by leaving children without access to learning due to the closure of all schools in the State for one year. There has also been an increase in the number of children out of school recorded since the crisis started, on the average, about half (49.8%) of the children of primary school age and a similar percentage (49.6%) of the children of junior secondary school age are out of school with Borno State having the highest population of out of school children in both categories (73.4% and 69.4%, respectively), while Taraba State has the least (31.9% and 27.2%, respectively). Table 5 below shows the percentage of out of school children by States in the Region.

**Table 5: Out of School Children by States**

NORTH EAST NIGERIA		
STATE	PRIMARY %	JUNIOR SECONDARY %
Adamawa	32.9	30.0
Bauchi	58.2	65.4
Borno	73.4	69.4
Gombe	38.6	41.3
Taraba	31.9	27.2
Yobe	63.5	64.3

[Source: The NESTS Report]

The damage to the educational sector infrastructure of the North East according to the RPBA report 2016 is estimated at about **272.96 Million US Dollars**. Borno had the highest proportion of damages (53 %), followed by Adamawa (22 %), Yobe (16 %), Bauchi (4 %), Taraba (4 %) and Gombe (1 %). [Source: RPBA].

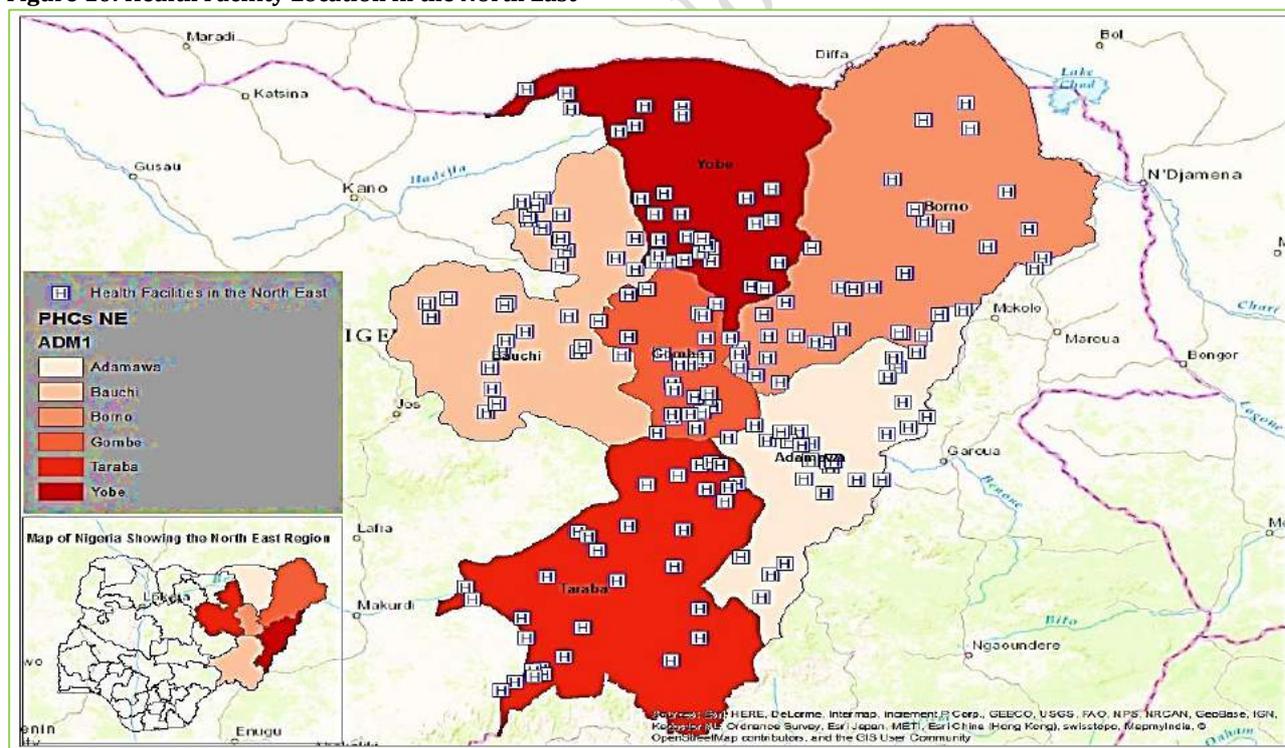
## Health

The North East region has over the years recorded low coverage rates for services such as immunization and skilled birth attendance. The nutritional status of children and women of childbearing age has been poor; the health system within the region was under-performing with outbreaks of infectious diseases such as cholera, measles and

meningitis often reaching epidemic proportions. Widespread malnutrition (about half of all children under five in the six States are stunted) contributes to almost half of all childhood deaths, distribution of health facilities were also considered inadequate, those available were mostly in bad condition, Service delivery, especially for maternal and child health interventions, showed no improvement in the last three decades. These conditions have further been aggravated by the Crisis, showing higher rates than average of child mortality and malnutrition. [Source: DHS 2013]

According to the HNO 2015, the North East Zones recorded more than 35,000 cases of cholera in 2014, and more than one-third of the country's cases of measles. The crisis has also had a negative impact on the child care practices contributing to poor infant and young child feeding practices. The coverage of nutrition services prior to the crisis was minimal and limited to the few areas where the health system had the required capital and human resources to integrate nutrition into the services they delivered. The cases of severe acute malnutrition [SAM] treated in the six States increased. In 2009 a total of 1,701 SAM cases were admitted compared to almost 110,000 in the North East in 2015. The nutrition sector estimates that 20% of the national caseload or 318,733 children between 6-59 months who require treatment of severe acute malnutrition in 2016 are in the six States.

Figure 10: Health Facility Location in the North East



[Source: Federal Ministry of Health]

Health facilities have also been systematically targeted by violent attacks, leading to destruction and damage incompatible with proper service provision. The damage costs of facilities and equipment has been placed at **147 Million US Dollars**, out of which the

highest proportions are recorded in Borno (40 %), followed by Yobe (22 %), Bauchi (19 %), Adamawa (14 %), Taraba (4 %), and Gombe (1 %).

Out of 788 reportedly damaged facilities, including 21 hospitals, 45% were completely destroyed. In Borno and Yobe, almost half the PHC network was damaged. As a result, health and nutrition service coverage is extremely low, and to a lesser extent in Adamawa. In States less directly affected by the conflict (Bauchi, Gombe and Taraba), service indicator trends have also shifted downward. Health and nutrition services are underused with abysmally low user rates <1/person/y. Financial and security barriers remain. [Source: RPBA 2016].

**Table 6: Damaged and Destroyed Health Facilities by States in the North East**

State	PHC Facility		Secondary Hospital	
	Damaged	Destroyed	Damaged	Destroyed
Adamawa	12	57	4	2
Bauchi	257	-	3	0
Borno	2	186	3	6
Gombe	3	-	2	1
Taraba	6	19	-	-
Yobe	148	77	2	1

[Sources: RPBA]

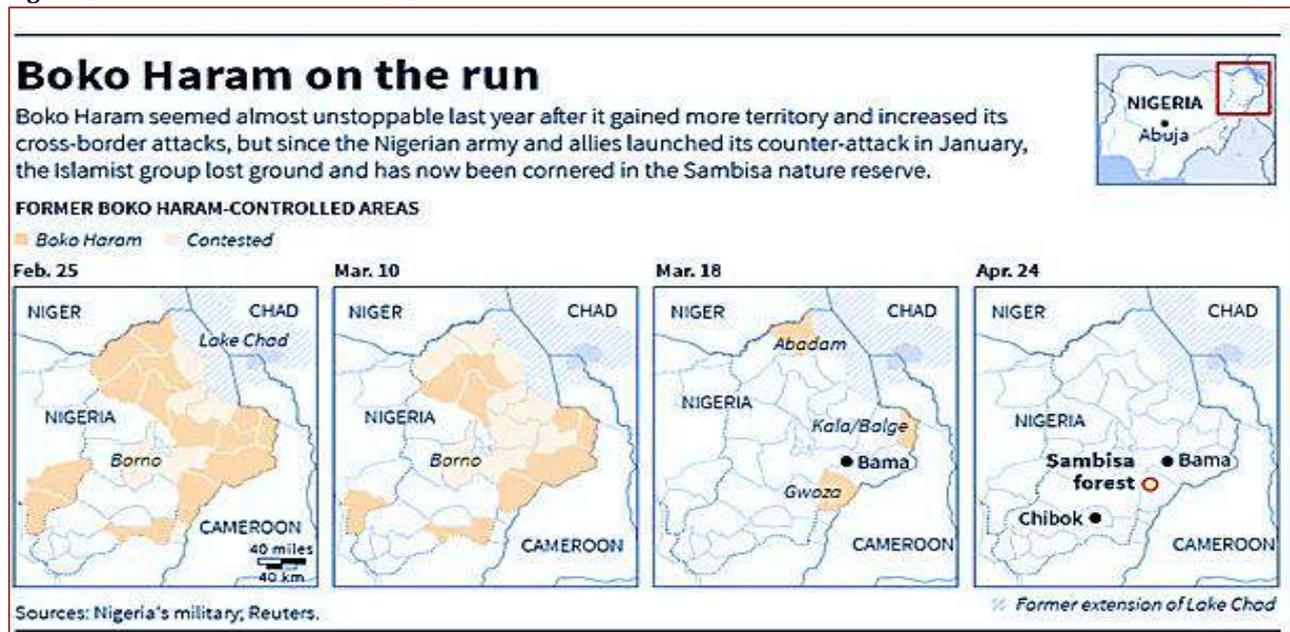
The destruction of facilities and targeting of health workers, with at least 48 health workers killed and over 250 injured, more than half in Borno State, led to the fleeing of the most qualified ones. Currently, low-skilled staff provides much of the healthcare. Supply chains have been destroyed in Borno and parts of Yobe and the Health Information System (routine collection and analysis of data relevant for management) has been significantly disrupted.

IDPs in formal camps or camp-like settings are entitled to free services, but user cost is unclear for vulnerable IDPs living among communities, and for host families. A significant challenge exists with service provision in places where IDPs are concentrated.

### **Security**

Nigeria's Military operations to eradicate Boko Haram insurgents have proven to be successful despite criticisms. The map below shows the gradual but significant decline in the movement of the militant group as well as the scope of their influence in North East Nigeria.

Figure 11: Time line Boko Haram Controlled Areas



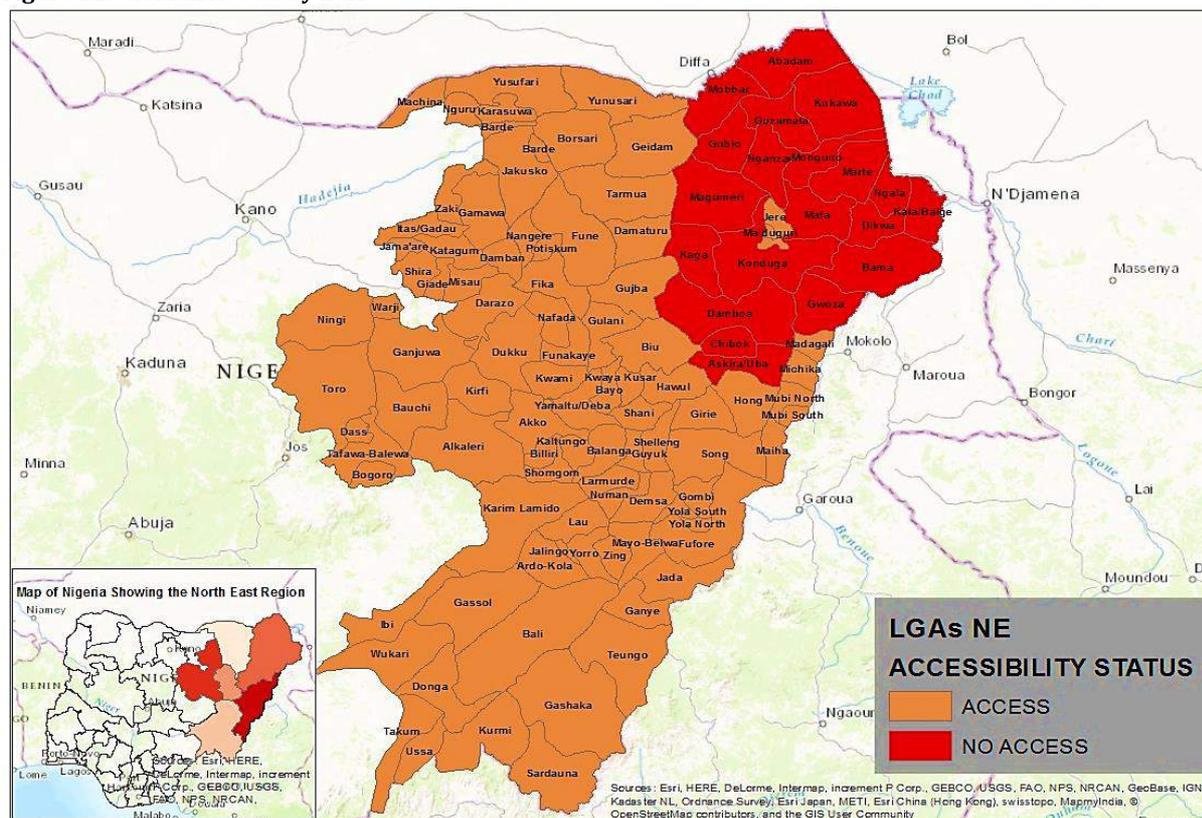
The area under Boko Haram control in North East Nigeria where insurgents can roam freely and impose their power has been shrinking steadily. The graph sourced from Reuters shows the gradual power decline of the Jihadists militant movement over time as the Government launched an insistent counter-terrorist operation which were implemented by joint forces of 8,700 troops from Nigeria and neighbouring countries of Cameroon, Chad and Niger. The offensive launched against militants was very successful as outlined in the map. To date, the Jihadists are losing power in their Islamic State territory, and such territory was seen to be lawless and filled with terror.

The map shows that the Sambisa Forest remains the only place where Boko Haram fighters feel that they are secure. However, after several attacks from strategic locations targeting their camps in the forest, several Boko Haram strongholds were destroyed and hostages composed of almost 700 females were rescued and there were reports from the hostages that Boko Haram militants are facing much trouble as their fuel and ammunition has already been depleted. However, the group's attack in early February targeting close to Maiduguri and Dikwa in Borno State led to repeated assurances from the Government and Military that the insurgency has been severally degraded. Reports that NSF have recaptured many settlements and cleared insurgent hideouts in eastern Borno State and taken the initiative in clearing parts of northern Borno combined with improved cooperation with regional partners from the Multinational Joint Task Force also suggest that the insurgency has suffered over the past month. This was backed up with the Military reporting that many of the road networks in Borno State had been reopened and civilian traffic could travel – under Military escort.

However, such reports remain unverified and the insurgency has managed to endure such setbacks in the past. It has been reported that they retain the capacity and intent to directly target civilian locations and by extension humanitarian activities, through the use of suicide bomb attacks and complex attacks as well as raids on remote settlements.

Although the Military has recorded such successes, there are still communities and LGAs that are yet to be accessible by civilians. The map below shows areas that have been reported accessible by civilians in the North East States as at February 2016. Large areas of Borno State remain inaccessible by civilians. [Source: UNICEF].

Figure 12: Civilian Access by LGA



[Data Source: UNICEF]

## Agriculture

The North East was an agrarian region prior to the crisis. Common to all of the North East States, with the exception of Taraba and Adamawa, are the following livelihood: North Centre maize, sorghum, and cotton. Northern floodplains irrigated rice, wheat, and vegetables, north East millet, cowpea, and sesame and the Sahel mixed cereals and livestock. In Taraba, the livelihood zones are: Niger and Benue river floodplain rice and fishing, central plain yam and cassava, Mambilla Plateau cattle, cocoa, and tea and North Eastern highland maize, cocoyam, potatoes, and livestock. Adamawa has livelihood zones in common with Taraba.

Majority of the farmers [at least 80%] practice rain-fed, subsistence agriculture on two to four hectares of land, with inadequate access to high quality seeds, fertilizer, and efficient production practices. The primary shocks to livelihoods in the region are droughts or floods, depending on the livelihood zone. More than half of the wetlands have been lost due to drought and upstream dams along the Hadejia and Jama'are rivers which meet to form the Komadougou River. The pre-crisis situation regarding the

inventory of infrastructure and functionality of service delivery varied from State to State in the region. Borno State, for example, had an inventory of over 560,097 infrastructures and a fairly functional service delivery system. Since the crisis started however, the prolonged violent attacks, particularly in the States of Borno, Yobe, and Adamawa, have had devastating consequences on agriculture in the region. In these directly affected States, Government agriculture related structures such as agriculture offices, stores, and veterinary facilities have been destroyed. Farm and store buildings on subsistence and other farms were likewise destroyed, as were irrigation facilities, agriculture machinery and equipment, and agriculture inputs. Large numbers of people fled these affected areas or were killed, leaving their farmlands fallow. There is reduced availability and mobility of labour due to threats of attacks on farmers on their way to the field. As access to fertilizers, herbicides and improved seeds reduced, farmers applied lower amounts of the inputs. Furthermore, service providers including extension workers and financial institutions, amongst others, discontinued services and fled the area. Livestock in the conflict affected areas were eaten by the armed group, deliberately killed, or left to fend for themselves (which resulted in the deaths of many animals from starvation).

In LGAs that received IDPs across all six States there have been serious negative impacts on agriculture and consequently on food security. In displacement affected States, Government-owned farm lands have been converted to camps for IDPs. It is estimated that 104,650 persons will require food assistance for six-months over the period 2016-2019 in Bauchi; 44,850 in Gombe and 74,750 in Taraba because of the damages. Land preparation and planting activities for the main harvest, starting in October, have been minimal, which will result in a third consecutive year of below-average harvests. The situation is aggravated by forecasts of poor rainfall in the North East through October.

Fear of attacks and the need to be prepared to flee on short notice, have prevented households in some communities from farming. Arable land which could have been used for agriculture is being used to provide shelter for IDPs and farmlands have become even more fragmented than before, because of host communities leasing some of their land to IDPs to farm. There has been an increased demand (without commensurate increases in supply) on food, agricultural inputs, and irrigation facilities, leading to high prices and generally lower purchasing power. The demand for services such as extension, market, and transport services has also increased, leading to low coverage and poor quality of service delivery.

Market access for both the sale and purchase of agricultural products has declined and become more uncertain. In addition, not only is access to agricultural inputs a challenge, the use of fertilizer for agriculture has been restricted in the most conflict affected States, because fertilizers are being used for the production of improvised explosive devices. Similarly, there have been restrictions on the planting of maize and sorghum (important food crops in the region) because of the height that these crops attain, which make them hideouts for the armed group.

All the six States recorded varying degrees of infrastructural damage, loss and impact on service delivery. The total cost of damage and the population affected are summarized in the table below. The vast majority of damage was sustained in Borno State (64%), followed by Yobe (23%) and Adamawa (12%). Across the six States, damages to farmlands, buildings, equipment and livestock account for a majority of the damage.

[RPBA – 2016 Report]

### **Impact of the Crisis**

One of the most far-reaching effects of the conflict is the enormous scale of forced displacement that it has caused, ranking Nigeria as the third country in the world with the largest number of IDPs after Syria and Colombia. As Government Military operations intensified in 2015 and Boko Haram fighters were pushed out of towns and into rural areas, displacement increased further and food production was disrupted. IDPs face challenges in accessing basic services and humanitarian assistance in most areas. Forced displacement creates a range of serious secondary effects, including physical and psychological trauma and social and economic hardship, as well as the conditions for possible radicalization and polarization. Displacement exacerbates the already existing conditions of poverty and deprivation and its effects are felt not only by the displaced themselves, but in the communities in which they take refuge: 92% of those displaced by the armed conflict have been taken in by host communities who share space, resources, and services with them, which are generally already overstretched and increasingly under severe strain. The economic dislocation caused by the fighting adds further to hardship. Most IDPs remain in Borno (67%), followed by Adamawa and Yobe (6% each). It is estimated that an additional 3 Million people remain trapped in insecure areas, which may become IDPs. Combined together, the unfolding situation in the region can further exacerbate the pre-existing conditions of poverty and development deficit.

Conflict-related psychological trauma is widespread, while mental health services are limited. Psychosocial support and mental health interventions are needed, including special care for survivors of SGBV and child abuse. There are only three mental health facilities in the region and no referral mechanism to link the affected population to these facilities, and sufficient psychotropic drugs are not available free of charge. Such widespread psycho-social needs, especially when left unaddressed, can have serious impacts on health, wellbeing, employability, and the emergence of new patterns of violence, including domestic violence, as well as sexual and gender-based violence (SGBV), long after the current period of violent conflict has ended.

With the intensification of the conflict, the prevalence of SGBV has escalated dramatically in the North-East. Women and girls are vulnerable to rape, exploitation and forced marriage due to the conflict and resulting displacement, adding to already high rates of domestic violence and early marriage. Women and girls abducted by Boko Haram (estimated to be at least 2,000) are often raped, forced into marriage/labour/religious conversion, physically/sexually/emotionally abused and are highly vulnerable, exposed to sexually transmitted infections, and often impregnated by their captors.

The current violence and displacement, combined with longer-term social processes, have undermined gender norms and child rights and created a power shift between generations. Violence and displacement have broken communities and families, throwing up large numbers of 'nonconventional' households (e.g. headed by women, children or the elderly). There are serious implications for future stability as the human capital of upcoming generations is compromised. North East Nigeria faces an emergency rooted in access to education in which 600 teachers have been murdered, 19,000 teachers displaced and 1,200 schools have been damaged or destroyed. This has resulted in 600,000 children losing access to learning since 2013. In IDP camps, 75% of children do not attend school. In host communities, where as many as 92% of the displaced have found refuge, thin educational resources are stretched even further. Currently, 1.4 Million IDP children urgently require child protection services.

Social cohesion has been deeply affected by the conflict in the North-East. The ample geographic spread and high levels of violence that have characterized the North East conflict, paired with the limited effectiveness of formal and informal mechanisms to prevent and contain violence, have resulted in widespread levels of suspiciousness, mistrust and stigma along ethnic, religious, political and geographic lines. The social fabric in the North East has been deeply damaged, eroding social relations between citizens and Government, down to ethnic clans, communities and even extended families. Economic, ethnic, religious, political and geographic divisions have hardened, affecting the way in which any recovery effort is perceived. Restoring social cohesion and trust is the most critical precondition to recovery and peace building, yet the hardest given the deep impact of the conflict. Hence, any type of recovery and stability activity should carefully assess and account for its impact on social cohesion and trust.

More widely, the repeated but unpredictable incidence of brutal violence has led to fragmentation along religious, ethnic or other cultural fault lines. The authority of traditional institutions and community-level conflict management mechanisms (such as Local Government councils, local courts and religious institutions) has been eroded. As security is restored and communities are resettled it will be essential to address the capacity gaps of these institutions.

## Section II (ii)

### *The North East Online Dashboard & GIS Data Display*

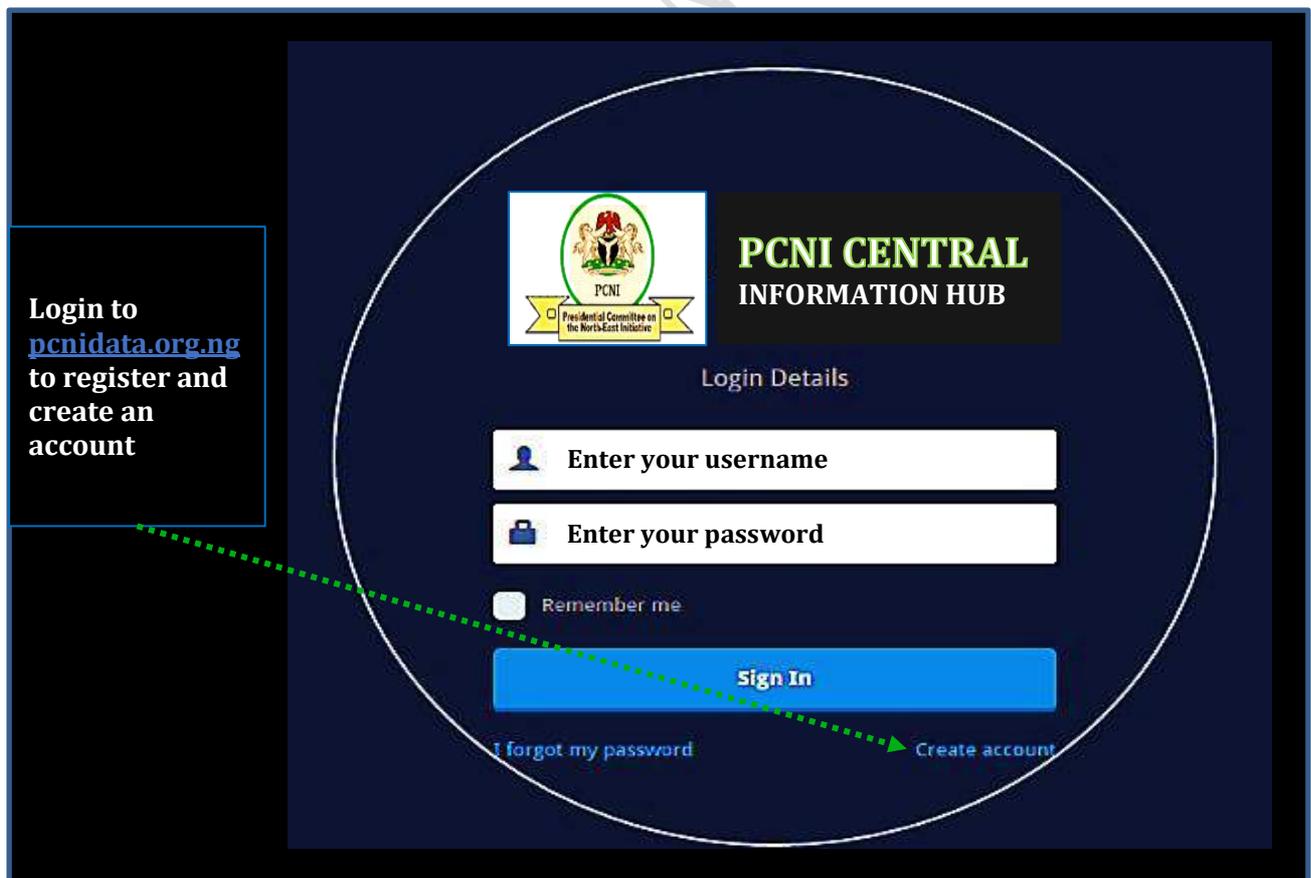
#### **North East Stakeholders Online Matrix of Intervention**

In comprehensively coordinating, directing and enhancing all interventions in the North East, the PCNI has developed the concept of an online matrix of intervention to serve as a much needed administrative and executive tool for efficiency and dispatch. This matrix of intervention shall be embedded on an online dashboard for the region that will also harness and display all relevant data, statistics, crisis indicators and assessments.

The online dashboard is designed to provide an intuitive gauge of progress and real-time warnings that can be understood at a glance without specialized knowledge. It uses a combination of graphs, maps, ratios, and bullet points to communicate and summarize the progress made by all partners towards the implementation of all interventions as prioritised and the overall accomplishments of strategic goals identified for the region, clearly depicting them as automatically updated on the system.

The Dashboard is also designed to have an active user interface that immediately displays useful, organized and analyzed information on all Stakeholders' activities in the region; and presents an online, up-to-date Matrix of Interventions in the region- a critical database for all planning, collaborating, coordinating and program development/deployment.

Figure 12(i): The North East Online Dashboard – Access to Live Data & Interventions



The need for this critical administrative and executive tool cannot be over-emphasized as all North East Stakeholders engaged thus far by the PCNI are very interested in developing and deploying a web-based Online Dashboard dedicated to registering all active North East interventions. The adequate and verifiable identification of Stakeholders in humanitarian interventions is very critical to the impact on the affected population as well as on to all users of the dashboard.

### **Strategic Targets of the North East Online Dashboard**

- The main objective of the Stakeholders Online Dashboard is to ensure proper coordination of program and projects in the North East region, thereby ensuring the efficacy of interventions, mitigating against duplication of efforts and leveraging already deployed capacities/resources to minimize waste and maximize impact.
- The tool will also serve to summarize information and call attention to trends and progress made towards major strategic goals. The dashboard would show the answers to such questions as: Are we accomplishing our goals? What percentage of need is being met? What impact is being made across the IDP camps and Host communities? What trends are we seeing over a period of time?
- **The dashboard will also provide a platform which tracks and displays all intervention activities and projects in the North East on a GIS enabled mainframe which further enhances specific locating, reviewing, as well as the Monitoring and Evaluation capability of PCNI along with its entire partner Stakeholders deployed to the North-East. This makes it an essential tool for the coordination, harmonization and accountability responsibilities of the PCNI.**

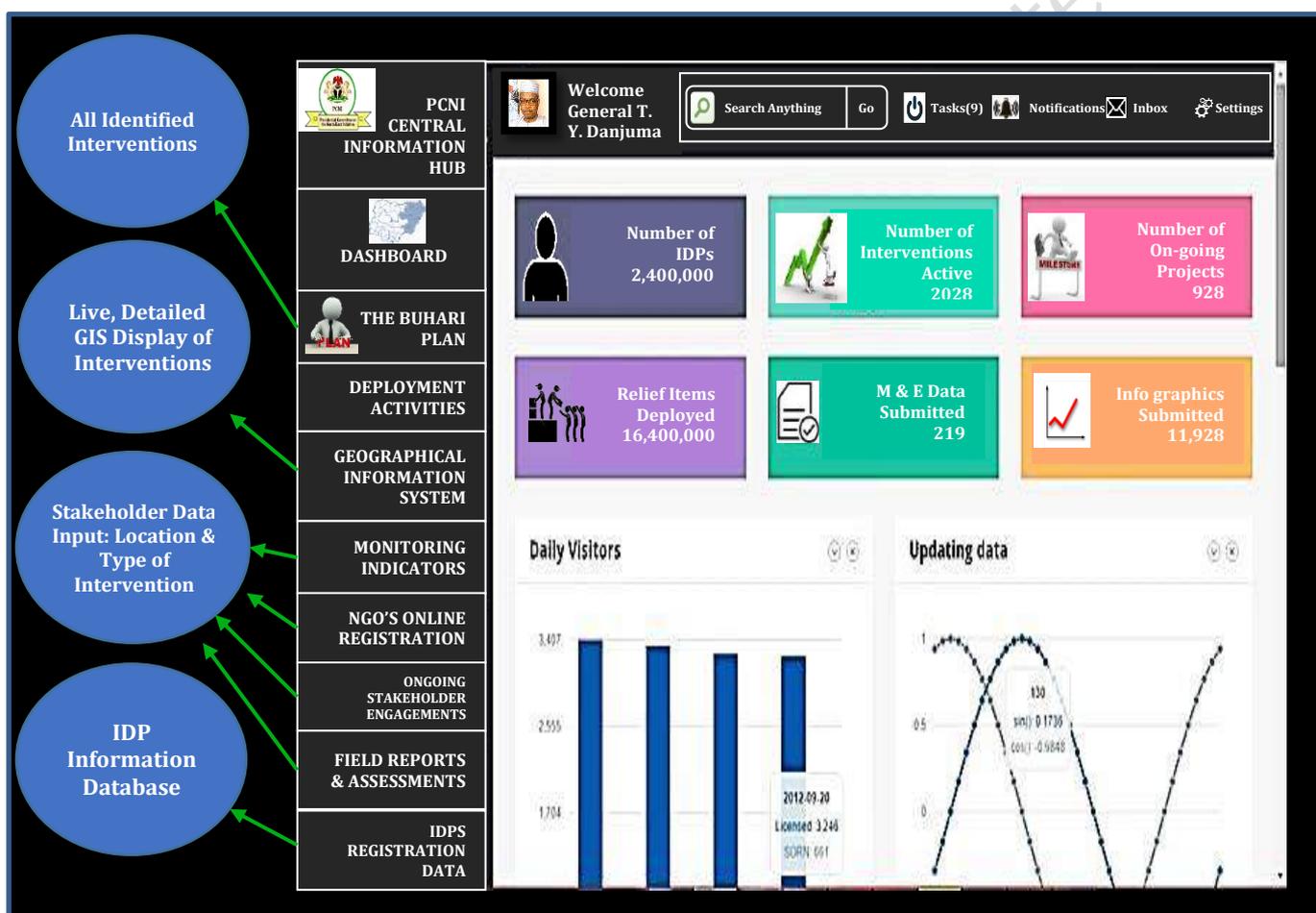
The PCNI Online Dashboard would be setup within the time frame of 1-3 Months

### **Anticipated Impact of the North East Online Dashboard**

- The Online Dashboard will provide PCNI with an easy to use executive tool for the rapid and efficient co-ordination, harmonization and tracking of accountability responsibilities of the stakeholders. It will also provide the ability to identify and correct negative trends, measure efficiencies/inefficiencies, notice the visibility of Stakeholders performances, instantly track activities, deployments and implementation; instantly track impact and performance indicators, instantly display budget coordination, connections and budget expenditure on deployed programs in the region.
- The Online Dashboard will likewise aid in identifying Stakeholders and rate their levels of interest and involvement/commitments to the region; any power, influence, capacity, resources or impact that the Stakeholders may have or have had in the region, while providing the Stakeholders themselves with an easy to use online registration portal that is immediately accessible to all participants.
- The dashboard will summarize information and call attention to trends and progress towards major strategic goals.
- The dashboard will also serve to provide a visible yardstick through which all activities of the different programs will be measured and graphically represented in relation to specific program goals and objectives, for better planning and decision making.

- The Online Dashboard will also detect organizations that need capacity building or those that need technical/financial support.
- This Stakeholders Dashboard will provide a platform to many other programs in the short, long and medium term interventions of The Buhari Plan; one of the first programs relating to Stakeholders Engagement being The North East Stakeholders National Conference currently in view and the North East NGOs Capacity Building Program.
- The Stakeholders Online participation will ultimately serve to ensure the efficacy of interventions, militating against any duplication of efforts and leveraging already deployed capacities and resources to minimize waste.

**Figure 12(ii): North East Stakeholders User Interface**



**Program Priority**

The priority for this initiative is high.

Due to the large number of Stakeholders involved in the exercise within the initial 3-week window, the Registration of all North East Stakeholders may be subject to a number of inherent risks associated with the exercise. These risks can be categorized into hardware, software, personnel (human error), and external security risks such as internet related problems, speed, power problems, human error in recording data, inability to understand questions asked/misleading questions, inability to access internet in remote areas, etc.

**Rationale**

The adequate and verifiable identification of Stakeholders in humanitarian interventions is very critical to the impact on project beneficiaries. A “Stakeholder” is any person or organization that is actively involved in a project, or whose interest may be affected positively or negatively by execution of a project. Within the context of North East Humanitarian Activities, “Stakeholders” will be all organizations or corporate bodies interested in or already providing services in support of the North East Region.

The North East Stakeholders engaged thus far by the PCNI are very interested in developing and deploying a web-based Online Dashboard dedicated to registering all active North East Stakeholders who are interested or who are already working in the region.

**Figure 12(iii): North East Online Dashboard an Efficient Decision Making and Monitoring Tool**



The Online Dashboard is designed to have a user interface that immediately displays useful, organized and analyzed information on all Stakeholders’ activities in the region; and presents an online, up-to-date Matrix of Interventions in the region- a critical database for all planning, collaborating, coordinating and program development/deployment.

The Stakeholders targeted for Registration/Access on the Online Dashboard will include but are not limited to:

- All Donor Agencies & Global Development Partners active in the North East.
- All International NGOs interested in the region.
- National NGOs (including CBOs, FBOs, CSOs) intervening in the region.
- Federal and States Ministries, Departments and Agencies (MDAs) deploying interventions in the North East.
- Private Sector Supporters, Contributors and Participants in North East Interventions.

The Online Dashboard will also provide a platform which tracks and displays all intervention activities and projects in the North East on a GIS enabled mainframe which further enhances specific locating, reviewing, as well as M & E capability of all Stakeholders deployed to the North-East. This makes it an essential tool for the coordination, harmonization and accountability responsibilities of the PCNI.

### **Required Dashboard User Information**

The dashboard would cover the activities of the Different Programmes and would therefore require all Stakeholders relevant information to be uploaded on the Dashboard, including the following:

- Registered details such as the Name of Organization, Parent Organizations/Subsidiaries or Affiliates, Year of Incorporation, Registration Number, Legal Documents (Attached), Details of the Heads of organizations and 3 key Management Members (Names, Designation, Mobile numbers).
- Official contact details which includes: Contact Person (Name/Phone/Email), Registered Office Address(s), Authorized Email Address(s), Telephone/Fax Numbers and Website URLs.
- Sector/Key Issues which includes: Objectives of the organization, State(s) in which they are currently operating or have operated, scope of authorization, mandates, etc.
- Details of Achievements which includes: Major Activities/Achievements during the last 4-5 years.
- North East Projects which includes: Project/Program Title/Description, Project Sector, Type of Project (New/Ongoing), Date of Commencement of the project, Address, GIS Coordinates/ locations of project/program implementation, Project Background, Project Specific Objectives, Project Milestones Achieved/Activities already carried out, Next Project Milestone to be achieved/Envisaged Activities to be carried out, Expected Project Duration and Project Challenges, Recommendations and Impact.

### **Procedure for Registration**

- Online Registrations to the North East Online Dashboard will be ongoing. However, a three-week crash registration program will be immediately deployed for Stakeholders ready for immediate implementation/already in implementation.
- The following tools and techniques will be used by PCNI to Identify and Register Stakeholders:
  - ✓ **Stakeholder Analysis:** This will involve gathering and assessing information to determine whose interest will be taken into account for programs in the North East. It will also determine the Stakeholders who have ongoing programs or intended programs in the region. Stakeholder Analysis will involve two approaches:

- **Direct Stakeholder Communication:** This will involve direct and strategic PCNI communications to Stakeholders interested in working in the region. The communication pattern will involve media and publicity tools such as Newspapers, Television & Radio Broadcastings as well as appropriate Social Media Platforms to notify the general public on how to go about registration. A Strategic Communication Plan to address these PCNI activities is currently being developed by the PCNI Technical Delivery Unit.
- **Direct Stakeholder Registration:** This involves the immediate establishment of a temporary North East Stakeholder Registry, a specified and communicated location whereat records of the general overview/interventions of each Stakeholders and their planned/forecasted role on the region can be directly submitted to PCNI and uploaded to the Dashboard. While all interested Stakeholders are expected to register using the Online Portal provided, those who do not have access to the internet or cannot otherwise access the Portal will be directed to visit this Registry's location provided by PCNI to get registered. A sample copy of the North East Stakeholders Registration Form is attached as Appendix 2.

### **Program Delivery Parameters**

The Online Dashboard Registration process will require:

- The provision of an easy to use online registration portal accessible to all Stakeholders.
- The recruitment of Highly Skilled Data Input, Management and Analysis Officers to man both the Online Portal and the physical Registry.
- The continued management of the Online Portal, Dashboard, Matrix of Interventions and GIS Display by the PCNI Informatics Unit.

### **Risk Analysis & Mitigation**

Due to the large number of Stakeholders involved in the exercise within the initial 3-week window, the Registration of all North East Stakeholders may be subject to a number of inherent risks associated with the exercise. These risks can be categorized into hardware, software, personnel (human error), and external security risks such as internet related problems, speed, power problems, human error in recording data, inability to understand questions asked/misleading questions, inability to access internet in remote areas, etc.

### **Partners & Roles**

- PCNI Technical Delivery Unit.
- PCNI Informatics Unit.
- All Interested North East Stakeholders.
- Web Hosting and Data Base Partners.

### **Communication Strategy**

This program involves official announcements to the general public for Registration Commencement through the use of all public media platforms including posters, official documentation through letters of request and word of mouth.

Stakeholders will be duly invited to orientation workshops to receive guidance and briefing on the Registration Exercises and the importance thereof.

- **Pre-Registration Activities**
  - ✓ Preparing a timeline for the program.
  - ✓ Preparing the budget for implementing the program.
  - ✓ Communicating to the Stakeholders on the need to register with PCNI (dates and process of registration).
  - ✓ Setting up the online dashboard.
  - ✓ Employing data managers to support the registration process
  - ✓ Designating temporary office space with necessary office equipment needed for the physical Registry.
  
- **Registration Activities**
  - ✓ Providing a conducive environment to register all Stakeholders in the Registry.
  - ✓ Official launch of the online portal for Stakeholders willing to register online.
  - ✓ Continuous communication to Stakeholders on registration processes.
  - ✓ Continuous monitoring of dashboard by PCNI Informatics Unit.
  
- **Post - Registration Activities**
  - ✓ Registration continues online only.
  - ✓ Continuous communication to Stakeholders on updating activities and interventions through their User Interfaces online
  - ✓ Targeting and selection of Stakeholders to different sectors based on the questions answered.
  - ✓ Engaging Stakeholders for interventions in the region based on areas of interest.
  - ✓ Implementation of the NGOs Capacity Building Program.

**Figure 12 (iv): Forecast for Implementation of the North East Online Dashboard**

ICT Requirements	Unit Cost	Quantity	Total	Subtotal
<b>Software Licensing</b>				
<b>Access License</b>				
MS WORD 2013	15,000	30	450,000	
ArcGIS ESRI License (Web Mapping)	3,500,000	1	3,500,000	
ArcGIS for Desktop	300,000	1	300,000	
Anti-Virus Software	15,000	5	76,000	
ERDAS IMAGINE	400,000	1	400,000	
Newton Database Software	660,000	1	660,000	
<b>Total Software Licensing</b>				<b>5,386,000</b>
<b>Hardware Budget</b>				
<b>Desktop Hardware</b>				
Central Server Computer	750,000.00	1	750,000	
1 Terabyte Hard Drive	25,000.00	1	25,000	
Keyboard	3,500.00	5	17,500	
Laptop Computer	150,000.00	4	600,000	
<b>Total Hardware</b>				<b>1,392,500</b>
<b>Misc Hardware:</b>				
UPS - Power Equipment	28,000.00	2	56,000	
Extension Box	2,500.00	5	12,500	
<b>Total Miscellaneous Hardware</b>				<b>68,500</b>
<b>Printers:</b>				
HP MFP Printer	68,000.00	1	68,000	
Scanner	25,000.00	1	25,000	
<b>Total</b>				<b>93,000</b>
<b>Physical Registry Equipment</b>				
Registry Location for 3 Weeks	40,000	Per day	840,000	
A4 Papers for Registration Forms for Stakeholders	1,200.00	5	20,000	
File Folders	400	40	16,000	
Stapler	1,200.00	3	3,600	
<b>Total Physical Registry</b>				<b>879,600</b>
<b>Online Dashboard/Website</b>				
PCNI Website Design	1,100,000.00	1	1,100,000	
Online Dashboard	2,920,000.00	1	2,920,000	
Domain and Host	90,000.00	5 Years	450,000	
Site Security/Maintenance	80,000.00	5 Years	400,000	
Online Dashboard and PCNI Website Architecture	9,000,000.00	2	18,000,000	
				<b>22,870,000</b>
<b>Internet Services</b>				
Data Plan	200,000.00	12	2,400,000	
Wireless Router	95,000.00	1	95,000	
Wireless Extender	125,000.00	2	250,000	
<b>Total Internet Services</b>				<b>2,745,000</b>
<b>GIS Coordinates Tracking &amp; Logistics</b>				<b>100,000,000</b>
<b>Strategic Communications, Media &amp; Publicity</b>				<b>9,000,000</b>
*Software and hardware devices to provide for protection against intrusion by way of the Internet. Some prices may change depending on the value of the Dollar to Naira.				
<b>Total North East Stakeholders Online Dashboard &amp; Matrix of Interventions Budget:</b>				<b>₦ 142,434,600</b>

**Section III**  
**Emergency Humanitarian Assistance**  
**Social Stabilisation and Protection**  
**Early Recovery**



### **Section III:**

#### **Emergency Humanitarian Assistance, Social Stabilization & Protection**

As just reviewed above, there is a large population of people still in acute distress and/or have been severely affected by the crisis in the North East. Addressing this most urgent need requires the nation to launch a massive humanitarian relief effort that would involve the active participation of multiple aid agencies, even before a comprehensive economic recovery and post-conflict intervention to address the root causes of insecurity can be delivered.

The Presidency has charged PCNI to drive this recovery effort through effective leadership, policy and inter-agency coordination, hence it is important for the PCNI to start by ensuring the delivery of well-targeted and effective programmes to address the most urgent needs of persons in the North East while laying the foundation for effective long term programmes.

The Humanitarian Country Team (HCT) for Nigeria, a uniquely coordinated response team of Humanitarian Actors, which operates whenever possible to support the coordination and planning work of national and local authorities involved in delivery humanitarian aid, has played a predominant role in addressing the humanitarian crisis in the North East. The HCT is composed of:

- NEMA and the SEMAs, all Federal and State Government MDAs with primary/responsibility roles of initiating, organizing, coordinating and implementing humanitarian assistance in Nigeria;
- The UN Humanitarian agencies;
- International Office of Migration;
- Several Components of the International Red Cross and Red Crescent Movement;
- Other Non-Governmental-Organizations and International Organizations that undertake humanitarian action in-country or have operational relevance in the humanitarian field.

The HCT was first set up in Nigeria 2012 to assist the National and States Emergency Management Agencies of the Federal and State Governments with the North East crisis. It currently consists of over 62 local, international, Governmental and non-Governmental agencies, who have committed to fully support all activities of the Federal Government of Nigeria (FGN), as prioritised by the PCNI.

Thus, the PCNI Programme Team has reviewed their identified humanitarian priorities and analysis, as well as those recommended by PINE, the North East States Transformation Strategy (NESTS), VSF, the Institute of Peace and Conflict Resolution, Safe Schools Initiative (SSI), all relevant Federal and States Ministries Departments and Agencies (MDAs), the State Governors of the North East and all other humanitarian actors active in the region to develop a comprehensive humanitarian response to the crisis in the North East.

This plan is designed to serve as the guidance framework for immediate intervention activities in the North East. It will address the following components thereof in this Section:

- **Immediate Comprehensive Assistance.**
- **Social Stabilization and Protection.**
- **Early Recovery.**

## **Background**

The HCT, established in Nigeria since 2012, has been promoting adherence with global humanitarian principles, guiding principles of Working Partnerships and establishing compliance with the IASC guidelines by organizations undertaking humanitarian action in-country.

This team put together a 2016 Humanitarian Response Plan (HRP) to mitigate the unprecedented insecurity, displacement and human suffering in North East Nigeria. The 2016 HRP Plan completed in close collaboration with these strategic partners, has been very useful in setting common objectives & priorities for the North East region, providing guidance to sector lead agencies and activating resource mobilization mechanisms for access to humanitarian pooled funds, where they exist.

It also defined in great detail the scope and dynamics of the crisis, providing a strategic resource base for developing the Federal Government's national road map for the region. Hence, the 2014 - 2016 HRPs have formed a critical foundation of the FGN planning for Humanitarian Assistance and Social Stabilization.

Immediately leveraging the 2016 HRP, the Nigeria Recovery and Peace-building Assessment (RPBA-2016) has been completed by focusing the capacities of all North East Stakeholders to conduct a detailed situational analysis of the crisis in the region. It identified the HCT along with some 20 national CSOs and NGOs operating in the North East who play a critical role in the delivery of assistance, especially in areas where the International Actors (coordinated through the HCT) are not present or have no access due to security restrictions.

**The Buhari Plan for Humanitarian Assistance and Social Stabilization is a harmonization of all these capacities, resources and parameters, as distilled from both the HRP 2016 and the RPBA 2016.**

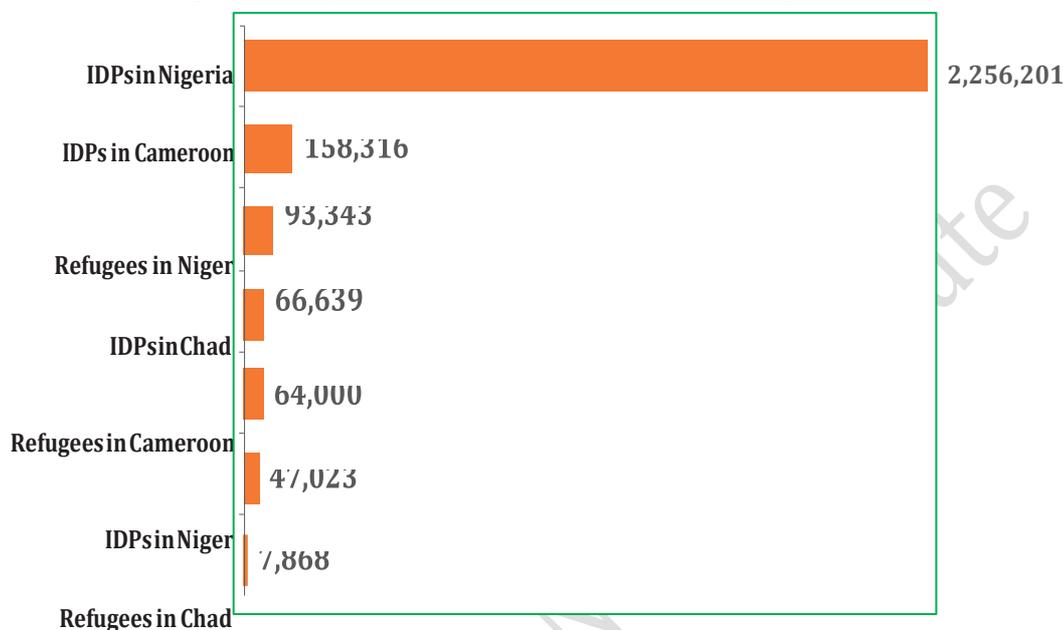
## **Scope of the Humanitarian Crisis**

The unprecedented, ongoing humanitarian crisis in the region really demands such coordination for immediate and comprehensive response as defined in the HRP. This immediate response is required as a foundation for long term economic re-vitalization and sustainable stability and growth in the region.

- **The HRP 2016 identified an estimated 7 Million people in need of humanitarian assistance in the region. This means that in addition to the currently estimated 2.4 Million IDPs (within the region, across the country, as well as refugees outside Nigeria) there are at least 4.6 Million more people, out of the combined population of the North East States, currently projected as between 21.3 - 24.5 Million people, collectively identified by all the actors as acutely, adversely affected and currently living in dire circumstances. This is an estimated 1 Million Households (average of 7 persons per households) who are still in severely adverse conditions in IDP Camps, Host and Hostage Communities, and reclaimed areas who therefore need immediate humanitarian aid. [UNOCHA - Humanitarian Needs Overview (HNO) 2015]**

- The RPBA has confirmed these figures clarifying that concentration of IDPs has been disproportionate with Borno, at the heart of the crisis bearing the most impact (66% of all IDPs, with an estimated 1.6 Million IDPs in Maiduguri only). Yobe and Adamawa also share large burdens of IDPs: Adamawa (136,000; 6.3%) and Yobe (130,000; 6%).

**Figure 13: Current Displacement by Boko Haram Statistics for North East Nigeria**



Source: UNHCR, November 2015

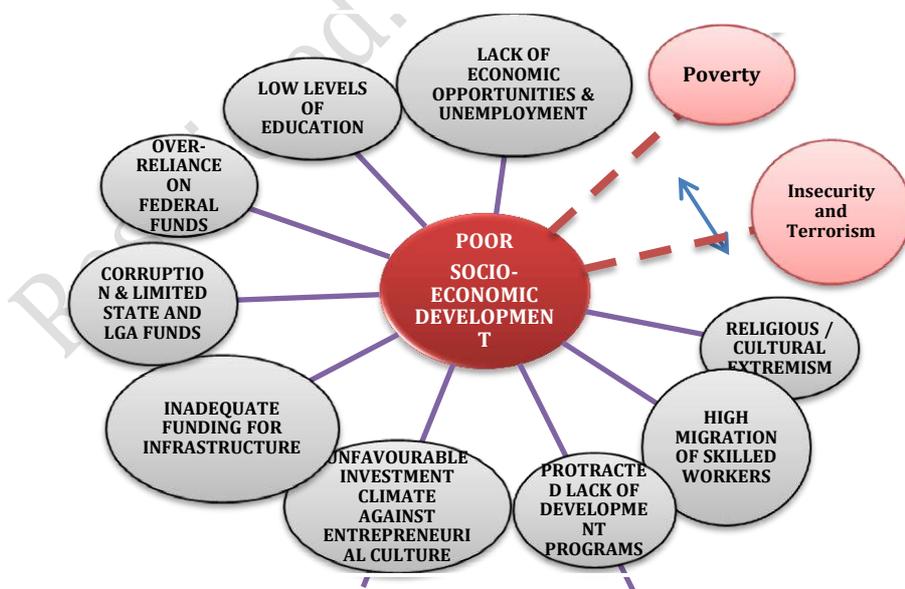
- The RPBA also reports that:
  - ✓ Majority of IDPs live with host communities (92% according to the IOM Displacement Tracking Matrix) while 8.5% live in camps and camp-like sites.
  - ✓ The exact scale of displacement in large parts of Borno is unclear due to the continuing instability and inaccessibility.
  - ✓ Regardless of location of displacement, living condition and socio-economic well-being of displaced populations are significantly affected by loss of assets and lack of access to basic needs.
  - ✓ The most immediate and basic needs of IDPs across the region have been collectively and collaboratively identified by all Stakeholders as the need for food security, shelter, water and sanitation hygiene(WASH), education and health (including psychosocial support for the most vulnerable groups.)
  - ✓ Humanitarian access is severely reduced in many areas even as the Nigerian Military continues to push back the territory claimed and occupied by Boko Haram.
  - ✓ Government access or presence is also severely reduced Local and State Government Authorities have also been specifically targeted by Boko Haram.

- **In addition to these worrisome statistics, the RPBA has verified records of very abysmal immediate circumstances:**
  - ✓ Entire populations of individuals and families in the region have lost all their productive assets, homes, possessions and livelihoods; throwing all of them in conditions of extreme poverty overnight and causing food insecurity and severe dependency on external support to cover humanitarian needs such as shelter, food, health care and education.
  - ✓ Services previously available are completely now absent in many communities which have been destabilised by the massive influx of IDPs, limiting access of both the host and IDP populations therein to essential welfare services such as health, education, justices and other social services.
  - ✓ The displacement of families and communities have caused separation, severing crucial social ties and safety nets and translating to increased levels of vulnerability amongst unaccompanied children, women heads of household and elders. Over 5m people are food insecure.
  - ✓ New IDP sites are emerging rapidly in Borno & Adamawa from secondary displacements, with many IDPs residing in schools at night, many of which are destroyed.

### Scope of the Humanitarian Intervention Required

Core responsibility agents of the FGN have correctly identified the root causes of the crisis in the North East as far back as 2012.

Figure 14: The Root Causes of Crises and Drivers of Conflict in the North East



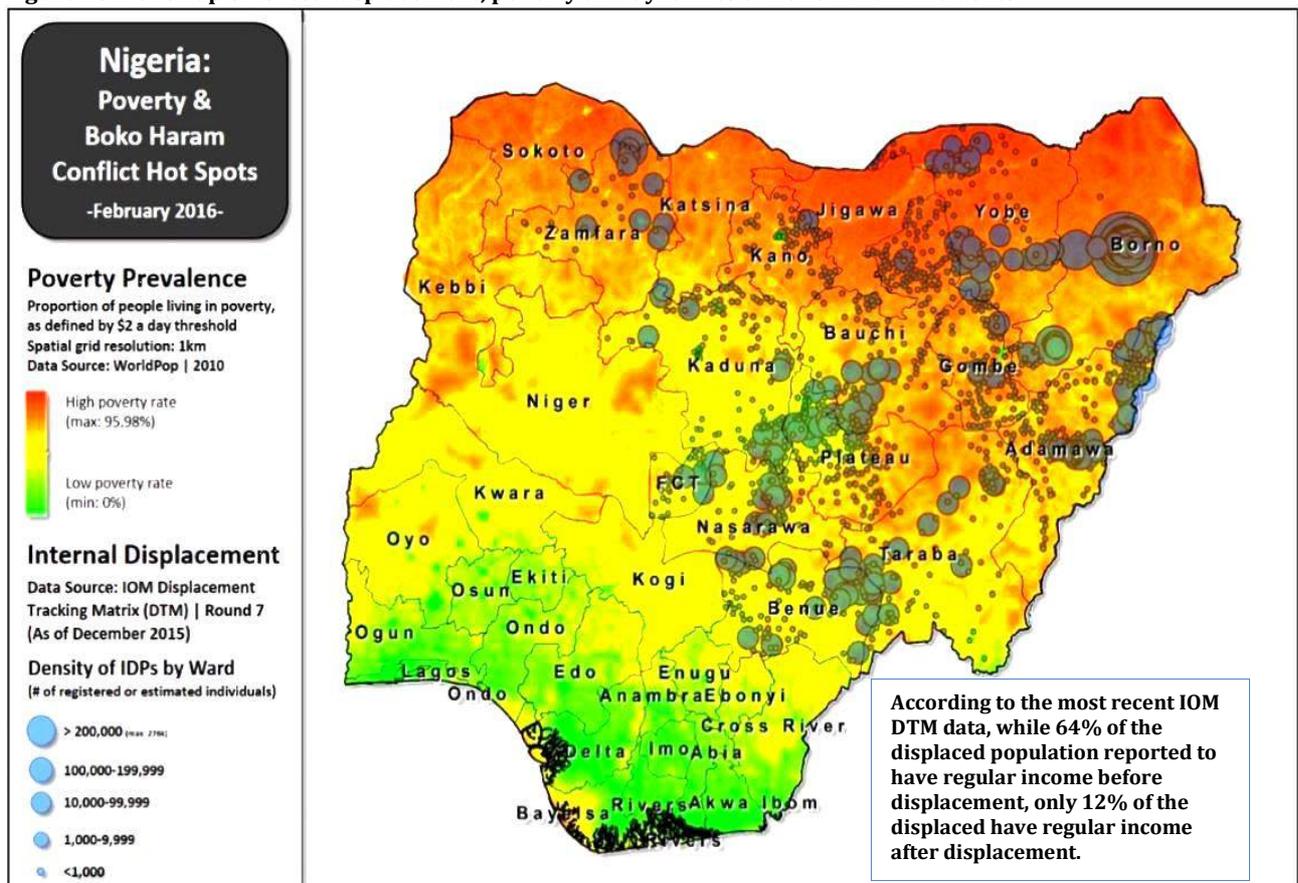
Source: Department of Economic Intelligence, ONSA.

**This vicious cycle of hardships if unmitigated will continue to fuel unceasing crisis in the region, as is already being experienced.**

The current assessments and analysis of the RPBA have most recently validated that to be meaningful and sustainable, the required intervention in the region must address the immediate drivers of conflict in the region while eradicating the root causes of insecurity in the region.

The RPBA has also validated that a new secondary driver of conflict, protracted displacement and extended suffering amongst the immediate victims of the crisis, if not properly addressed, could become another officiating element in the vicious cycle exacerbating conflicts in the future.

Figure 15: : Overlap of forced displacement, poverty and dynamics of Boko Haram Incidents.



[Source RPBA Volume I].

**These recommendations have cemented the FGN approach to synchronize the implementation of a comprehensive and collaborative humanitarian intervention which addresses the immediate crisis with targeted elements of social stabilization support which address and mitigate the identified root causes/drivers of the conflict.**

#### Harmonisation of Existing Resources:

- The FGN in its 2016 Budget has appropriated the sum of 12 Billion Naira for Immediate Interventions in the North East under the direct budget line item Number 23050155 to the Federal Initiative for North East, as Pilot Counterpart Funding Contribution under the Budget and National Planning Ministry.

NEMA has also received a significant upscale in its national budget appropriation in 2016, receiving about 3 Billion Naira in the FGN Budget. While the entire budget of NEMA cannot be expended on North East Interventions, it is expected that NEMA continues to play a pivotal role in first response to the IDP Crisis. This significant first step of the administration towards comprehensively addressing the problems in the North East is very welcome; however, a very huge budget gap exists. Hence the FGN will be relying on all its partners and stakeholders to donate and contribute towards interventions to the region.

- The Office of the Vice President, Federal Republic of Nigeria, in this current administration, indicated planning for the implementation of a robust national social welfare programme as part of its manifesto before its election into office. This national welfare programme, the Special Intervention Programme (SPI) has been developed to include a Conditional Cash Transfer programme that involves a direct relief, in the sum of ₦5,000 per household to carefully identified and targeted vulnerable households among other national welfare relief interventions. The support by cash has been defined to target a particularly pre-determined set of conditions aimed at establishing co-responsibility that improves investment in human capital development for graduation out of poverty. [Source Office of the Vice President – Special Intervention Programme].

This Conditional Cash Programme under the SPI currently has a finalized budget of 68.73 Billion Naira, structure to be administered by the Office of the Vice President, through both its Capital Expenditure Budget in the sum of 62.60 Billion Naira as well as its Recurrent Budget in the sum of 6.123 Billion Naira. Though this is a national programme, its scope and targeting are a direct fit with the Buhari Plan's Targeted Relief to Vulnerable Groups in IDP populations, which has a total budget currently estimated at 2.426 Billion Naira to reach an estimated 236,859 people. Hence, the FGN will be relying on a contribution from this budget to cover the Social Assistance Component of the Buhari Plan Intervention in the North East. It is anticipated that the North East contribution from this programme should total up to an estimated 11 Billion Naira being an equal part of the programme's budget divided by the 6 geo-political regions of the country.

- The Individual State Governments have a significant Emergency Management Procurement and a Relief Support Recurrent appropriation in the 2016 Budget just released. The PCNI Programme team is currently tracking the funds the FGN has made available to the North East States as another critical contribution to providing relief in the region. Currently it has been determined that Yobe has received 459 Million Naira in its Recurrent Budget for emergency relief; and Gombe State has received 100 Million Naira in its FG Emergency Fund allocation, 600 Million Naira in its SDGs Conditional Grant (which have been annexed to the goals of the Buhari Plan for the region) and a total of 184.5 Million Naira in direct allocation to Gombe State SEMA for procurement of relief items. This is a current total of about 1.343 Billion Naira contribution anticipated from the States of Yobe and Gombe alone. The rest of the North East States individual budget will similarly be tracked and applied as a recognized contribution to the comprehensive humanitarian relief section of this plan.

- The principal actors for humanitarian intervention in the North East, the HCT operates off the Humanitarian Response Plan for Nigeria (HRP) which in 2016, has drawn up a budget of 247.9 Million US Dollars to reach a minimum of 3.9 Million persons affected with immediate humanitarian interventions in the areas of food security and nutrition, protection of vulnerable groups, shelter and non-food relief items distributions, health, WASH, early recovery livelihood support, education, Emergency Camp Coordination and Camp Management, as well as for the provision of Technical and Administrative Support Services to Government responsibility agencies. [Source HRP Nigeria 2016].

As of 5 March 2016, just 8% of this budget had been released in the sum of 21 Million US Dollars, which estimated at 198 Naira to a Dollar is 4.2 Billion Naira (US\$ 10.6 from the Central Emergency Response Fund, US\$ 4.5 Million from Japan, US\$ 4.2 Million from the European Commission and US\$ 2.2 Million from Germany) [Source RPBA Volume II, 2016]. This is an anticipated contribution which the FGN will rely on to augment its Immediate Comprehensive Relief Programme, in addition to further realizations of the total budget.

- In addition to the considerable contributions of the International Community directed at victims of the crisis through the HCT, the Nigerian Private Sector and Business Community has largely been engaged to contribute resources towards interventions in the North East through the Victim Support Fund (VSF). The Foundation has been active in pursuing Private Sector contributions to the region and reports working in conjunction with NEMA, the SEMAs, other relevant State Agencies, Development Partners, Non-Governmental Organizations, Community Based Organizations and Community Leaders in the planning and implementation of assistance to victims of the crisis. The VSF Foundation is administered by an Executive Committee, which has successfully begun delivering support to the region, having raised, at the official Fundraising Dinner of July 31, 2014, over 50 Billion Naira in pledges and realized an approximated 20 Billion Naira since then. [Source VSF Official Programme Document 2016]. This leaves an anticipated further contribution of 30 Billion to the region from the Victim Support Fund, which the FGN will rely on the foundation to redeem from donations already pledged, as well as by employing effective fund raising strategies that ensure greater participation of the Nigerian Private Sector and Business Community in support to this first comprehensive implementation phase of the intervention.

The VSF foundation is currently supporting administrative activities of the PCNI and has also built its interventions to complement ongoing efforts of key Government agencies with a strong bias towards the provision of assistance to victims in host communities across the six States. The Foundation has indicated that it will also expend its considerable resources to complement support services in IDP camps. However, the areas of focus and capacity it has developed since its implementation activities began in late 2015 are: economic strengthening, child protection, psychosocial support, Health and Education directed at reclaimed and resettlement communities. [Source VSF Official Programme Document 2016].

Thus the FGN will be relying on VSF to contribute significant funds towards delivering social stabilization support across the region in those areas of interest it has indicated.

**In total the PCNI harmonized existing budget distilled from relevant and responsibility contributions is currently estimated at 29.7 Billion Naira for 2016.**

## **Guiding Principles for Comprehensive Humanitarian Relief Framework**

### **1. Legal Guidelines & Emergency Relief Procurement Standards.**

The legal regulatory framework for procurement of any kind, in national emergency and/or national security circumstances is the **Public Procurement Act, No. 14 of 2007**, which stipulates public procurement regulations for goods and works.

The relevant provisions of this act will regulate all Procurement by PCNI or any of its Delivery Partners under this National Plan.

Particularly, Sections 42 & 43 of the Act States that any entity may carry out any emergency procurement where:

...  
*there is an urgent need for the goods, works or services and engaging in Proposal/Quotation proceedings or any other method of procurement is impractical due to unforeseeable circumstances giving rise to the urgency*

...  
*owing to a catastrophic event, there is an urgent need for the goods, works or services, making it impractical to use other methods of procurement because of the time involved in using those methods;*

...  
*the procuring entity applies this Act for procurement that concerns national security, and determines that single-source procurement is the most appropriate method of procurement. The procuring entity: may procure the goods, works or services by inviting a proposal or price quotation from a single supplier or contractor; shall include in the record of procurement proceedings a Statement of the grounds for its decision and the circumstances in justification of single source procurement.*

*Emergency Procurement:*

*A procuring entity may for the purpose of this Act, carry out an emergency procurement where: the country is either seriously threatened by or actually confronted with a disaster, catastrophe, war, insurrection or Act of God;*

*... In an emergency situation, a procuring entity may engage in direct contracting of goods, works and services. All procurements made under emergencies shall be handled with expedition but along principles of accountability, due consideration being given to the gravity of each emergency. Immediately after the cessation of the situation warranting any emergency procurement, the procuring entity shall file a detailed report thereof with the Bureau of Public Procurement which shall verify same and if appropriate issue a Certificate of 'No Objection'.*

Procurement Standards & Delivery Guidelines have been developed for the strategic deployment of national interventions in the North East since 2014. This framework was developed to leverage the existing capacities and already present resources in the region. It will also ensure that localized procurement of relief items in the region itself is a priority. The PCNI Procurement Standards & Delivery Guidelines Document is attached as Appendix 3.

### **2. Safety & Security Screening of Communities for Intervention Readiness.**

PCNI has developed a framework for selecting communities that are intervention ready. Standards determined through this framework identify the areas where humanitarian relief will be comprehensively deployed.

- **Stable Communities:** All Formal/Informal IDP Camp locations and host communities where there have been no incidents or risks of attack, disruption all through the crisis automatically guaranty immediate comprehensive humanitarian interventions in those areas.
- **Secured Communities:** All communities which Military screenings have profiled and certification have been given by handover to non-Military security agencies who are to oversee security and keep the public peace following the withdrawal of the Military from those areas. This screening process will minimize risk to beneficiaries, risk to delivery personnel and the risk of diversion/destruction of relief materials by insurgents.
- **Safe Communities:** All communities indicated by non-Military security agencies (Police, NSCDC, etc.) as being safely administered in the immediate period before broader scaled interventions prioritised for the next phases of deployment (i.e. after the more urgent humanitarian issues are addressed) can be deployed.

The PCNI has very recently enlisted the cooperation and undertaking of the Military and other security agencies to reassess reclaimed areas and indicate, specifically, at the community level, which areas are safe enough to deploy interventions to. The Military has agreed to provide a list of communities that are ready for hand over, while the Police will lead the effort to identify security requirements that will allow interventions in those areas, minimize risk to delivery personnel, risk of diversion/destruction of relief materials and the risk of new attacks on benefitting communities.

Given that the safety of the locations chosen is critical to success, sustainability and even the possibility of delivery of humanitarian relief items, the Military/police screening is critical. Therefore, factors such as proximity to the Military installations, accessibility to intervening agencies and availability of already deployed platforms, etc. will serve as additional screening factors. This framework is explained further in the section on Implementation Parameters.

### **3. Data Sources and Methods for targeting beneficiaries.**

Data is a major limitation in programme implementation in Nigeria, let alone the North East. However, the PCNI and its predecessors such as PINE, NEMA, VSF and SSI have invested a great deal of effort and time into gathering information that is critical to the planning, development and deployment of North East interventions. Currently available data includes the following:

- The IOM Displacement Tracking Matrix which provided the most recent statistics and estimates drawn from sample assessments of IDPs, Local Government Areas and Formal/Informal IDP Camps across the six States.
- The National Bureau of Statistics which estimates the baseline population of all six States at 18.5 Million Persons as of 2012.

- The National Bureau of Statistics estimates the baseline population of Borno, Adamawa and Yobe at 11.1 Million persons as of 2012.
- Projections by PINE of the sizes of the populations that fled each community based on the input of the Nigerian Military.
- Number of IDPs in certain IDP camp locations, provided by NEMA.
- Other data from Humanitarian Partners and Stakeholders, including the State Governments and Humanitarian Response Agencies of the North East.
- The World Bank, EU, DFID, USAID and other development partners RPBA 2016 a treasure trove of information and carefully assessed baselines to guide programme implementation.

### **Methodology for Targeting Implementation**

The PCNI Programme Planning and Development Unit (PPDU) has developed programme targeting and modelling capacities that will allow quick, seamless leveraging of all new information coming out of the activities of all PCNI Stakeholders in the North East, to determine optimal deployment of resources as implementation begins and timelines for deliveries are finalised. The complex relationship between Military analysis, police analysis, Delivery Partner's information and the PCNI Coordination models help convey the difficulty of planning for successful interventions in the North East. However, PCNI sees this as an opportunity and is committed to ensuring knowledge-based, data driven and global standards of humanitarian response interventions are applied in the comprehensive coverage of all the needs targeted.

#### **4. Planning Assumptions**

- The HCT estimates 2.4 Million IDPs across all 6 States (this is the total of all persons displaced across the region and outside the country in neighbouring countries).
- Currently statistics indicate an estimated 1,600,000 IDPs from Borno, an estimated 136,010 IDPs from Adamawa and an estimated 131,203 from Yobe. This is a total of 1,701,362 IDPs targeted for the BAY States.
- The Displacement Matrix also indicates that an estimated 92.44% of IDPs live in host communities while 7.56% live in camps.
- About 78 Camps and camp-like sites have been identified through the DTM Assessments across the three BAY States.
- A target of 94% of the baseline IDP population as likely to return to their homes, as indicated in the most recent assessments (Dec 2015). This is an estimated total of 1,599,280 Returnees.
- A margin of 6% as indicated by DTM (13,800 IDPs) is assumed as those who have discovered better economic opportunities in their new locations and those who wish to remain in host communities regardless of the support provided to those who return.

- The HCT estimates a total of 14.8 Million Persons directly affected by the crisis across 4 states of Borno, Adamawa, Yobe, and Gombe.. This is the baseline adopted for determining the total number of persons in need of humanitarian assistance.
- All Intervention Planning targets beneficiaries at household levels with an estimated 7 persons per household. Support to Returnees therefore targets a total of 256,300 IDP Households across the BAY States (1,794,097 Million Possible Returnees divided by 7).
- The Early Recovery Plan for Host Communities subsequently targets different subsets of the total Households in need in Host Communities across the 6 States (4.713 Million Estimated Host Population; 13,800 Estimated IDPs who will not return, 1,755,225 total IDPs in Host Communities, all subsets are divided by 7).

#### **5. Strategic Objectives:**

In guiding and prioritizing the national response to this situation, the HRP advised Immediate Comprehensive Humanitarian Relief targeted to 3 Strategic Objectives:

##### **Strategic Objective 1**

Deliver coordinated and integrated life-saving assistance to the people most severely affected by emergencies.

##### **Strategic Objective 2**

Track and analyse risk, vulnerability and integrate findings into humanitarian and development programming for the region.

##### **Strategic Objective 3**

Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building capacity of national actors based on assessments.

## Chapter 1: **Immediate Comprehensive Relief**

### SUMMARY OF THE IMMEDIATE COMPREHENSIVE RELIEF PLAN



**3 Immediate Relief Components**



**4.6 Million Internally Displaced Persons Targeted.**



**62+ Partners**  
 27 INGOs; 19 NGOs, 1 Inter Govt,  
 3 Red Cross and Red Crescent Movement Organizations, 11 UN Agencies & Funds,



**Total Budget for Immediate Humanitarian Relief ₦139.7 Billion**



**Total Existing Funding for Immediate Relief ₦29.7 Billion**



**Total Funding Gap for Immediate Relief ₦110 Billion**

#### **Programme Description:**

The Immediate Comprehensive Relief Programme, designed to address the most urgent humanitarian needs within the North East will focus humanitarian interventions to all persons in need of humanitarian assistance in the North East. Of the combined population of the North East States (current projections estimate between 21.3 - 24.5 million people in the region), an estimated 7 Million have been collectively identified by all the actors as acutely, adversely affected and currently living in dire circumstances [UNOCHA – Humanitarian Needs Overview (HNO) 2015]. This is the total number of people in need of humanitarian assistance in IDP Camps, host and hostage communities across the Borno, Adamawa and Yobe (BAY) States, an estimated total of 1 Million Households (average of 7 persons per households) who are still in severely adverse conditions and therefore need immediate humanitarian aid.

This programme is based on the planning consideration that direct life-saving assistance and protection remains at the core of the humanitarian response with growing attention to early recovery and livelihoods as required by the changing circumstances. The Immediate Comprehensive Relief Programme has three broad components:

**The Food Relief Materials Programme, (1-6 months)** is to deliver a minimum of sixteen food items (rice, maize, salt, sugar, milk, milo, etc.) in two separate distribution efforts across all six States of the region. The items will be delivered in quantities calculated by global food security and nutrition standards to last up to 3 months in an average household. These food relief items will serve to empower households, individuals and displaced persons most affected by the insurgency for a period of 6 months which will be orchestrated to culminate in social stabilization and food security interventions.

**The Non-Food Relief Materials Scheme, (1-6 months)** is to deliver a minimum of thirteen non-food items (mattresses, buckets, mosquito nets, antiseptic soap, sanitary pads, multivitamins, water purifying tablets, nylon mats, matches, wheelbarrows etc.) in one-off distribution efforts along with the food items. The consumable non-food items are to be delivered in quantities sufficient for 6 months in the average.

**The Unconditional Cash Transfers Scheme (1-12 months),** targets the provision of money to households so they can purchase additional items needed but not provided by the relief items distribution. This programme is designed to empower households affected by the crisis

with a sum of ₦5,000 at five intervals across the first 12 months to be comprehensively covered by this programme.

A better understanding of the situation and locations of the affected population, given through the thorough assessment activities of these Stakeholders and participant humanitarian actors have given the opportunity to better design the delivery mechanism and solutions for this cash transfer programme.

In deploying comprehensive humanitarian intervention in the North East the Federal Government has mostly considered the analysis of all Humanitarian Actors in the region, alongside their recorded intervention activities and the implementation requirements/parameters they have established by contributing towards crisis management in the region.

**Established Implementation Parameters**

- The International Organization for Migration (IOM) in Nigeria records that 61% of the IDP households in the North East have a primary need for food in 2016 while 8% put shelter as their first need and 5% indicated Non Food Items (NFIs) as their most urgent needs.
- In term of assistance, 63% of registered IDP households across the six North East States declared that they have received food assistance in 2015 while only 18% declared that they have received NFIs and 3% shelter. In other assessments 24% of IDP households declared that most of the food items they consume came from humanitarian assistance while 26% declared that half of the food items they consume came from humanitarian assistance in 2016.

**These reports demonstrate that Immediate Humanitarian Relief is still the most predominant need among IDPs in the North East and only a comprehensive coverage can address all the gaps currently very present.**

Figure 16: IDP Needs

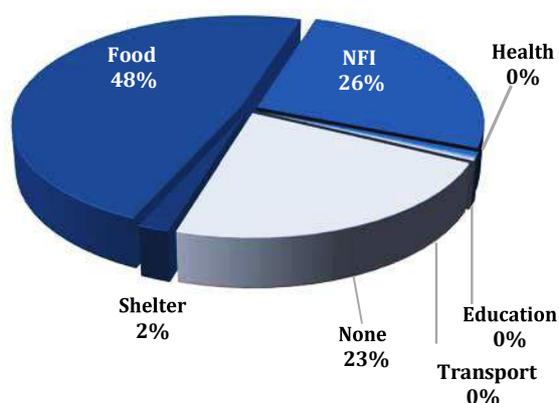
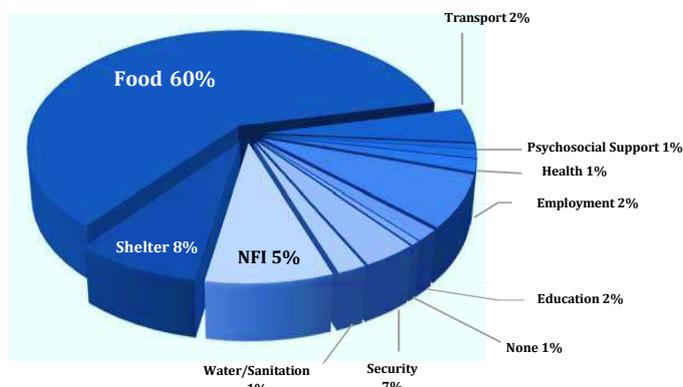


Figure 17: IDP Type of Assistance Received



Source: IOM Displacement Tracking Matrix 2015.

- Three sectors of the HCT: Food Security, Protection & Early Recovery and Livelihood Support considered cash as a crucial modality to deliver humanitarian assistance, handing

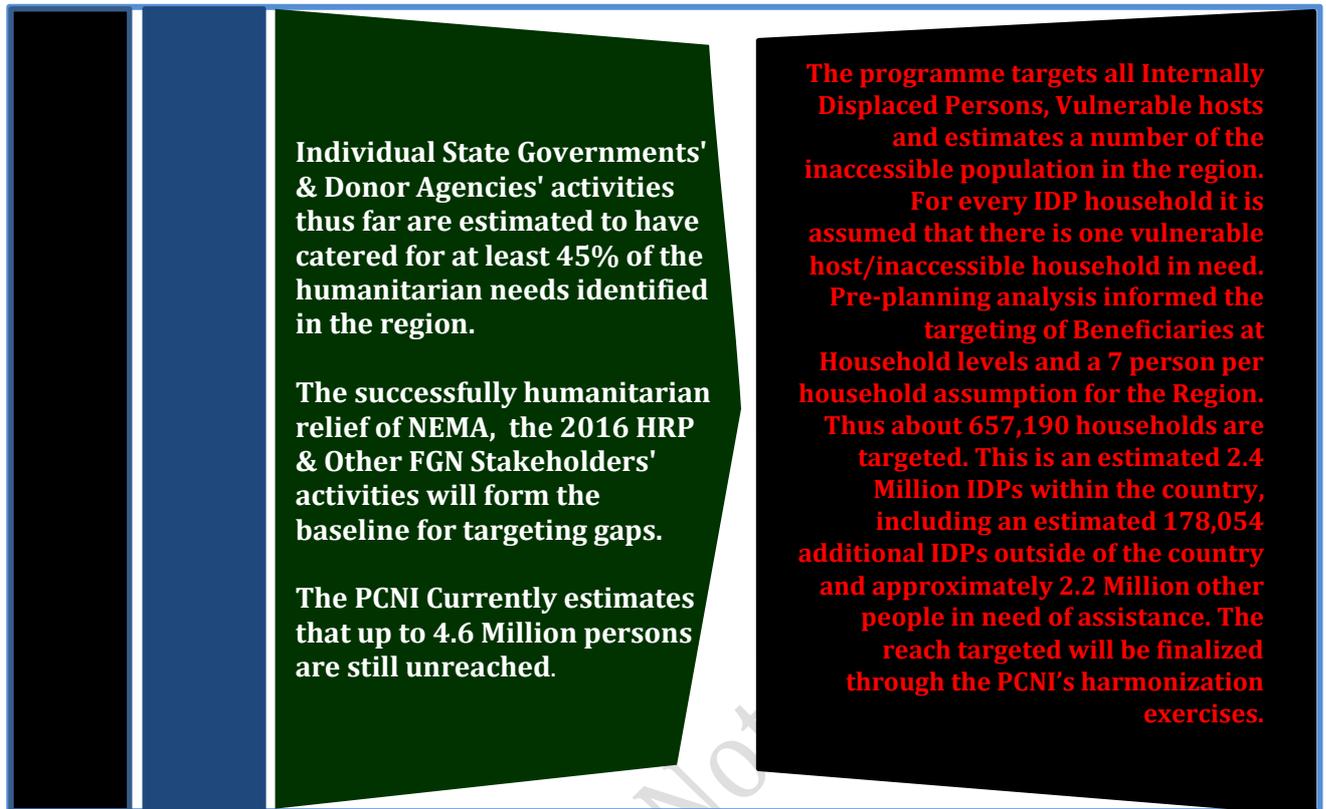
consumption decisions directly to the people in need; given the fact that many IDPs are in urban settings where markets are available for beneficiaries to utilise this support; and the introduction of such purchasing power as guaranteed by this programme will encourage the return to commercial activities in those local communities most economically impacted by the crisis.

- The 2015 HNO established that at least 50% of the people in need of assistance are located in inaccessible, mostly rural areas, limiting the ability of humanitarian actors to deliver food and non-food relief materials in a predictable manner. Thus the collective recommendation is that an Unconditional Cash Transfer programme offers more flexibility for destitute families to prioritize their urgent needs in those areas and to that end cash Working Group will be established by the PCNI to harmonize and maximize accountability and impact for delivering this relief.
- The 2016 HCT promises support to Government efforts to address ongoing and future humanitarian needs in the North East in alignment with the Immediate Humanitarian Relief Component of the Buhari Plan, which must be implemented on a clean slate that completely and comprehensively leverages all the resources, budgets, capacities and existing frameworks for humanitarian assistance currently existent in the region. To this end a coordinated intervention mapping and matrix is to be developed by PCNI, to efficiently access and take into account such resources. This Matrix of Interventions conducted thus far by all Stakeholders will be collated to a North East online dashboard of coordinated relief interventions to document and display the areas of relief already provided, thereby ensuring relief distributions are not duplicated, resources are conserved and existing capacities are leveraged in providing a critical budgeting and implementation reference point.
- The PCNI, leveraging on information from all the successfully implemented and documented humanitarian interventions of all Humanitarian Actors present in the region will focus on delivering this Immediate Comprehensive Relief programme by coordinating and steering implementation by all the Stakeholders identified as active in the region.
- A critical tool to accomplishing this is the PCNI Stakeholders' Matrix of Interventions in the North East. For instance, NEMA's documented emergency food and non-food items distributions for 2014 – 2015 indicates that a total of 99,853 approximately 4.34% of Displaced Persons were reached, while an estimated 449,193 Displaced Persons were reached by the Accelerated Relief Programme, an estimated 19.53% of people in need. By reviewing these delivery reports the PCNI currently estimates that all humanitarian efforts of all North East Stakeholders till date has only catered to at most 45% of persons targeted under this programme with food and non- food items. These successfully documented relief activities of all humanitarian actors, donors, NEMA and other FGN Stakeholders thus form the tested baseline for programme delivery frameworks and existing capacities for the Immediate Comprehensive relief effort, which will target all IDP populations rather than just segments.
- Civil-Military coordination will be part of the strategy for coordinating access to conflict areas, through an exchange of information and agreed respect for humanitarian principles,

to mitigate the impact of Military operations on civilians and to facilitate and support the interaction between the humanitarian community and the Military.

- Accountability to Affected Populations (AAP) will be committed to throughout the response, with the initial efforts already made by the HCT through the establishment of an Information Feedback Task Team (IFTT) which includes joint participation of the Federal and States Ministries of Information, National and State Emergency Management Agencies (NEMA/SEMA), United Nations High Commissioner for Refugees (UNHCR), International Rescue Committee (IRC), Oxfam, Nigerian Red Cross, International Organization for Migration (IOM), United Nations Population Fund, (UNFPA) and Office for the Coordination of Humanitarian Affairs (UNOCHA) providing a base for greater engagement with affected communities, ensuring real-time information is available during implementation.
- Indigenous youth will be engaged in paid jobs to package commodities before onward delivery to communities.
- Clear terms of references, roles, responsibilities and measurable deliverables have been developed for Distribution Partners who will carry out distribution of relief materials in the areas of least or zero coverage identified by the matrix and targeted for implementation.
- PCNI's Planning Unit will identify functional warehouses, determine how best to secure the warehouses and work out logistics and security for procurement, transportation of commodities to community delivery points as well as the distribution systems to be employed.
- The PCNI will coordinate Distribution Partners, Federal, State and Local Government Representatives, Donor Agencies and Stakeholders in their respective roles for the distribution exercise and will provide Accountability frameworks for all Strategic Partners.
- Established Camps, Stabilized Host Communities as well as Reclaimed Resettlement Communities will receive first priority and serve as Primary Service Delivery Points for the synchronized distribution of immediate relief materials, including food items, non-food items and toiletries to all affected populations within that category.
- The Technical Delivery Unit accountable to the PCNI will collaborate with the relevant agencies in the cash Working Group to provide the cash transfer components to Beneficiaries simultaneously.
- Identified capacity within the HCT and other Delivery Partners will liaise with Community Leaders, FBOs and CBOs for proper communication of the selection and distribution processes to prevent exclusion issues in affected communities as well as to ensure conflict indicators are managed.

Figure 18: TARGETS OF THE IMMEDIATE COMPREHENSIVE RELIEF PROGRAM



Source: Displacement Tracking Matrix (IOM) 2016.

**Figure 19: Comprehensive Humanitarian Coverage of the North East**



**Key Components of the Immediate Comprehensive Relief:**

**Criteria for the selection of the communities targeted for Immediate Comprehensive Relief**

The PCNI is currently developing a Matrix of Humanitarian Interventions whereby the activities of all humanitarian actors and contributors to the region are mapped across the region to determine areas of reach as well as quantum and comprehensiveness of support received. Communities within the gaps discovered through this Matrix will then be targeted on the basis of four screening criteria for selection to receive the Immediate Comprehensive Relief Packages:

- **Safety and Secured Communities**

The safety of the locations chosen is of paramount importance and thus given highest priority consideration. In conjunction with the Military and other security agencies, locations chosen are those which have been stabilized with proximity to the Military and also with relatively low incident rates and risks levels following a thorough threat assessment. This screening process will minimize risk to delivery personnel, risk of diversion/destruction of relief materials and risk to beneficiaries.

**Priority Communities already assumed to be within this criterion, which will therefore be automatically targeted are:**

- ✓ All Standard Relocation Camps within the region.
- ✓ All other IDP Camps (formal or informal) in urban areas within the region.
- ✓ All Host Communities within the Non-BAY States.
- ✓ All Host Communities within the BAY States.
- ✓ All Reclaimed Resettlement Communities which have already been screened and cleared for return by the Military.

**Priority Communities which are still subject to high security concerns and which will therefore be critically assessed and screened before deployments are:**

- ✓ All Hostage Communities (Communities occupied or previously occupied by Boko Haram and therefore inaccessible).
- ✓ All Reclaimed Communities which were in Boko Haram territory but have now been liberated by the Military's advance.
- ✓ All Communities which are in close proximity to territory Boko Haram occupies or previously occupied.
- ✓ All Communities which have been previously attacked, or which are in close proximity to Communities previously attacked.
- ✓ All Communities which have been completely destroyed and abandoned previously to which IDPs are now returning.

- **Resettlement-Ready Communities**

Communities selected to receive humanitarian aid under this criteria are:

- ✓ All newly established communities that are not transient communities (i.e. newly developed as permanent resettlement clusters).
- ✓ All communities that have been previously reclaimed and are ready for resettlement of returning IDPs, determined by Military screening and security clearance.
- ✓ All Host Communities that are fully integrating/resettling IDPs.

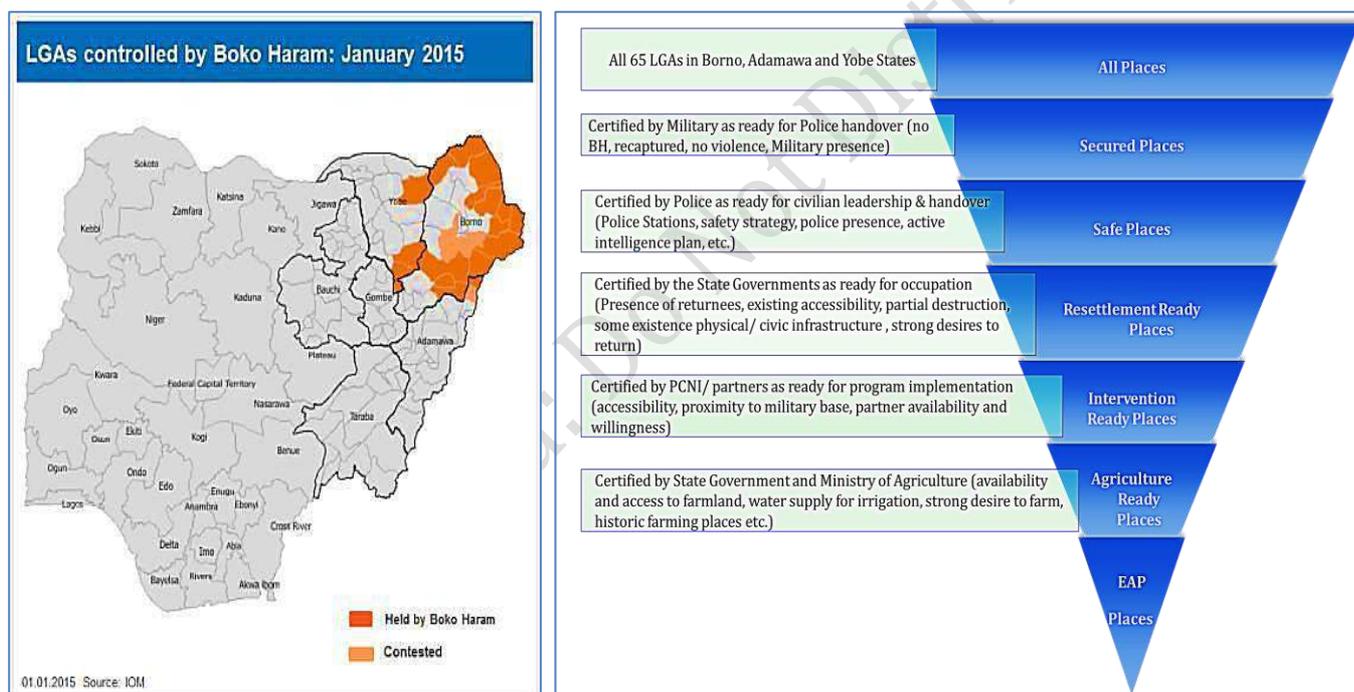
- **Development-Ready Communities**

This is a criterion that will target communities that have shown positive inclinations of organized and cohesive leadership structures, which position them as strong candidates for redevelopment and revitalisation of their local economy. This will be assessed through interactions with local stakeholders.

- **Agriculture-Ready Communities**

This criterion applies only in the special case of communities with an agricultural heritage where food security can be achieved through agricultural based interventions. The communities selected must have the capacity and exhibit indicators of willingness to fully exploit any agricultural inputs such as seeds and fertilizer provided through intervention activities of donors. This ensures that the inputs provided will go towards improving their food security over the long term after the immediate relief food items are exhausted. It also serves to generate employment and stimulate economic activity.

**Figure 20: Systematic Targeting of Communities to receive Immediate Humanitarian Relief**



**Criteria for the selection of beneficiaries in communities targeted for Immediate Comprehensive Relief**

Keeping in view the large number of persons affected by the crisis, once communities who have received the least humanitarian relief are identified and selected, priority considerations will be given to beneficiaries within those communities already selected on the basis of some qualification criteria of the population within that community.

This criterion explains who will receive the relief items and why they are priorities. Delivery Partners will be charged with the responsibility of communicating these criteria to local community members and implementing the strategic communications network with CBOs, FBOs, Local NGOs and Government Community Workers for the dissemination of this information before distribution exercises. The target groups within this are:

- ✓ All IDPs within each community, whether they live in camps or with host families.
- ✓ All population within previously un-accessed communities which have now been liberated and screened (reclaimed communities).
- ✓ All Returning IDPs (i.e. newly identified IDP populations whether they are in their home communities or in neighbouring areas).
- ✓ All population within each selected community who has lost their livelihood.
- ✓ All population within each selected community who have a higher number of dependents within the household (dependents are those unable to work to contribute to the family income, e.g. young children and the elderly).
- ✓ All families who have suffered the loss of breadwinners and have children.
- ✓ All Targeted Vulnerable Groups within each community (orphans and unaccompanied children, malnourished persons, widows, the elderly, infirm or disabled individuals, unemployed youths).

## **Partners and Roles for Immediate Comprehensive Relief**

### **1. PCNI Technical Delivery Unit (PDU)**

- **Programme Management and Coordination**  
This technical delivery unit will be in charge of coordinating and managing programme delivery in collaboration with all Distribution Partners/Delivery Partners as well as vendors.
- **Quality Assurance, Logistics Coordination & Accountability**  
This unit will ensure the efficacy of delivery mechanisms. It will be responsible for processing the information feedback from exercises and consolidating the indicators to measure the quality of deliverables as well as general performance.
- **Monitoring and Evaluation**  
It is necessary to ensure that the beneficiaries are verifiable and also that the reach of earlier emergency relief as well as impact of the programme is documented. The PDU will process all M&E information fed back from all distribution partners and consolidate the indicators and delivery activities reported by all humanitarian actors into an overall Intervention matrix. This especially important pre-delivery activity serves as the baseline for implementation of the comprehensive programme. The data collected will also be instrumental in identifying potential bottlenecks for the next phases of implementation of the Buhari plan.
- **Procurement of Relief Items**  
Due to the nature of the crisis this programme seeks to relieve, it is necessary for the procurement process to be fast tracked. The Nigerian Procurement Act allows for a procurement process that saves time. However, strict accountability frameworks must directly govern such emergency procurement. The PCNI will facilitate the procurement and delivery of all relief items where purchase is necessary, to designated NEMA & respective SEMA warehouses for subsequent onward distribution to beneficiaries.

### **2. Military, Para-Military and Other Security Agencies**

- **Security Planning**

Civil-Military coordination will be part of the strategy for coordinating access to conflict areas, through an exchange of information and agreed respect for humanitarian principles, to mitigate the impact of Military operations on civilians and to facilitate and support the interaction between the humanitarian community and the Military.

Thus Military coverage, screening and clearance is embedded into the delivery framework for all humanitarian interventions of the PCNI and all its partners.

In conjunction with the Military, all other security agencies will be required to make provision for the coverage (by armed escort) of all humanitarian relief deliveries across the region to ensure that the relief items can be safely delivered by NEMA and other partners, with minimal risk of diversion or destruction by Boko Haram. In addition, the security provision will ensure that the beneficiaries are not further endangered as a result of receiving relief materials.

- **Monitoring and Evaluation**

It is necessary to ensure that the beneficiaries are verifiable and also that the impact of the programme is documented. This is especially important as this programme serves as a baseline for further socio-economic stabilisation efforts being designed for the region. The military deployments and security agencies assigned to each distribution exercise will thus be required to collect raw data and recordings of each exercise. This monitoring framework will be instrumental in identifying potential bottlenecks for the next phases of the Plan.

### **3. National Emergency Management Agency (NEMA)**

- **Storage**

Whatever relief items are procured or donated to the region, the plan is to schedule their delivery and storage at identified and secured NEMA and SEMA warehouses within the six States. The addresses of each NEMA and SEMA warehouse have been incorporated into the Delivery Guidelines Document given to Vendors and/or Participant Stakeholders as part of their Delivery Partnership frameworks.

- **Distribution**

Distribution processes will leverage heavily on the existing infrastructure and network developed by NEMA. Both National and States Emergency Agencies will be in charge of delivering relief materials to designated distribution points and for actually distributing to beneficiaries.

The following distribution/logistics roles have also been negotiated through earlier engagements with NEMA:

- ✓ Video documentation of distribution exercises.
- ✓ Facilitation of media coverage of exercises.
- ✓ Airing of documentaries on humanitarian activities produced on NEMA's TV programme with a focus on distribution exercises.
- ✓ Monitoring of the delivery and distribution processes.
- ✓ Provision of final reports on each distribution exercise.
- ✓ Provision of additional support to Nigerian Red Cross Society where necessary.

- **Monitoring and Evaluation (M&E)**

NEMA will provide additional support to ONSA, PCNI and Other Delivery Partners in the Monitoring and Evaluation of the distribution process. National Planning Commission members will play a coordination role in Monitoring and Evaluation activities.

#### **4. Nigerian Red Cross Society**

- **Verification of Beneficiaries and Delivery Exercises**

The Nigerian Red Cross has been a critical contributor to the programme development and design of the Federal Government's humanitarian assistance programmes. It will provide additional support to the Security Agencies, NEMA/SEMAs and all other humanitarian actors on the ground by direct liaison with the community leaders, Ulamas, Local Government officials, etc. within each benefiting community; to verify members of their communities for identification, profiling and bio-data capture as the case may be. The Nigerian Red Cross society will also be responsible for issuing Unique Alphanumeric Identifiers to the benefiting population identified; as well as for strategically communicating/verifying all criteria for selection of targeted beneficiaries through pre-delivery community sensitisation, coordination and information dissemination.

- **Monitoring and Evaluation**

NRCS will provide additional support to NEMA and the SEMAs on the Monitoring and Evaluation of the distribution process, and will also be responsible for determining the exact location of distribution points through interaction with all the local stakeholders, within each benefiting community; and for documenting all distribution exercises.

#### **5. International Delivery Partners**

- **Liaison and Coordination Support**

International Humanitarian Actors have been at the forefront of the emergency assistance and relief delivery to the region from the onset of the crisis. They have also collaborated with Nigerian Authorities on several fronts including planning; targeting, building interventions programme development capacity, actual interventions and missions, as well as actual donations of humanitarian aid materials to the region through the HCT. Thus the FGN is determined to establish concrete working partnerships with the North East's International Stakeholders, particular those Organizations already actively providing emergency relief efforts. These established on-field groups, including the HCT, its recently established Information Management Working Group (IMWG), the Information Feedback Task Team (IFTT), Humanitarian Hubs and Sectorial Working Groups are to:

- ✓ Provide additional support to the region by liaison with CSOs, FBOs, Community Leaders, Ulamas, Local Government Officials, etc. and thereby ensure Accountability to the Affected Population (AAP);
- ✓ Seek and strengthen partnerships with local authorities and civil society actors thereby increasing the reach of assistance in accordance with the humanitarian principles of impartiality, neutrality and independence.
- ✓ Coordinate assessments, strategic planning, resource mobilization and monitoring through the Humanitarian Programme Cycle, including strengthening needs-based strategic planning and prioritization;

- ✓ Ensure the use of IASC Gender and Environment Markers; minimum standards for age and disability inclusion in humanitarian action; integration of resilience and protection issues in humanitarian programming;
  - ✓ Support monitoring and accountability capacity building.
  - ✓ Facilitate NGO participation and humanitarian intervention capacity across the region.
- **Verification of Beneficiaries and Deliveries**  
The PCNI will work very closely with International Humanitarian Actors to verify, communicate with and sensitise targeted members of the communities selected for the implementation of the Immediate Comprehensive Relief Programme. Delivery Partners will also be on hand to verify receipt of the food and non-food items as they are being delivered to whatever communities have been identified as having received little or no humanitarian support since the onset of the crisis.
  - **Funds mobilization and access to existing humanitarian budgets.**  
The PCNI's International Delivery Partners possessing residual knowledge and embedded capacities by their programmatic presence in the region have been very instrumental in accurately assessing the level of damage and in costing the scales of intervention required for immediate stabilisation in the region. Thus International Delivery Partners will be relied upon to:
    - ✓ Identify sources and strategies for raising funds from already assigned donor budgets for the Immediate Relief Programme.
    - ✓ Give grants for Programmatic and delivery aspects of the composite Immediate Relief Programme.
    - ✓ Ensure global accountability and transparency principles are upheld all through budget implementation of the programme.
  - **Monitoring and Evaluation**  
Humanitarian Partners will also provide additional support on the Monitoring and Evaluation of all distribution process and also with regards to impact assessment and documentation of the entire programme.

At present, the HCT reports 62 humanitarian organizations operating in the four focus States of the North East to support the Government-led response by NEMA and the SEMAs. These include 27 international non-Governmental organizations (INGOs); 19 national NGOs; 11 United Nations offices, agencies funds and programmes; three Red Cross and Red Crescent Movement Organizations; one inter-Governmental organization and the United Nations Humanitarian Air Service (UNHAS). This unique capacity and extensive participation already coordinated into Working Groups will provide an added leverage to the Federal Government's implementation frameworks.

## 6. Local Delivery Partners

- **Verification of Beneficiaries and Deliveries**

The North East has acquired many Stakeholders and Donors from the concern and interests of Charitable Organizations and the Private Sector alike. Thus the Federal Government will through this programme partner with local Non Charitable Organizations (NCOs) involved with emergency relief efforts to provide additional support to other Delivery Partners on the ground; in actual verification of communities, as well as of beneficiaries within communities selected.

- **Impact Assessment and Valuation**

Local Delivery Partners will provide additional support with regards to observation and verification, impact assessment, documentation and evaluation of the entire exercise.

## 7. The Individual State Governments

The shared vision for alleviating the hardship faced by people of the region through the collective and respective agenda of all parties and a commitment to the bottom – up, needs driven approach, focused the earliest FG planning activities on negotiating the contributions of the States Governments, Global Donor Partners and Private Sector Stakeholders into a comprehensive humanitarian intervention in the region. This resulted in a Memorandum of Understanding between the FGN and the States Governors, acknowledging the States' considerable interventions and establishing a co-dependent, collaborative and coordinated support system for implementing plans for the region.

Through these working relationships, a matrix of reliefs planned, budgeted or already delivered was created and will be harmonized by the PCNI at implementation points to avoid parallel intervention activity and waste while covering all the humanitarian gaps which still exist with the limited resources available.

- **Contribution of Relief Items**

The proposed total expenditure (estimated) of the Immediate Comprehensive Relief Programme is 139.3 Billion Naira. While 55% % worth of relief items is anticipated to be provided by the Federal Government, an outstanding 45% worth of relief items is proposed to the State Governments in partnerships with Local and International Donor Partners, Non-Governmental Organizations and Private Sector Participants to cover the outstanding numbers of persons in need of humanitarian assistance in each State.

While earlier planning activity of the FG negotiated a model for delivery with individual State Governments where each signed an independent Memorandum of Understanding undertaking to cover 45% of the relief to persons in need of humanitarian assistance within its territory with the same relief items in this Plan for an integrated comprehensive relief intervention. The PCNI aims to revalidate these cost sharing proposals with the current State Government Authorities and will present this implementation plan as finalised for each State Government's buy in and ratification at the point of implementation within each's territory.

- **Monitoring and Evaluation**

Individual State Governments will be expected to put the full strengths of their Government networks into providing additional support to Implementation/Delivery Partners for the Monitoring and Evaluation of all distribution process and also with regards to impact assessment and documentation of the entire programme.

**Programme Objectives:**

- To address the immediate humanitarian needs of the most vulnerable persons in the region through the provision of basic necessities.
- To improve the plight of the most vulnerable individuals and hard-hit families, such as displaced persons, through the provision of food and non-food items and unconditional cash transfers and ensure the continuous stabilization and rehabilitation of PCNI's target beneficiaries in the short term with the emergency relief items.
- To stimulate the immediate alleviation of humanitarian conditions of the most vulnerable individuals and hard-hit families, such as displaced persons, through the provision of food, non-food items and unconditional cash transfers.
- To ensure that global best practices and standards in distribution of emergency relief materials are met.
- To restore confidence in the national emergency response system.
- The provision of a standard package of humanitarian assistance consisting of food, non-food items, medicines and unconditional cash to a minimum of 342,857 households consisting of an estimated 7 persons per household across all six States of the region.
- To ensure the successful delivery of the relief materials in the Comprehensive Relief Programme list of food and non-food items to at least 50% of persons targeted within any existing gaps in the humanitarian activities of North East actors and donors conducted thus far, which comply with the guideline deliverables of this programme.
- To provide a framework of guidance for intervention by local and international Government and Non-Governmental Partners as well as build a compelling case for local, State, national and global support for the region.
- To define and establish through active collaborations, the successful coordination within vendors and partnering agencies in the disbursement of non-food, food items and cash transfers scheduled under the programme.

**Programme Priority**

This programme has a very high and urgent priority. An estimated 4.6 Million people affected by the crisis and currently suffering very adverse living conditions will be reached with reliefs within the 6 States.

### **Projected Programme Outcomes**

- The total number of persons sought to be reached through this programme accounts for a comprehensive coverage of all affected populations within the region with enough relief items to address their immediate humanitarian needs by global standards.
- Through the PCNI's Integrated Delivery Plan designed to ensure coverage in the most urgent priorities in the most critical timelines, the immediate vulnerabilities of the most affected populace will be addressed simultaneously with other interventions targeted to address the next priorities identified which are: food security, adequate shelter, protection and early recovery support.
- This programme thus anticipates an unprecedented scale of humanitarian intervention in Nigeria and will set the standard for this Government's responsibility and responsiveness well within scales that define model post – conflict recovery.

### **Estimated Initiative Costs**

- The supply of food items is estimated to cost 71.2 Billion Naira.
- Non-food items are estimated at 50.3 Billion Naira
- The Unconditional Cash Transfers are estimated at a total of 16.4 Billion Naira.
- The current estimated total cost of this programme is 139.7 Billion Naira, including administration costs. An existing budget of 29.7 Billion Naira has been harmonized from all Humanitarian Actors active in the North East. This translates to a budget gap of approximately 110 Billion Naira.



**Programme Development & Delivery Guidelines (Immediate Comprehensive Relief)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Immediate Comprehensive Relief</b>													
Finalize & articulate the programme design, terms of reference for participation.	All Partners												
Set up Registry and begin Profiling of North East Stakeholders on the Online Dashboard.	PCNI/All Partners												
Begin and complete uploading of all Stakeholders humanitarian activities to the North East Online Matrix of Interventions.	PCNI/All Partners												
Finalize the Matrix of Interventions	PCNI												
Finalize programme delivery framework, scope and work plans from the matrix of interventions.	PCNI												
Finalize partnerships & collaborations with all participants.	All Partners												
Solicit & secure Federal funding	PCNI/States												
Follow up with the States & re-affirm MOUs.	PCNI/States												
Begin and complete IDPs Bio-Data Capture Programme/Strategic Communications for Local/Community Stakeholders Engagement	PCNI/Delivery Partners												
Procure/solicit relief items and support funding.	PCNI												
Implementation/Distribution Exercises and Completion	All Participants												
Impact Assessment Deployments, Reviews /Monitoring and Evaluation.	PCNI/ M&E Partners												

## Initiative Summary (Immediate Comprehensive Relief)



### PARTNERS /HCT

- Federal & States Ministries of Information.
- NEMA/SEMAs.
- International Rescue Committee.
- Oxfam.
- Nigerian Red Cross.
- International Organization for Migration (IOM).
- United Nations Population Fund, (UNFPA)
- United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).
- State Government Borno State.
- State Government Adamawa State.
- State Government Yobe State.
- State Government Bauchi State.
- State Government Gombe State.
- State Government Taraba State.
- Interested Local NGOS.
- Interested Private Sector Participants.



### PROJECTS

- The Food Relief Materials Programme, (1-6 months)
- The Non-Food Relief Materials Scheme, (1-6 months)
- The Unconditional Cash Transfers Scheme (1-12 months)

### DURATION

6 months.



### PROJECTED IMPACT

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most urgent humanitarian needs in the region.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦73,156,055,870

**SUMMARY BUDGET FOR THE IMMEDIATE COMPREHENSIVE RELIEF PROGRAMME**

S/N	DELIVERIES	INITIAL COSTS (₦)	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	14 Food Items	35,602,939,655	2	71,205,879,310
2.	13 Non-Food Items	50,347,588,776	1	50,347,588,776
3.	Unconditional Cash Transfers	1,642,860,000	5	16,429,750,000
<b>TOTAL FOR IMMEDIATE COMPREHENSIVE RELIEF</b>		<b>44,615,038,571</b>		<b>137,983,218,086</b>
<b>ESTIMATED ADMINISTRATIVE COSTS</b>		<b>1,063,877,864</b>		<b>1,170,005,864</b>
<b>GRAND TOTAL FOR IMMEDIATE COMPREHENSIVE RELIEF</b>				<b>139,153,223,950</b>
<b>TOTAL FEDERAL FUNDING APPROPRIATED &amp; EXISTING BUDGETS</b>				<b>28,200,000,000</b>
<b>TOTAL ESTIMATED FUNDING GAPS</b>				<b>110,953,223,950</b>

## Chapter 2: Social Stabilisation and Protection



### Programme Description:

The conflict in the North East has significantly destroyed physical infrastructure, disrupted social services and damaged social cohesion among its people. 2.4 Million IDPs are still within the conflict-affected States and across the border in Niger, Chad and Cameroon. The influx of displaced persons around the most severely affected areas has put extreme pressure on humanitarian activities, service delivery mechanisms and local economies that were very weak to start with. In addition, economic and social activities in the region have been disrupted because fear, distrust, destitution and despondency are widespread.

According to the recently concluded RPBA 2016, addressing the immediate needs and urgencies arising from the conflict is the only way to bring about any form of stability and early recovery in the region and doing this poses very significant challenges. The Report likewise indicates that restoring social cohesion and trust in the Government has become the most critical precondition to the stability and recovery of the region. To this end Social Stabilisation interventions will receive the same priority as immediate humanitarian activity under this plan.

This segment of the plan has 5 major components developed to enhance social cohesion, rebuild the trust of the people in the Government while serving to stabilize the most affected populace in order to usher in recovery and sustainable resettlement in the region.

### Key Components of the Social Stabilisation Plan:

This sector is designed to target five (5) aspects of social welfare intervention with relief delivery mechanisms which have been identified as critical to the successful stabilization of the region.

- IDP Bio Data Capture.
- Targeted Protection to Vulnerable Groups.
- Rapid Essential Health Delivery across the region.
- The Back to School & Rapid Model Schools Programme.
- The Local NGOs Capacity Building Programme for sustained interventions.

The ultimate goal desired through social stabilisation is the restoration of sustainable peace to the region, a precondition for resettlement and redevelopment; and to ensure that there is

progress from a perpetual emergency situation in the region, while weaning the populace from any welfare dependencies cultivated from the long period of vulnerabilities and exposures they have suffered from the violent disruption of their normal way of life.

### **North East IDP Bio- Data Capture Programme**

#### **Programme Description**

The PCNI, in its harmonisation of Stakeholders' interventions, has discovered plans for IDP Data Capture by almost all of the major actors for the region. This is not surprising given the undeniable need for this as a baseline for intervention planning and programmes delivery. In addition, the dynamics of the security situation, the increasing number of IDPs, as well as the typology of the IDPs' movement/location and the consequences thereof on the support reaching them, all justify the need for a comprehensive database of IDPs that is accessible to all Stakeholders for planning and intervention delivery purposes. Most notable also is the fact that there have been gaping discrepancies in IDP population figures reported by different agencies and this poses a challenge across the spectrum of interventions required in the North East.

The FGN therefore considers it imperative to create and maintain this important planning and coordination tool. Such a database would need to be readily accessible to all Stakeholders, easily verifiable, accurately documented, comprehensive, easy for all users and regularly updated with the numbers and locations of all IDPs in the region. The development and maintenance of such a database would greatly benefit all agencies operating in the region in the areas of planning and budgeting, but will very significantly impact on the work of the PCNI.

This programme is designed to target the critical needs of:

- All IDPs within the region who will receive a National Identification Number, Bank Verification Number and Profile that automatically guarantees access to all interventions.
- All North East Stakeholders including International Donor Partners and Private Sector participants who are active and delivering/planning to contribute interventions in the Region.
- The Humanitarian Country Team who require statistics and demographical information for addressing other humanitarian efforts across the region.
- All Federal and State Government Ministries, Departments and Agencies who require statistical information in their general scope of operations.

#### **Programme Objectives**

- Identify and ascertain the total number of IDPs in the various locations across the North East region.
- Capture the personal details of each IDP: names, contact information, place of origin, and peg all this information to individual IDPs' biometric data.
- Capture all statistical data relating to the IDP population and particularly the target/vulnerable groups within it.
- Develop a mechanism whereby the required information can be constantly updated as the crisis situation and management continues.
- Collect information relevant to all intervention programmes especially regarding the targeting and spread of limited resources.
- Document and verify all the beneficiaries' receipt of interventions against their bio-data profiles.

- Develop a comprehensive database of information on IDPs that can be used as the foundation for coordinating the relief effort in the region and measuring the successes thereof.
- Flag Beneficiaries registering in multiple locations through the system, allowing the tracking of IDP movements.
- Track and analyse the risk/vulnerability of the IDP population proactively and integrate all findings into humanitarian and development programming for the region.
- Provide a permanent database for statistics and demographics in the region for all future references.

### **Established Delivery Parameters**

- Recent estimates suggest that the project must be designed to directly access and capture individual bio-data information of over 2.3 Million people across the six States. For this reason, this programme will be targeted to engage IDPs in phases lasting between 1 to 6 months:
  - ✓ A first phase will target IDPs where they are in greater numbers and most vulnerable, which is in IDP Camps across the BAY States.
  - ✓ A Second Phase will target IDPs in Host Communities within the BAY States.
  - ✓ The Third Phase will target IDPs in the Non BAY States.
  - ✓ The Forth Phase will establish an IDP Bio-data Capture Registry in each Resettlement Community to process returnees as they arrive in their home communities and will be operative for up to 6 months.

**The first 3 phases are expected to be completed within 1 to 3 months while the last phase is expected to last up to 6 months. The aim is to complete this exercise in the shortest possible time to ensure the identification, coverage and specific targeted protection of the most vulnerable groups, as well as so as not to delay the launch time of all future interventions in the region while considerably enhancing the Monitoring & Evaluation of on-going or previously completed efforts.**

- The PCNI technical and operation capacities project that the physical access and registering process will be tedious and hazardous; hence State of the art ICT, logistics and technical equipment must be deployed. Thus the IDP Bio-data process will require:
  - ✓ The provision of State of the art ICT portable equipment for the rapid capture of biometric data and fastest input of all the data onto the database.
  - ✓ The provision of a central server with enough capacity to be accessed by all Stakeholders and easily managed by a database administrator.
  - ✓ The recruitment, training and simultaneous deployment of sufficient registration officers to all Local Government Areas within the North East where IDPs are located.
  - ✓ The recruitment of Highly Skilled Data Input Officers to analyse, update and manage the central server.
  - ✓ The inclusion of a strong Security, Monitoring & Evaluation, direct supervisory framework to guide the exercises.
- The communication strategy for this programme covers media and publicity aspects as well as the critical local Stakeholder engagements and IDP communities' sensitization activities necessary before and during the lifecycle of the bio-data capture exercises. Strategic communication is a very important tool necessary to the success of this programme. This

will require the use and dispatch of:

- ✓ Hard Copy Letters: Official communications to establish Government's commitment to initiative.
  - ✓ Physical meetings: This will be planned interactive sessions, advocacy visits, to IDP Camp sites.
  - ✓ Phone calls to NEMA/SEMA Officials for planning and collaboration.
  - ✓ Text messages: This is used to send notifications and updates on the project to all audiences.
  - ✓ E-mail notifications.
  - ✓ Radio and T.V.
  - ✓ Newspaper clips, articles: This will be handled by newsmen who would from time to time as specified in the project document, feature the activities and results of the progress of the bio-data capture exercises across the region.
  - ✓ Press releases: This will be written by PCNI Communications Units once there are modalities to be publicised for the smooth conclusion of exercises. These will be circulated on the mailing list and also made available to the newsmen to publish.
  - ✓ Websites: the IDP Database websites will be regularly updated by the Technical Delivery Unit. The website will contain all IDP demographics and serve as an outreach platform for the general public, all North East Stakeholders, prospective donors and partners.
- Due to the large number of people involved in the exercise and large area to be covered and the technicality requirements, there are a number of inherent risks associated with this project. These risks can be categorised into hardware, software, personnel (human error), and external security risks. The following risk mitigation measure must be adopted:
    - ✓ Hardware Risks: These include risks of accidental damage, vandalism, power problems; wear out of hardware due to inadequate or improper maintenance and theft. One or more of these risks has a likely chance of occurring in the field and given the time sensitive nature of the exercise, it is prudent to consider the purchase of additional equipment as spares to cover these risks. To combat the issues of theft and vandalism, each individual operating the data capture system will be assigned portable, compact, durable hardware and be trained in its use, maintenance and safekeeping. Individual Responsibility for the hardware at all times during the exercise and liability to pay if there is a loss due to any negligence on the part of operators will be incorporated as safety measure.
    - ✓ Power failure/ fluctuations are a common occurrence so it is safe to assume that this will happen during the course of the exercise. Uninterrupted supply modules and equipment will therefore be an important requirement.
    - ✓ Software Risks: A system crash or severe reduction in the speed of the systems could significantly increase the time required for the exercise, thus increasing the cost. The likelihood of this occurring could be limited if the following measures are put in place:
      - Strict restriction on personal use of the equipment beyond Data Capture tasks.
      - Strict restrictions on the installation of additional software on the equipment deployed.
      - Installation of anti-virus/anti spyware software on each system.
    - ✓ Personnel Risks: Human error in the recording of the data is perhaps one of the biggest

risks to the integrity of the database as a whole. To combat this, a minimal paper form data must be processed and kept in addition to the online data as a verification measure.

- ✓ In addition, Form Registrars must sign after verifying the data is complete and accurately filled. The next person on the data processing chain will go through the data again and then sign off before the form can be considered complete. Mistakes in online data entry can be minimised with a scan of the complete paper document compared to the original paper form by data analysts and managers to pick out errors. Alternatively, supervisors can double check the data entry real time before signing off, provided there is a suitable supervisor to workers ratio.
- ✓ External Security: The security of each location before, during and after Data Capture exercises is of paramount importance. Thus external security contingencies must be included in the plan and completed with each State Government in conjunction with the Military. Information about the specific dates of each exercise in each location must be highly restricted and not circulated beyond a day in advance.
- ✓ To prevent the occurrences of multiple registrations of the same beneficiary at the same location, finger markings with semi-permanent ink will be required.
- The PCNI before sanctioning deployment for this programme will ensure that:
  - ✓ All objectives and goals to be met through this exercise have been properly developed and communicated;
  - ✓ All relevant baseline data collection and other assessments have been reviewed in justification of this exercise;
  - ✓ Monitoring responsibilities, frequency of monitoring, and budget performance indicators are clearly specified;
  - ✓ Systematic and technical requirements for successful performance of the tasks have been clarified. [Culled from UNHCR guide]
- The following Key Performance Measuring Indicators will guide the entire data capture process:
  - ✓ Minimal complaints/non-registration by IDPs and exclusion of certain locations.
  - ✓ Minimal numbers of double registrations.
  - ✓ Minimal Number of server crashes during registration processes.
  - ✓ Percentage of Data Forms fully filled and returned. Time taken for each State exercise compared to projected delivery timeline.
  - ✓ Number of IDPs recorded as compared to initial estimates.



[Picture Sources: Nigerian Red Cross Society, NEMA, UNOCHA – News Releases 2015]

Table 7: Partners and Roles For IDP Data Capture

Stakeholders	Roles
<b>PCNI Technical Delivery Unit</b> <b>ONSA</b> <b>Other Security Agencies</b>	<ul style="list-style-type: none"> <li>• Programme Management &amp; Coordination.</li> <li>• Quality Assurance, Logistics Coordination &amp; Accountability.</li> <li>• Monitoring and Evaluation.</li> <li>• Impact Assessment, documentation and valuation of the entire exercise.</li> <li>• Repository, management and assess of the data base.</li> </ul>
<b>NEMA/SEMAs</b>	<ul style="list-style-type: none"> <li>• Camp Coordination and Sensitization.</li> <li>• Logistics and administrative support to ICT Company.</li> <li>• Video documentation of registration exercises.</li> <li>• Facilitation of media coverage of exercises.</li> <li>• Airing of documentaries produced on NEMA's TV programme with a focus on the advantages of the IDP Data Capture programme.</li> <li>• Additional support to ONSA, Security Agencies, ICT Delivery Partners and liaison with PCNI for the Monitoring and Evaluation of the exercises.</li> <li>• Direct Monitoring of the registration processes.</li> <li>• Verify of identification and distribution of the National Identity Card.</li> <li>• Strategic community sensitization and information dissemination.</li> <li>• Provision of final reports on each registration exercise.</li> </ul>
<b>The Humanitarian Country Team</b>	<ul style="list-style-type: none"> <li>• Liaison and Coordination Support.</li> <li>• Verification of Beneficiaries and Monitoring of registration exercises.</li> <li>• Support evaluation and accountability capacity building through the Information Management Working Group (IMWG), the Information Feedback Task Team (IFTT), Humanitarian Hubs and Sectorial Working Groups.</li> <li>• Facilitate NGO participation and contributions to the data base.</li> <li>• Support funding.</li> </ul>
<b>Select ICT Project Partner</b>	Technical Requirements/Specifications/Deployment/Logistics for Data Capture Monitoring and Evaluation
<b>Individual State Governments</b>	Full strengths of State Government networks Support to implementation/delivery partners
<b>Interested International and Local NGOs</b>	Sensitization/Advocacy/Enrolment Campaigns Labour, Technical & Logistics Support.
<b>Private Sector/Donor Partners</b>	Donor Contributions for funding.

## Forecast Budget for Implementation of the IDP Bio-Data Capture Programme

**Table 8: Forecast for IDP Data Capture**

Implementation Activity	Details	Total Cost		
Completion of ICT Delivery All IDP Bio Data Registration	Implementation Deliverables, Process Specification, Technical ICT Deployment Processes & Logistics Deployment to the States	102,554,500		
All IDP Bio-Data Capture	Bio-Data Collection across the 6 States, ICT Hardware, Software,	₦103,500,000		
	<b>Items</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Total</b>
	Mobile Phone Finger print reader, chargers, software and USB cords	\$2500 @ ₦199= \$1	200	₦99,500,000
	Biometric System Application Suite	\$0	Inclusive	₦0
	1 year support	\$0	Inclusive	₦0
	Internet, WIFI, GPS and GPRS	\$0	Inclusive	₦0
	1 day training	20,000	200 Workers	₦4,000,000
Data Collation	Technical Requirements (Hardware & Equipment)	₦ 4,739,000		
	<b>Items</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Total</b>
	<b>Desktop Hardware:</b>			
	Desktop Computer	286,000	5	1,430,000
	Hard Drive 500 GB	12,000	20	240,000
	Keyboard	3,500	5	17,500
	Laptop Computer	80,000	10	1,800,000
	<b>Miscellaneous Hardware:</b>			
	UPS - Power Equipment	28,000	10	280,000
	Extension Box	2,500	10	25,000
	<b>Backup:</b>			
	Blank CDR Disks	150	50	7,500
	Data Website Backup	750,000	1	750,000
	Blank Zip Disks	120	50	6,000
	<b>Printers:</b>			
	HP MFP Printer	68,000	2	136,000
	Scanner	25,000	1	25,000
	<b>Other Equipment &amp; Tools:</b>			
	LAN Network Analyser	12,000	1	12,000
	Hand Tools	10,000	1	10,000
Data Processing/ Storage Hardware & Software	Procurement/launch of a Central Server, Database Website & storage	₦ 9,701,000		
	<b>Items</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Total</b>
	<b>Server Software:</b>			
	Windows NT Server	180,000	1	180,000
	MS Exchange Server	180,000	1	180,000
	SQL Server	180,000	1	180,000
	<b>Client Access Licenses:</b>			
	ArcGIS License	80,000	1	
	SQL Server	16,836	20	80,000
	Exchange Server	12,200	20	336,720
	IQ Query License	30,500	1	244,000
	<b>Primary Domain Controller -Pentium III 500 MHz:</b>	3,000	1	3,000
	512 MB RAM Memory			
	Mirror Operating System Drives			
	<b>SQL SERVER</b>	180,000	1	180,000
	Quad Pentium Pro			
	incl.: 1 GB Memory			
	Raid Disk Storage 500 GB			
	<b>New FISCAL RS6000 Model 7026 H-70:</b>	65,000	1	65,000
	<b>Internet Services</b>			
	Data Plan	200,000	12	2,400,000
	Wireless Router	95,000	1	95,000
	Wireless Extender	125,000	2	250,000
	Computer Server	280,000	1	280,000
Verification of Data	NEMA/SEMAs Monitoring and Evaluation in the 6 States	₦10,000,000		
Media, Publicity & Scomss	Stakeholder Engagements, Community Sensitization/ Outreach, Media Announcements across the 6 States	₦9,000,000		
<b>TOTAL CURRENT ESTIMATE FOR IDP BIO-DATA CAPTURE PROGRAMME including administration costs (10%)</b>				<b>₦385,000,000</b>

**Programme Development and Delivery Guidelines (IDP Bio- Data Capture and Online Registration Programme)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>IDP Bio- Data Capture and Online Registration Programme</b>													
<b>Pre-Deployment Activities</b> <ul style="list-style-type: none"> <li>Finalize and Document Programme Delivery Partners, Roles, Requirements, Specifications and Timelines.</li> <li>Execute/Procure Implementation Partnerships.</li> <li>Create Data Collection Form for the exercise.</li> <li>Procure data collation, storage, access and maintenance requirements.</li> <li>Test run software pack, hardware and equipment to be deployed.</li> <li>Design registration process and complete Project Work Plan for each State.</li> <li>Articulate and coordinate with various participants and Stakeholders.</li> <li>Finalize all commitments and constitute Implementation Working Group for each State.</li> <li>Deploy Stakeholder engagements &amp; Strategic Communications.</li> <li>Begin Strategic Community Sensitization and access.</li> <li>Complete equipment training and workforce orientation.</li> </ul>	PCNI Programme Delivery Unit												
<b>Deployment Activities/IDP Bio-Data Capture Exercises</b> <ul style="list-style-type: none"> <li>Determine locations &amp; execute exercise for the 6 States simultaneously.</li> <li>Deploy monitoring and evaluation and logistics support.</li> <li>Register/verify beneficiaries and strategic communications.</li> <li>Decentralized distribution of National Identity Numbers.</li> <li>Daily debriefing by Data Capture teams.</li> <li>Media and publicity coverage of exercises.</li> <li>Continued Data Capture of IDPs in Resettlements.</li> <li>Management and updating of the database.</li> </ul>	ICT Project Partner/Technical Delivery Partners												
<b>Post-Deployment Activities</b> <ul style="list-style-type: none"> <li>Filing of Beneficiary Questionnaire by a minimum of 50 Heads of Households in each IDP community.</li> <li>Collation of data collected, including baselines, indicators and on-going incidents.</li> <li>Completion and collation of the Database.</li> <li>Collation of Feedback Reports from all partners and verification of reports and data.</li> <li>Technical Team review of all exercises for identification and documentation of gaps and challenges.</li> <li>Impact analysis and post registration survey analysis.</li> </ul>	All Partners												

## Initiative Summary (IDP Bio- Data Capture and Online Registration Programme)



### **PARTNERS /HCT**

- PCNI Technical Delivery Unit (PDU)
- ONSA & Other Security Agencies
- National Emergency Management Agency (NEMA)
- The Humanitarian Country Team & Other International Delivery Partners
- ICT Project Partner
- The Individual State Governments



### **PROJECTS**

- Procurement of data collation, storage, access and maintenance equipment
- Test run software pack, hardware and equipment to be deployed
- Procurement of National Identity Numbers and Master Card.
- Management and updating of the database.

### **DURATION**

12 months.



### **PROJECTED IMPACT**

- Immediate receipt of a National Identity to promote social alliance and reorientation and reassurance
- Improved targeting, reach and success of interventions.
- Better planning, protection and cohesive deployment of local and international intervention programmes.
- Automatic access to long term assistance and support
- A statistical demographic data base that available to all aspects of governance and planning in the general scope of operations.



### **PRIORITY**

High priority



### **TOTAL BUDGET**

₦385,000,000

**SUMMARY BUDGET FOR IDP BIO-DATA CAPTURE - ONLINE REGISTRATION PROGRAMME**

S/N	DELIVERIES	NO OF BENEFICIARIES	NO. OF DELIVERIES	TOTAL COSTS (₦)
	Processes & Logistics Deployment to the States	2,300,000	6	102,554,500
	Process Specification, Technical ICT Deployment	2,300,000	6	103,500,000
	Bio-Data Collection across the 6 States, ICT Hardware, Software	2,300,000	6	4,739,000
	Internet, WIFI, GPS and GPRS and 1 day training in all locations	2,300,000	6	9,701,000
	Procurement and launch of a Central Server, the IDP Database Website and storage of the IDP database system.	2,300,000	6	10,000,000
	NEMA/SEMAs Monitoring and Evaluation in the 6 States	2,300,000	6	9,000,000
<b>TOTAL FOR IDP BIO-DATA CAPTURE AND ONLINE REGISTRATION</b>		<b>2,300,000</b>	<b>6 - 1 year</b>	<b>350,000,000</b>
<b>ESTIMATED ADMINISTRATIVE COSTS</b>				<b>35,000,000</b>
<b>GRAND TOTAL FOR IDP BIO-DATA CAPTURE AND ONLINE REGISTRATION</b>				<b>385,000,000</b>

## **The Targeted Protection to Vulnerable Groups (1-12 months)**

### **Programme Description:**

Prior to the Boko Haram-related violence, the rights of women and girls were grossly undermined owing to socio-cultural and religious beliefs which formed the basis of gender based discrimination in the region. This manifested in a sharp inequality between women and men with particular reference to social needs, education, right to dignity, right to acquisition of land and property, etc.

The armed conflict has exacerbated the plight of women recording marked, systematic use of violence against women and girls. One survey shows that 30% of women in the six States of the North East Region report having experienced violence. The UN SRSG on Sexual Violence described Boko Haram armed group as “waging war on women’s physical, sexual and reproductive autonomy and rights” by repeatedly raping their female captors and treating them as vessels for producing children fighters. In this the Boko Haram context, sexual violence has not been merely incidental, but integral to the terrorist strategy of domination and self-perpetuation. The results have been women and girls being forced into marriages or being sex slaves, denied the rights to education or to self-determination. The insurgency has also recorded alarming proportions of women dying prematurely from sexual abuse with the transmission of sexual diseases such as HIV/STD and even as directly conscripted suicide bombers. In many parts of the region, women also suffer other impacts of the violence, being forced in large numbers to cater for their families upon the death or loss of their husbands in women-headed and/or child-headed households. An assessment report by the National Emergency Management Agency (NEMA) revealed that the 52% of IDPs are women and girls who bear the direct responsibility to care for the children. Their plight remains precarious in a social context that already denies them of any hopes and aspiration for a better life. Addressing the situation requires the mainstreaming of the rights of women and girls in whatever policy and intervention that is designed for the North East.



Picture Source: UNICEF Online

On the other end of the spectrum, the crisis has also confronted men and boys with an alarming range of gender based threats, including aggravated violence; abduction and forceful recruitment by Boko Haram, forced recruitment by security forces, vigilante groups and detention on suspicion of Boko Haram sympathies. They too remain frequent targets from both

sides, being specifically selected for killing due to the belief that they are allied with the different parties involved in the conflict.

This programme is thus designed to run simultaneously with the Immediate Comprehensive Relief Distribution Programme to provide a broad spectrum of specifically targeted special services that will deploy additional relief to the specifically and severely affected vulnerable groups among the populace.

**Key Programme Components:**

- **The Targeted Cash Transfer Program:** An integrated inter-agency and multi-sectorial response to Special Needs Cases with targeted cash transfers as a support mechanism to these vulnerable groups.
- **The Psychosocial Care and Trauma Rehabilitation Support Program:** comprehensive programming to immediately target GBV victims and trauma cases with psychosocial and trauma counseling and deployment of psychosocial/trauma counseling capacity building.
- **The Victims of Violence Support Network:** facilitating a protective, preventive rehabilitation and support network created and embed within each affected population to ensure cultural tines like stigmatization and ostracisation of victims are counter-narrated.

Beneficiaries of these Targeted Support Programmes are already being identified and verified through the Displacement Tracking Matrixes and IDP profiling activities of all Delivery Partners across all six States of the region, have assisted in identifying the following target groups as the most vulnerable amongst the affected population of IDPs:

- Victims of GBV (which includes sexual violence and survivors of physical trauma).
- Widows and Female Heads of Household.
- Vulnerable Children (which includes unaccompanied children and malnourished children).
- Elderly persons.
- Disabled Persons/Persons Living with a serious medical condition.

The United Nations Human Rights Commission, in conjunction with other protection partners in the North East have provided the required statistics and demographics as verified by assessments targeting the identified vulnerable groups amongst the overall affected population. According to the UN-HRC North East Nigeria Protection Monitoring Annual Report (December 2015):

- 5.34% of the affected populations are at risk of GBV (sexual violence and/or violent trauma) and 19.82% have witnessed killing.
- 53% of the overall affected populations are women, 30% of women in the North East have witnessed GBV and 18.27% are actual survivors of sexual violence.
- 17% of the overall affected female population is widows and female heads of household.
- 29% (15% female and 14 % male) of the displaced population are adolescent and youth

(aged between 6 and 17) 55% of this subset are Vulnerable Children:

- ✓ 71.32% of the Vulnerable Children Groups are Unaccompanied and Separated Children.
- ✓ 30% of the Vulnerable Children Group are Orphans.
- ✓ 6.9% are Child Headed Households.
- ✓ 1.1 Million People have been estimated malnourished, 81% of them are children under five years old [UN-OCHA 2016].

- 2.72% of the overall affected population are Elderly.
- 2.62% of the overall affected population are Disabled/Living with a serious medical condition.

Through this baseline, a projected total of 1,393,901 of the target Vulnerable Groups within the IDP Population will be targeted as beneficiaries of this programme across the entire 6 States.

- 121,167 Persons requiring treatment/counseling for GBV.
- 733,753 Vulnerable Children.
- 414,490 Widows and Female Heads of Household.
- 125,129 Elderly Persons.
- 120,529 Disabled Persons.

Individual beneficiaries within these groups will be identified, registered and verified to benefit from this scheme in accordance with defined pre-qualification criteria for beneficiary selection and disbursement process adopted by the PCNI and its Delivery Partners for this programme. (See Appendix 4)

**Table 9: Target Vulnerable Group Statistics by State**

STATES	Total IDP Population	Total IDP Households (@ 7 Persons)	Total Target Beneficiary Households	% of IDP Households to Benefit				
					MALNOURISHED CHILDREN ORPHANS/ UNACCOMPANIED MINORS (% OF TOTAL IDP CHILD POPULATION)	WIDOWS/ FEMALE HEADED HOUSEHOLDS (% OF TOTAL FEMALE IDP POPULATION) Estimated	ELDERLY (% OF TOTAL IDP POPULATION)	LIVING WITH SERIOUS MEDICAL CONDITION/ DISABLED(% OF TOTAL IDP POPULATION)
Adamawa	1,743,296	249,043	6,673	2.68%	20%	17%	21%	14%
Borno	151,573	21,654	10,582	48.87%	34%	17%	28%	35%
Yobe	159,486	227,84	10,460	45.87%	28%	17%	37%	32%
Bauchi	74,703	10,672	2,934	27.47%	5%	17%	5%	5%
Gombe	29,981	4,283	2,823	64.91%	5%	17%	4%	6%
Taraba	52,099	7,443	3,412	45.84%	8%	17%	6%	8%
<b>TOTAL</b>	<b>2,054,355</b>	<b>293,406</b>	<b>36,884</b>					

**Table 10: Total Beneficiaries Targeted (Projected)**

	VULNERABLE GROUP SUB-SET	Total IDP Population	% of Vulnerable Group Subset in IDP Population	Total Target Group Population Projected to Benefit
	MALNOURISHED CHILDREN/ORPHANS/ UNACCOMPANIED MINORS	4,600,330	15.95%	733,753
	WIDOWS/ FEMALE HEADED HOUSEHOLDS	4,600,330	9.0%	414,490
	ELDERLY	4,600,330	2.72%	125,129
	LIVING WITH SERIOUS MEDICAL CONDITIONS/DISABILITY	4,600,330	2.62%	120,529
	TOTALS	4,600,330	30%	1,393,901

### **The Targeted Cash Transfer Scheme:**

#### **Programme Description:**

This component is designed to address the special needs of the most vulnerable groups within the affected populations all IDP Populations across the North East by providing targeted reliefs and social protection to those groups. The programme will provide extra assistance to persons who meet specific criteria that qualify them for special, additional, consideration, as the most vulnerable or exposed groups. The target Vulnerable Groups as identified above, include widows, female heads of households, malnourished children under 5 years, unaccompanied minors under external care, disabled persons/persons living with extreme medical conditions and the elderly. This component will be organized to provide funds in monthly payments of 5 Thousand Naira for an entire duration of 6 months to persons who meet these specific criteria.

The Targeted Cash Transfers will be executed under the same framework and systems adopted for the Unconditional Cash Transfer component of the Immediate Comprehensive Relief Programme. The key advantage to be pursued under this component's implementation framework is the creation of a database for the identification and support provision to individuals within the target vulnerable groups by registration and record keeping of all beneficiaries. The data accumulated from this exercise will serve as a launch pad for implementing other intervention components of all North East Intervention participants.

#### **Projected Programme Outcomes:**

- To provide a framework of guidance for intervention by local and international Government and non-Governmental partners as well as build a compelling case for local, State, national and global support for the region.
- To define and establish through active collaborations, the successful coordination of vendors and partnering agencies in the disbursement cash transfers scheduled under the emergency relief programme.
- To ensure at least 98% of targeted beneficiaries receive the cash transfers.

#### **Specific Objectives:**

- To stabilise the most vulnerable IDPs, provide additional assistance to the more acutely disadvantaged groups and thus enhance their lives.
- To empower the lowest strata of community members and balance out their deficiencies against the general population.
- To address special needs through welfare.
- To encourage the sustained support of the targeted beneficiaries by individual State Governments.

#### **Programme Priority**

The priority for this programme is very high.

#### **Programme Estimated Cost**

Estimated Costs for the Targeted Support to Vulnerable Groups is currently estimated at 2.78 Billion Naira. Administrative cost is estimated at 10% of the programme cost.

**Programme Development and Delivery Guidelines (Targeted Cash Transfers)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7					
<b>Targeted Cash Transfer Programme</b>													
Finalise data on scale of disaster and estimate sustainable subsistent cash requirements per household	PCNI Partners												
Determine requirements (including infrastructure) for disbursement of funds	UNOCHA, Financial Delivery Partners												
Define Criteria for disabled /widows: time frame for widows and types of disability/ Malnourished children guardianships/other qualifications	NSRP, Nigerian Red Cross/Local NGOs												
Partner with local NGOs to document and validate specific beneficiaries.	NSRP, NEMA Nigerian Red Cross/Local NGOs												
Assign Unique Identification Numbers (UIM) to validated beneficiaries	PCNI Technical Unit, Local Governments, Community Leaders, Local NGOs.												
Identify Disbursement Partners and Financial Organisations /Private Companies/NGOs with capacity and infrastructure for cash transfer initiative	PCNI/STATES												
Provide for Funding for Initiative to prime Disbursement Partners	FG/STATES/DONORS												
Conduct stakeholder engagements with key stakeholders to ensure buy-in for initiative and targeting model	All Partners												
Dispense Cash to IDPs and Households	Prime Disbursement Partners												
Impact Assessment Deployments, Reviews /M& Evaluation.	PCNI/M&E Partners												

## Initiative Summary (Targeted Cash Transfer)



### **PARTNERS /HCT**

- USAID
- Venture Garden Group
- Guaranty Trust Bank
- Heritage Bank
- Eco bank
- Oxfam
- Dangote Foundation
- World Food Programme (WFP)
- UNOCHA
- UNFAO



### **PROJECTS**

- Monthly Conditional Cash Disbursement to all Beneficiaries, (1-6 months)

### **DURATION**

12 months.



### **PROJECTED IMPACT**

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most affected and traumatised.
- Encouragement of a return to normal social behaviour.
- Address of disturbing/disruptive social behaviour
- Peace and stability at community levels.



### **PRIORITY**

High priority



### **TOTAL BUDGET**

₦19.5 Billion

## **Psychosocial Trauma Counseling and Rehabilitation Support**

### **Program Description:**

There are great variations in the extent, scale, type and population impact of conflict-related violence. Mental health and psychosocial supports are essential components of the comprehensive package of care and aim to protect or promote psychosocial well-being and/or prevent or treat mental disorders among survivors of violence. [WHO RHR HRP12.8].

The RPBA 2016 North East Reports indicates exposure to the shocking effects of violence in the conflict-affected areas is widespread in the North East. The UNHCR Protection Monitoring Report (Dec 2015) notes that of 17,534 IDPs vulnerable households surveyed (both in camps and host communities) 3,476 had witnessed killing/violence to others. Some adolescent girls have reportedly engaged in survival sex to meet their basic needs. Women/girls abducted by Boko Haram (at least 2,000) are often raped, forced into marriage/labour/religious conversion, physical/sexual/emotional abused, exposed to sexually transmitted infections and are often pregnant when escaping captivity.

Such widespread trauma, especially when left unaddressed, can have serious impacts on health, wellbeing, employability, and the emergence of new patterns of violence, including domestic violence, as well as sexual and gender-based violence (SGBV), long after the current period of violent conflict has ended.

Currently the RPBA reports that the response to trauma is fragmented and limited. There are only three mental health facilities in the region and no referral mechanism to link the affected population to these facilities. A few initiatives are currently underway among professionals, civil society and Government to develop a framework and standards for trauma provision, yet these remain limited vis-a-vis the needs of the population.

This program is thus designed to target the following response priorities:

- Increasing access to psychosocial support and trauma counseling for survivors, including gender/culturally appropriate community psychosocial support, medical care referral systems for survivors of GBV;
- Providing safe spaces for women/girls in the conflict affected States and increasing awareness on the prevention of GBV including sexual exploitation and abuse (SEA);
- Generating and maintaining updated comprehensive data on SGBV needed for improved evidence based interventions through the establishment of Gender Based Violence Information Management Systems (GBVIMS) and a psychosocial counseling support network in priority affected communities.

### **Key Program Components**

- The Psychosocial Trauma Counseling and Rehabilitation Support Programme initial response activities will focus on profiling, verifying and registering beneficiaries within the subset identified (a total of 121,167 Victims of Gender Based Violence and 67955 Victims of Trauma) in prioritized IDP camps, host communities, and vulnerable people stranded in inaccessible areas. The humanitarian sub-sector of this program will implement first priority level psychosocial and trauma counseling sessions at such target locations by leveraging the Rapid Essential Health Deployment Programme which deploys Mobile Medical Units and professional medical capacity on a rotation basis to all the locations

identified through a collaborative partnership with relevant stakeholders at national, state and local community levels through the Primary Health Care Centers.

- The targeted psycho-social support programs will also build/strengthen existing resources in those areas by introducing helpful practices, support programs and a network of psychosocial support experts that will promote human rights and protect the vulnerable target groups from more violations of their constituted human rights.
- This delivery framework will also target frequent monitoring, supportive supervision and evaluating of progress made by profiled, registered and supported beneficiaries in rehabilitation and by encouraging the active participation of the affected populations in all the rehabilitative processes.
- The psychosocial support and trauma counseling capacities deployed through this system will also focus on collecting, analyzing and availing GBV data for informed decision making to advocate for the review and operationalization of national standard operating procedures for GBV response.



### Established Implementation Parameters

- In comprehensively addressing the needs for psychosocial support, the PCNI has identified two levels of needs:
  - ✓ **Gender Specific Vulnerabilities:** Sexual and gender based violence (SGBV) which appears to have increased among IDPs. Surveys and evidence from humanitarian agencies suggest that sexual abuse of women and children, not only perpetrated by Boko Haram, is an important, yet largely unregistered problem, magnified by the vulnerability of displacement, economic desperation and the breakdown of normal social protection mechanisms. This is especially the case within IDP camps where men and women are segregated, and where law enforcement is absent. Social stigma and lack of responsiveness by law enforcement bodies ensure that few women or children report such abuse. More broadly, vulnerability along gender lines is also visible when looking into IDPs income situation before and after displacement.
  - ✓ **Target Vulnerable Groups:** specific groups within the entire population who by their categories are much more susceptible to trauma, victimization and neglect and as such as present a higher need for psychosocial support. Interventions targeting psycho-social support to victims of violence in the North East must be conducted in accordance with existing humanitarian guidance and standards. Also all interventions and supports should be based on participatory principles and implemented together with communities.

- To comprehensively address these needs, the Federal Government will ensure psychosocial care/rehabilitation services are immediately provided to the affected population via a two-step process:
  - ✓ First the provision of readily available psychosocial services in all PHC Facilities in the priority areas, by rapidly training available PHC Workers to target, profile and register victims who require trauma counseling. Also the PHC workers will be trained on counseling care services and introduced to the referrals pathways for people in need of more expert mental care. PHC workers include Community Health Extension Workers who will also be trained to provide first contact trauma counseling and mental health education in their routine outreach visits with the affected communities. This will encourage acceptance of mental/psychological health care and will also assist in identifying more serious mental/psychological cases for referral to more specialised care.
  - ✓ Second, to ensure availability of adequate secondary referral facilities for psychosocial/mental health service provision, the FG will strengthen the capacities of the existing Federal Neuropsychiatry hospitals in the affected States to provide specialised expert care to referred cases. These facilities would be dedicated to serve as holding bays, rehabilitation centers as well as the referral points from PHCs. The consideration here is to ensure the opportunity for comprehensive psychological repair of the mind and spirit of traumatised members of the community as well as identified vulnerable groups directly affected by the insurgency/violence. The facilities will also serve as the physical meeting point for long term counseling sessions coordinated by support networks designed for this purpose.
- As mental health care is one of the components of primary health care, it is necessary to include the States' Primary Health Care Boards from the inception of any intended programs and educate the management to understand the concept and content of the interventions and their roles as the first contact point as well as the roles of the service providers deployed to support and train PHC Workers.
- The two outlined programs will ensure delivery of psychosocial and mental services with within the sociocultural contexts with simultaneous development of national systems. National policies structured towards standardising/legitimising the practice of psychological care services will also provide a way to assess the qualifications of the service provider. This will also ensure that health care organisations include psychosocial component in their interventions in addition to other constituents of health care. The guidelines of the United Nations Human Rights Commission will be observed and adhered to in implementing all programs developed to provide this critical support.

### **Program Objective**

- Mental rehabilitation of victims.
- Physical rehabilitation of victims.
- Emotional rehabilitation of victims.
- Opportunity for profiling for security purposes.

**Projected Programme Outcomes**

- It is expected that this program, designed to administer a psychological support system that engenders social cohesion will provide comprehensive repair of the fabric of normal social behavior ripped apart by the violence in the region and help in the overall physical and mental rehabilitation of victims.

**Programme Priority**

- High priority

**Estimated Initiative Cost:**

The needs assessments, facility set up and maintenance cost, training and community sensitisation campaigns are currently estimated at about 14 Billion Naira, inclusive of a 10% administrative cost.



**Programme Development and Delivery Steps (Psychosocial Trauma Counseling and Rehabilitation Support)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)														
		1	2	3	4	5	6	7	8	9	10	11	12			
<b>Psychosocial Trauma Counseling and Rehabilitation Support Programme</b>																
Selection of health workers/NGOs/CBOs for psycho-social support training	PCNI/FMOH/NPHCDA/NMCN/CHRPB/National Association of Psychologists/ Psychiatrists, Federal Neuro-psychiatry hospitals/Relevant NGOs															
Health workers/NGOs/CBOs Training Commences	PCNI/FMOH/NPHCDA/NMCN/CHRPB/National Association of Psychologists/ Psychiatrists, Federal Neuro-psychiatry hospitals/Relevant NGOs															
Solicit and Facilitate Partnerships for the Trauma Counseling and Rehabilitation Network	PCNI/FMOH/SMOH/SPHCDBs/Community leaders															
Stakeholder engagements for soliciting available peer to peer support	PCNI/ National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/ NMCN/ HRPB/ National Association of Nurses															
Registration of victims needing psychological support/ matching them to a support network	PCNI/National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/NMCN/CHRPB/ National Association of Nurses and Midwives/Community Leaders															
Programme Commences	ALL Partners															
Conduct interactive needs-assessment and psycho-educative sessions with relevant stakeholders.	PCNI/Community leaders/FMOH/NPHCDA/SPHCDA/SMOH/ State Govts															
Identify competent group of trained counselors for public awareness & sensitization campaigns using most relevant strategic communication in the communities e.g. radio	PCNI/FMOH/SPHCDA/National Association of Psychologists/Psychiatrists, relevant media agencies															
Begin collaboration with core group of professional clinicians for long term clinical supervision, design and advice	PCNI/FMOH/NPHCDA/National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/Relevant NGOs															
Continuous Training of counselors to identify people in need of counseling, step down and train in 'train-the-trainer' method adapted	PCNI/FMOH/NPHCDA/National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/Relevant NGOs															
Set up center based rehabilitation services and provide counseling services in such organizations.	PCNI/FMOH/SMOH/NPHCDA/SPHCDBs/ National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/NMCN/CHRPB/National Association of Nurses and Midwives															
Integrate trained counselors into primary health care centers (long term reform) to curtail resistance to change	PCNI/FMOH/SMOH/NPHCDA/SPHCDBs/ National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/NMCN/CHRPB/National Association of Nurses and Midwives															
Facilitate the creation of national policies regarding psychosocial care to give legitimacy to psychosocial programmes by standardizing training for psychosocial counselors.	FMOH/NPHCDA/Women Affairs/ National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals															

## Initiative Summary (Psychosocial Trauma Counseling and Rehabilitation Support Programme)



### **PARTNERS**

- Community and Traditional leaders
- FMOH
- NPHCDA
- SMOH
- SPHCDBs
- Federal Neuropsychiatry Hospitals in the North East
- National Association of Psychiatrists
- National Association of Psychologists
- Relevant NGOs
- Radio networks of Nigeria (VON, BBC Hausa)
- Federal Ministry of Women Affairs



### **PROJECTS**

- Conduct interactive needs-assessment
- Public Health Awareness Campaign
- Training program for health workers/counsellors
- Upgrade Federal Neuropsychiatry Hospital to include Rehabilitation Facility

### **DURATION**

24 months.



### **PROJECTED IMPACT**

It is expected that this program, designed to administer a psychological/trauma support system that engenders social cohesion will provide comprehensive repair of the fabric of normal social behaviour ripped apart by the violence in the region and help in the overall physical and mental rehabilitation of victims.



### **PRIORITY**

High priority



### **TOTAL BUDGET**

₦ 14,000,000,000

## **Victims Rehabilitation and Support Network**

### **Programme Description:**

This will be for victims' shared. It will provide a communication and sensitisation platform to give trauma cases the opportunity and physical support of meeting other victims and survivors to share the process of rehabilitation so they can derive strength from their common experience, love and solidarity. The physical component to be located in each of the state as a support infrastructure for victims of violent extremism and the Boko Haram war (this physical component shall be located inside the Victim of Violence Rehabilitation Centre). Experts in psychological rehabilitation of victims will be solicited and invited to engage survivors in this network and to contribute constructive rehabilitation processes to their treatment.

### **Programme Objective**

- Mental rehabilitation of victims.
- Emotional rehabilitation of victims.
- Opportunity to overcome societal prejudice and discrimination.

### **Projected Programme Outcomes**

- It is expected that this program will help in the healing process towards fostering a community where pains and agonies of the past do not become hindrance to development or stimulant for future programs.

### **Programme Priority**

- High priority

### **Estimated Initiative Costs**

This program is currently estimated to 300 Million Naira. An additional 10% to cover administrative expenses is estimated at 300 Thousand Naira. This brings the programme total to 330 Million Naira.



Source: un.org



**Programme Development and Delivery Guidelines (Victim Rehabilitation and Support Network)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Victim Rehabilitation & Support Network													
Sensitization of availability of peer to peer support	PCNI/ National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/ NMCN/ HRPB/ National Association of Nurses/												
Registration of victims needing psychological support/ matching them to a support network	PCNI/National Association of Psychologists/Psychiatrists, Federal Neuro-psychiatry hospitals/NMCN/CHRPB/ National Association of Nurses and Midwives/Community Leaders												
Implement a Public Health Awareness Campaign	All Partners												
Implement a school based psychosocial care intervention to address children's' needs by training school teachers in identifying and referring children with severe mental health care needs and providing psychological 'first aid' (Jordans and Sharma, 2004).	FMOH/SMOH/UBE/NPHCDA/ National Association of Teachers												
Programme Commences	ALL Partners												

## Initiative Summary (Victims Rehabilitation and Support Network)



### PARTNERS

- Community and Traditional leaders
- FMOH
- NPHCDA
- SMOH
- SPHCDBs
- Federal Neuropsychiatry Hospitals
- National Association of Psychiatrists
- National Association of Psychologists
- relevant NGOs
- Radio networks of Nigeria (VON, BBC Hausa)
- Women Affairs
- UBE
- National Association of Teachers



### PROJECTS

Victim Rehabilitation & Support Network

### DURATION

24 months.



### PROJECTED IMPACT

It is expected that this program will help in the healing process towards fostering a community where pains and agonies of the past do not become hindrance to development or stimulant for future programs.



### PRIORITY

High priority



### TOTAL BUDGET

₦ 330 Million

**SUMMARY BUDGET FOR TARGETED PROTECTION TO VULNERABLE GROUPS**

S/N	DELIVERIES	NO OF BENEFICIARIES/ UNIT AMOUNTS	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	<b>Targeted Financial Support</b>	414,490	6	8,206,902,000
	Widows/Female Heads of Household for 6 months at N3000 Naira per household.			
	Malnourished Children/Unaccompanied Minors at N2000 per household.	733,753	6	9,685,539,600
	Elderly at N2,000	125,129	6	825,851,400
	Disabled and medically challenged 1000 per household.	120,529	6	795,491,400
2.	<b>Targeted Psychosocial Support and Trauma</b>	TBD	2 Years	14,000,000,000
	Psychosocial Trauma Counseling and Rehabilitation Support Programme			
	Victims Rehabilitation and Support Network	TBD	2 Years	330,000,000
<b>TOTAL FOR TARGETED SUPPORT TO VULNERABLE GROUPS</b>		<b>1,393,901</b>	<b>6 months – 2 years</b>	<b>33,843,784,400</b>

### **The Rapid Essential Health Deployment (24 Months)**

#### **Programme Description:**

The current situation among IDP populations especially in Borno State and the limited capacity of the State Governments to ensure adequate provision of basic health services underscores the need for urgent action.

- Formal and informal reports indicate very poor access to health services across the BAY area States.
- Issues of inadequate access to basic health services pose significant health risks and result in increased vulnerability of IDPs to avoidable but ultimately life threatening outbreaks of communicable diseases such as typhoid, cholera, measles, malaria, diarrheal diseases, meningitis etc.
- Vulnerable groups in IDP populations (pregnant women, children and the elderly) are particularly at high risk. Reports of many outbreaks within the camps exist, with the most recent being a massive outbreak of measles and cholera among children in one of the camps in Borno State.
- Malnutrition is also a significant health problem affecting children and adults alike in the camps.

These reports indicate that IDPs have a wide range of immediate health needs. State Governments, NEMA as well as International Health Organizations and other volunteer organizations/Stakeholders have limited capacity to fulfill these needs. The Federal Government has a responsibility to urgently provide assistance towards fulfilling these health needs particularly of the vulnerable groups (women, children and the elderly) to reduce number of avoidable morbidities and mortalities.

The National Primary Health Care Development Agency (NPHCDA) has thus been involved in the supply of vaccines (measles vaccine to children in particular) to most of the IDP camps in the North East but also reports very limited reach caused by limited resources and limited personnel.

With over 2.3 Million IDPs reported in the region, waiting for hospitals to be rebuilt, re-equipped and stocked with supplies will not address the significant health challenges at hand. Also a very high prevalence of epidemic outbreak alerts has necessitated a quick intervention plan for rapid health access in all resettlement communities. Thus this plan will focus on the provision and delivery of:

- Rapid Deployment Mobile Medical Units to all Standard Resettlement Camps, Host Communities and Resettlement Communities on a rotation basis.
- Provision of essential drugs and medical consumables to IDPs in those Standard Resettlement Camps, selected PHCs serving host communities and potential Resettlement Communities.
- Mass vaccination (especially measles vaccines for children aged (6-59 months) in all areas covered by the Mobile Medical Units.
- Targeted distribution of Ready to use therapeutic feeds (RUTFs) for malnourished displaced children under-five (5).

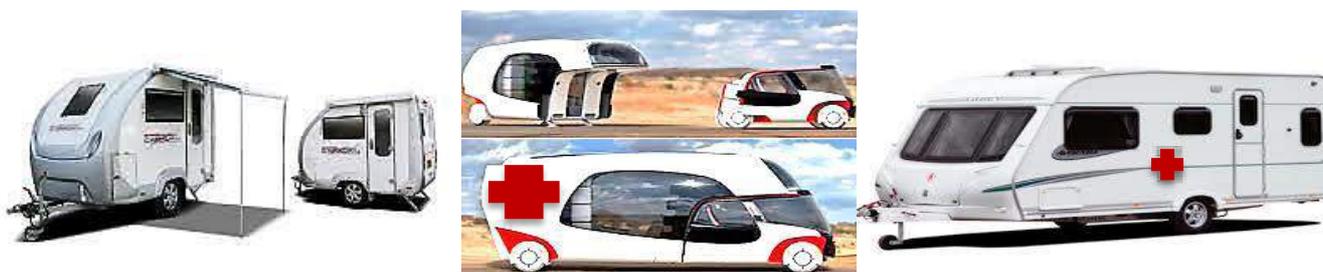
This initiative is designed to cater all persons in need of humanitarian assistance and/or

specific medical attention within the rural areas of the region. The Mobile Hospitals are scheduled to run field exercises that will eventually provide medical coverage of rural and even isolated communities in all six States.

### **Rapid Mobile Medical Units**

The PCNI is currently targeting the procurement and delivery of 12 compact mobile health units at 3 per State to the BAY States as a pilot deployment to target the gap between the acute needs created by the current crisis and the long-term health sector solutions. The major advantage of these mobile medical units is ease of procurement and deployment, ability to re-deploy across a large number of places and ability to access multiple remote areas.

- Each compact unit, a small camper caravan measuring about 15 feet length and breath for easy mobility and maneuverability will be equipped with dental, x-ray, pharmacy stations, a small private examining room and other mobile emergency and internal medicine equipment shall be accompanied by a 3 staff strength comprising one general practitioner, one midwife/nurse and one pharmacist. Retractable shade awnings will accompany each camper to allow patient pre-processing, registration, simple pre-examination, counseling and other routine medical processes outside the camper.
- Each unit will serve as the dispensary for essential drugs supplied to prevent epidemic outbreaks, for the administration of mass vaccination (especially measles vaccines for children aged (6-59 months) and the targeting and distribution of RTUTFs to malnourished children in each resettlement community for a period of one month, on a Rota basis.
- All units within each State (3 per State) will be placed on a Monthly Rota System with a mapped-out monthly service route and schedule to allow multiple resettled communities to be covered through field exercises. Entire active duration of this programme is 12 months.
- Deployment of the units shall be accompanied by Military/Security Escorts to ensure safety of movement, of the units and of the staff operating therefrom.
- Each Mobile Medical Camper will be stocked with all essential drugs, medical consumables and RUTFs from where they will be dispensed to IDPs and restocked on the monthly rota basis.



### **Essential Drugs**

Essential drugs have been defined by WHO as those that are indispensable and necessary to satisfy the health care needs of the majority of the population. Hence essential drugs are to be made consistently available and accessible to the IDPs. This will serve to curtail increased health care costs in outbreak response, mortalities and avoidable loss of lives.

There have been considerable efforts from the concerned States Governments, NEMA as well as International Health Organizations and other volunteer organizations in providing health services for people in these camps but there is limited capacity for these Stakeholders to ensure

constant adequate health service coverage across all the camps in the States.

The immediate procurement and deployment of essential drugs to IDPs will be targeted to identified IDP population strength and demographics and reports of most prevalent disease conditions within those populations.

However, camp data reports from Camp Facility Management officials, State Government officials and NEMA has been used to project estimates for drug quantification due to the urgent needs and time constraints.

### **Medical Consumables**

Medical consumables are non-durable medical supplies that are usually disposable in nature;

- cannot withstand repeated use for more than one individual;
- are primarily and customarily used to serve a medical or therapeutic purpose;
- are not pharmaceuticals and are generally not useful to a person outside treatment of illness or injury.

Medical consumables are an important incidental to health treatment and serve as a critical barrier and protection to both the patient and the healthcare giver.

A list of these items to be procured and delivered in quantities determined by the IDP data and information available before deployment is as below:

- |                                  |                              |
|----------------------------------|------------------------------|
| 1. Fluids/Irrigation             | 31. Wipes - Contenance       |
| 2. Sharps Containers             | 32. Bowel Care               |
| 3. Fluids                        | 33. Incontinence Accessories |
| 4. Needles and Syringes          | 34. Nutrition Products       |
| 5. Fluids / Irrigation Sets      | 35. Feed Containers          |
| 6. Gloves/Protective Items       | 36. Feeding Tubes            |
| 7. Latex Powder Free             | 37. Gastrostomy              |
| 8. Latex Powdered                | 38. Nutrition Sets           |
| 9. Non Latex Exam Gloves         | 39. Oral Supplements         |
| 10. Sterile Gloves               | 40. Nutrient Modules         |
| 11. Protective Items             |                              |
| 12. Incontinence Products        |                              |
| 13. Children's Nappies           |                              |
| 14. Adult Pull ups               |                              |
| 15. Adult Briefs                 |                              |
| 16. Pads                         |                              |
| 17. Fixation Pants               |                              |
| 18. Contenance Products Reusable |                              |
| 19. Underpads - Disposable       |                              |
| 20. Underpads - Reusable         |                              |
| 21. Uridomes                     |                              |
| 22. Uridome Strips               |                              |
| 23. Catheters - Indwelling       |                              |
| 24. Catheters - Intermittent     |                              |
| 25. Lubricants                   |                              |
| 26. Drainage Bags                |                              |
| 27. Latex Drainage Bags          |                              |
| 28. Night Drainage Bags          |                              |
| 29. Leg Bag Straps/holders       |                              |
| 30. Connectors and Accessories   |                              |

### **Ready to Use Therapeutic Foods (RUTFs)**

Reports indicate about 20% of the under-five children are malnourished (source: camp coordinators). With the challenges associated in determining malnutrition rates for children in the host communities, a similar %age (20%) can be safely extrapolated to assume malnutrition rate for these group of children and to adequately estimate quantities of RUTF to be supplied as health needs for both groups.

One of the major reasons for the high rate of malnutrition is the lack of access to nutritionally adequate foods for children. Special food packages for displaced children should be made available to overcome this situation. However, treatment of existing cases of malnutrition with RUTFs must commence in order to avoid resulting associated co-morbidities and mortalities. Malnutrition has been reported across all the camps and provision of Ready to Use Therapeutic Foods are the proven fastest way of overcoming this scourge for both children and vulnerable adults.

RUTFs are high energy, fat dense specially prepared and packaged foods suitable for treatment of severely malnourished children which ensures their rapid weight gain. This food should be soft or crushable, palatable and easy for children to eat without any preparation. The health concerns associated with mixing makes it inadvisable to supply the camps with RUTFs designed for water mix use before consumption. This conforms to the current WHO and UNICEF standard guidelines of providing RUTFs for children. Worthy of note is that the IDP camps have very poor access to safe drinking water. This underscores the critical need to ensure that dispensed RUTFs should specifically require no mixing but should be provided in ready to consume forms for children to avoid the very real risk of bacterial contamination, food poisoning and other health risks from use of unsafe water. Also, the camps have significant numbers of unaccompanied malnourished minors which necessitates the need to avoid providing them with RUTFs requiring preparation before consumption as these would require adult caregivers who are in this circumstance not available.

‘PlumpyNuts’ is a ready-to-use therapeutic spread produced by Nutriset (a French based company with factories in some African countries including Niger) and presented in individual sachets. It is a paste of groundnut composed of vegetable fat, peanut butter, skimmed milk powder, lactoserum, maltodextrin, sugar, mineral and vitamin complex. PlumpyNut is specifically designed to treat acute malnutrition without complications with the following characteristics:

- It is nutritionally equivalent to F-100 (therapeutic milk used for in-patient care of malnutrition), one sachet has an energy value of 500Kcal, one sachet has a weight of 92g and each carton contains 150 sachets (around 15.1kg).
- The quantity distributed to each child is easy to calculate, no preparation or cooking is necessary and it does not need to be diluted with water which eliminates the risk of bacterial contamination, has a fast recovery rate and high acceptability, can be stored at room temperature for long periods of time with a long shelf life of about 24 months (without refrigeration).
- A severely malnourished child can consume just a few bites of RUTF 5-7 times a day, and achieve sufficient nutrient intake for complete recovery.
- Localized, large scale production of RUTFs with local ingredients should be considered as a long term objective to reduce costs of catering for malnourished children in this crisis

situation. Local production utilizing locally grown peanuts, oil and sugar can be purchased and this in some way will support the local economy.

- Where locally produced RUTFs are to be procured, they must conform to the UNICEF/NAFDAC guidelines for production and consumption as well as initially Stated requirements for distribution and consumption.

The DTM 2016 reports that 56% of the total number of IDPs are children; this is approximately 691,765 children, out of which up to half 193,695 are under the age of five (5) years old, an estimated 20% of which are malnourished children. This presents an estimated 38,739 malnourished displaced children under five, who will receive a four-month regimen of the PlumpyNuts



**Projected Programme Outcomes:**

- Accessibility of on the spot primary healthcare services to the people in the most hard to reach communities and the smaller underserved communities.
- Attract knowledgeable, skilled and caring medical and other support staff to work in the units.
- Overall improved health status of the vulnerable population in the region.
- A consistent reliable schedule of comprehensive medical care through visits to the various communities.
- A minimum stop gap measure until the adequate health infrastructure is operational.
- A database of patients and ailments in the region is compiled over the period of operations.



Picture Sources: UNICEF, Empower54

**Specific Objectives:**

- To address priority health service needs amongst IDP with the provision of basic and urgent standard care services package to areas where health access is compromised due to the insurgency before the successful rehabilitation of the health facilities.
- To provide improved access and utilization of basic health care services by the displaced people in camps who would not otherwise have access to health care.
- To mitigate malnutrition concerns prevalent among children (especially unaccompanied minors) in IDP camps and overburdened host communities.
- To provide a tangible stop gap measure before implementation of the long term health programmes.
- To ensure supply and access of displaced victims of insurgency to free, good quality essential medicines and medical supplies.
- To ensure that these quality essential medicines and medical supplies are available in adequate supply to curtail avoidable epidemics and/or deaths that could arise as a result of lack of access to essential drugs.
- To ensure 100% programme reach to intended malnourished children specified in programme coverage.
- Reduction in number of cases of malnourished children under-fives.
- Increased knowledge and practice of best feeding practices for children under-five by care givers.

**Established Implementation Parameters**

- Quantification of drugs and the proposed essential drugs to be supplied was sourced from the Maternal and Child health component of the Subsidy Reinvestment and Empowerment Programme (SURE-P MCH), which supplied a targeted number of essential drugs and consumables to selected PHCs across the country on a quarterly basis. The SURE-P MCH supplies were estimated based on consumption pattern of PHCs serving rural populations. PHCs in the country provide basic health services to approximately 20,000 people in their catchment areas respectively and this was the unit/factor for quantification. Based on this approach, the quantification for the supplies for this programme provided to the camps is expected to last them about three (3) months.
- The drugs specifications and other consumables identified for procurement and supply have been sourced according both from the National standard list of essential drugs as well as the most common and pressing public health issues reported across all IDP camps in the region. Thus the procured drugs will be relevant to the pattern of endemic diseases prevalent in the camp clinics. Camp coordinators/stakeholders of the North East States confirm the health gaps and this drove the itemization of the supplies.
- Strict supervisory and security watch roles will be deployed to resettled communities benefiting from this programme along with the medical units to ensure adequate monitoring of use and to prevent pilfering/diversion.
- All drugs, consumables and RUTFs procured will be verified before distribution to ensure they comply with specified terms of reference such as NAFDAC registration numbers for all consumables, expiration dates of not less than 2 years from the year of purchase, etc. Procurement will be done in bulk quantity per State but distribution will be done per

population in the camps.

- The supply of the medical units, drugs and consumables through this programme is designed to target the specific urgencies and vulnerabilities of IDPs in this period before a proper establishment of Primary Health Care Centres in their reclaimed communities can take place.
- While the desire to return to their original homes is registered by almost all IDPs and the Federal as well as States Governments remain strongly committed to returning the entire region to normalcy, the current realities in the region and the dynamic issues factoring in on resettlement have led current planning for the region towards the immediate provision of standard formal health service platform through which comprehensive interventions can be safely and efficiently delivered to them. The deployment of these medical units, drugs, consumables and staff will therefore be integrated into the further interventions as circumstances in reclaimed communities unfold.
- Subsequent phases of Rapid Medical Health deployments will target Host Communities and reclaimed areas where IDPs still remain and will be carried out on a needs basis as determined through all on-going interventions and Health Needs Assessment Exercises.
- The HCT has been very active in addressing immediate needs and the 2016 HRP has a health component upon which this programme will leverage a basic integrated PHC outreach service for vulnerable, hard-to- reach communities. The HCT Health Work Group will be required to work with health authorities at the federal, State and Local Government levels to ensure that complementary health services are targeted to the IDPs through the Mobile Health Units where there are no PHCs.
- The framework developed through the HCT effort will also provide outreach teams – medical personnel to dispense treatment from the Mobile Health Camper Units.
- Functional referral networks will be established through which the Mobile Medical Camper Units can be used to move cases that require specialized care down the referral path.
- Personnel manning the Mobile Medical Camper Units will receive training through the HCT Health Work Group to serve as a disease early warning alert and response system, as well as to participate in or implement regular needs assessment and regular monitoring of health indicators in each resettled community
- Procured Units and bulk medical supplies will be stored in the State Central Medical Store and Store Receipt Vouchers filled, signed and countersigned by active members of the Health Working Groups, with copies returned to the PCNI.
- Exit strategy for the Units to be turn them over to the respective States after 6 months for standard Health Services and Treatment Packages in hard to reach communities.
- Every Mobile Medical Service Unit shall ensure a Minimum/Maximum Outreach based on the population of individuals in each targeted location as follows:
  - 500 = 2.5 hours (not more than 2 sites per day).
  - 1000 = half day, 9:30 to 13:30 (one site per day).
  - 2000 = 2 to 3 times a week (at least).

- 3000 or greater = 5 times a week (at least). \*This also depends on geographical terrain of the communities.
- Site Assessment of mapped out routes for the mobile units will be based on the proximity to the nearest hospital or PHC and established referral pathways, Security situation in the location and environs (presence of soldiers/rebels, mines), current security reports including prevalence of violent events (rape, beatings, robbery, gunshots).
- Services to be provided as standard treatment packages offered will include basic health services for minor common ailments, first aid using Triage with stabilization, general consultation, baby nutrition counseling, ANC/PNC services, EPI, ORS point, drugs dispenser, psychosocial counseling/referral, STD prevention and family planning, care for victims of GBV and other associated health issues reported by patients, hygiene and sanitation talks (e.g. safe potable water, use of soap and water for hand-washing etc.), care for terminal cases and referral to identified secondary and tertiary health facilities for complicated cases or cases requiring surgeries.
- Mobile health staff must coordinate with other health providers in nearby health facilities to ensure patients are linked to appropriate continuous care and services. Because Mobile Medical Units are even more limited than most other providers in the range of services they can offer, referral capacity is key to their ability to provide this coordination of care. Stable staffing and operating guidelines guiding the referral process will facilitate this coordination.

Implementation Activities will be assigned in a three layered monitoring structure:

1. **Verification of Supplies:**

At this level of procurement and delivery of the Medical Camper Units and bulk supplies by contractors and the States drug vendors.

The PCNI is to ensure a Health Committee receives and verifies the quantity, quality, and conditions of supplies as specified in the terms of reference in the procurement contract. This 1<sup>st</sup> level Health Committee will consist of:

- The PCNI Technical Health Delivery Team
- Representations from the States Commissioners of Health, States Ministry of Health
- NEMA/SEMAs
- The NRCS

2. **Distribution Plan:**

Distribution processes of the programme's deliverables to various IDP Populations from the State Central Medical Stores will be concluded in collaboration with the State Ministries, NEMA and Camp Coordinators. Unit, Staff and Consumables deployed will be recorded on a daily basis to ascertain distribution pattern to the camps and ensure supplies reach the end users in the camps. Work teams will work closely with the NRCS and other participant Stakeholders to monitor distribution of supplies to restrict diversion and pilfering.

3. **Consumption Pattern:**

It is imperative that the States provide consumption records of the drugs and consumables monthly to inform future buffer stock supplies before the IDPs are resettled. This best practice will also reduce wastage and diversion of the supplies. A consumption record

provided as part of the monitoring and evaluation framework as outlined below will ensure the highest efficiency and accountability records for this programme.

## Risk Analysis

**Table 11: Risk Analysis for Rapid Health Deployment**

Risk	Risk Mitigation
Insecurity	<b>Liaise with Military and State Governments to provide security cover during all programmes implementation.</b>
Poor patronage of programmes by displaced persons	<b>Effective pre-implementation of communications and advocacy.</b>
Unrealistic time lines/cost estimates	<b>Continuous review and update of budget and strict adherence to set time targets.</b>
Poor stakeholder buy-in/lack of commitment	<b>Ensure robust stakeholder engagements prior to programme implementation.</b>

### Programme Priority.

The priority for this programme is high.

### Programme Estimated Cost

- Each medical unit is estimated at 55 Million Naira; for 12 units, a total of 660 Million Naira.
- Medical Supplies regimen is estimated 300 Million Naira for 6 months' supply, twice for one year being 600 Million Naira per unit.
- Doctors' stipend is estimated at 350 Thousand Naira per month for per doctor for 12 months, at 2 doctors per unit.
- Pharmacist's stipend is estimated at 240 Thousand Naira per month for 12 months, at 1 Pharmacist per unit.
- Nurses' stipend is estimated at 60 Thousand Naira for 12 months, at 2 nurses per unit.
- Drivers' stipend is estimated at 40 Thousand Naira for 12 months, at 1 driver per unit.
- Capacity Building Training for Health Workers is estimated at 12 Million Naira for a one off session at each location.
- Logistics (transport, maintenance for 12 months is estimated at 2 Million Naira per unit.
- Essential Drugs and Consumables Distribution Programme for all formal camps in the BAY States is estimated at 35 Million Naira for a one off deployment.
- A four-month regimen of the PlumpyNuts RUTFs costs 120 US Dollars. A dollar conversation rate of 200 Naira to a Dollar brings the cost for a four month regimen per child to 24,000 Naira. For 38,739 children targeted malnourished children the total is 929,736,000 Naira.
- This brings the total Estimated Cost for this programme to an estimated 11.7 Billion Naira, with administrative cost estimated at 10% of the programme cost.

**Programme Development and Delivery Guidelines (Rapid Essential Health Deployment)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Rapid Essential Health Deployment</b>													
Initial assessment and collation of drugs and consumables requirement for supply to the disaggregated population numbers in the individual targeted camps and host communities.	All Partners												
Initial Health Stakeholders engagement to determine gaps and health needs by confirming most prevalent health problems/disease conditions reported from health personnel in each targeted location	PCNI/All Partners												
Recruitment State Ministries /HCT Personnel for awareness, sensitization and finalization of storage facilities and dispensation parameters.	PCNI/All Partners												
Completion of technical specifications for drugs, consumables and RUTFs by estimating unit costs and quantities to be supplied.	PCNI												
Complete estimation of RTUTFs requirement for the malnourished displaced children	PCNI												
Provide technical specifications for required drugs, medical consumables and RTUTFs in collaboration with UNICEF and NAFDAC.	All Partners												
Quantify drugs, other consumables and RUTFs to be procured for supply and calculate costs for supplies, input transportation and mark-up costs.	PCNI/States												
Specify Terms of Reference for suppliers/vendors.	PCNI/States												
Funds disbursement to suppliers/vendors through emergency procurement.	PCNI/ Delivery Partners												
Procurement of drugs/consumables and deployment to targeted location	PCNI												
Strategic communication to ensure public appropriately notified and aware of health intervention for access.	All Participants												
Supply of verified quantities of drugs & consumables as specified and distribution of drug consumption cards/store issue vouchers/dispensary inventories to monitor consumption of essential drugs, medical consumables & RUTFs.	PCNI/ M&E Partners												
Organize a 2 Day Training Workshop for health workers and personnel in core functions to:													
• identify, target and follow up malnourished children;													
• inform on the causes, identification and treatment of malnutrition;													
• identify oedema and wasting (use of MUAC tape)													
• dispense health and nutrition education													



## Initiative Summary (Rapid Essential Health Deployment)



### PARTNERS /HCT

- NEMA/SEMAs.
- The State Ministries of Health.
- The National Primary Health Care Development Agency.
- The HCT Working Group for Health.
- The Nigerian Red Cross Society (NRCS).
- All IDP Camp leaders at the onset and Camp Facilities Management upon Relocation of IDPs to Standardized Formal Camps.
- All IDP Camp Clinic Coordinators where they exist.
- University Teaching Hospitals, Community Primary Health Centres and Private hospitals.
- International NGOs & Donor Partners
- The Private Sector and Local NGOs.
- State and Local Government Authorities in all LGAs in the 6 States.
- Selected Community leaders Community members.
- Military personnel, Police and other security agencies.



### PROJECTS

- Rapid Deployment Mobile Medical Units to all Standard Resettlement Camps, Host Communities and Resettlement Communities on a rotation basis.
- Provision of essential drugs and medical consumables to IDPs in those Standard Resettlement Camps, selected PHCs serving host communities and potential Resettlement Communities.
- Mass vaccination (especially measles vaccines for children aged (6-59 months) in all areas covered by the Mobile Medical Units.
- Targeted distribution of Ready to use therapeutic feeds (RUTFs) for malnourished displaced children under-five (5).

### DURATION

12 months.



### PROJECTED IMPACT

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most urgent humanitarian needs in the region.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦11.7 Billion

**SUMMARY BUDGET FOR THE RAPID ESSENTIAL HEALTH DEPLOYMENT**

S/N	DELIVERIES	INITIAL COSTS (₦)	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	Rapid Mobile Medical Units	55,000,000	12	660,000,000
	Medical Supplies Regimen Per Unit	600,000,000	12	7,200,000,000
	Doctors Stipend Per Doctor	350,000	24x12	100,800,000
	Pharmacist's Stipend	240,000	12(x12)	34,560,000
	Nurses' Stipend	60,000	24(x12)	17,280,000
	Drivers' Stipend	40,000	12(x12)	5,760,000
	Training of PHC and Camp Health Workers	12,000,000	1	12,000,000
	Logistics & Maintenance per Unit	2,000,000	1(x12)	24,000,000
2.	Essential drugs and medical consumables. For IDP camps	35,000,000	1	35,000,000
3.	Mass vaccination (especially measles vaccines for children aged (6-59 months) in all areas covered by the Mobile Medical Units.	1,642,860,000	1	1,642,860,000
4	Plumpy Nuts RUTFs for malnourished displaced children under-five (5) @ \$120 per regimen, per child.	24,000	38,739	929,736,000
<b>TOTAL FOR RAPID ESSENTIAL HEALTH</b>		<b>10,638,778,640</b>		<b>11,728,195,600</b>

## **The Back to School Programme & Rapid Mobile Schools Deployment**

### **Programme Description**

By the end of 2014, Adamawa, Yobe and Borno States' Universal Basic Education authorities reported a total of 338 schools destroyed, at least 196 teachers and over 314 learners killed, and more than 276 learners abducted. It is estimated that out of the total displaced populations in the three BAY States (i.e. Borno, Adamawa & Yobe), 43% of male and 57% of female children between the ages of 1 and 5 and also 45% of male and 55% of female children between the ages of 6 and 17 (i.e. school going age children) were affected.

In total, 41,841 IDP children (ages 3-17 years) residing in IDP camps and approximately 370,325 children residing in host communities will require access to quality education upon return to their original communities. Training and provision of continuous professional development for primary and pre-primary teachers will be a crucial component to enhance the quality of education. Thus, the educational reintegration package for returning children will entail the following components:

The RPBA Report 2016 also indicates that there is a need to promote classroom learning during the time it takes to resettle displaced families. The final choice of locations for the deployment of each Mobile School unit will be made subject to the recommendations of the States and Local Governments with additional screening for safety by the Nigerian Military and Security Agencies.

To address this need the FGN has harmonized a comprehensive educational intervention programme that can be quickly implemented, leveraging on existing and already deployed capacities of its stakeholders in the area of education, to address the most urgent need of school aged children being out of school in the BAY area States for upwards of a year now.

The programme will provide 3 components:

- **Prefabricated Model Classrooms**
- **Student Transfer Programme**
- **Community Mobilisation for Education Programme.**
- **Teacher's Capacity Building Programme.**

The Programme aims to augment and promote educational activities in the BAY States to help re-establish learning as the first step towards restoration of formal schooling. The choice of deployment of model classrooms to IDP Camps is based on the assessments reports of the State Governments, National Emergency Management Agency (NEMA) and independent response teams currently active in IDP Camps, on high numbers of out of school children and young teenagers in the camps, who have had limited access to education due to shortages of school facilities in the IDP camps. [Source: RPBA - 2016]. The choice for deployment to host communities and Return Communities is in cognizance of the fact that reports have shown that many of the schools are overstretched in host communities due to the influx of IDPs.

### **Prefabricated Model**

The immediate reintegration of children in IDP families wherever they are is a critical aspect of social protection that must not be overlooked. [Source: RPBA - 2016]. To accomplish this is a model developed to provide prefabricated model class rooms to camps, host communities and resettlements across the North East was developed. The model units, which are equipped with

basic educational materials and furnishing will be procured and deployed with priority given to targeted IDP Camps, return LGAs and Host Communities across the BAY States where educational activities are being structured.

Each mobile unit is a 50 foot container that can efficiently serve as a classroom for 35 students. The classroom units are fully equipped with solar panels to provide electricity for lighting and fans, chairs and tables for the teacher and students, blackboard/whiteboard, a projector stand and a metal storage cabinet for educational materials. These units are prefabricated and assembled at each site on concrete slab bases. Assembly time for each unit is two (2) days.



### **Key Programme Components**

- The Model Prefabricated Schools deployment will be implemented in collaboration with the following critical stakeholders; States and Local Governments, the National Emergency Management Agency (NEMA), IDP Camp Community Leaders, the State Universal Basic Education Board (SUBEB), Universal Basic Education Commission (UBEC), the United Nations Children’s Fund (UNICEF), Local and International NGOs active in the region, Private Sector Supporters and all other interested parties.
- As part of the immediate intervention, the model prefabricated units procured, complete with the entire basic infrastructure required for learning such as chairs, desks, blackboards/whiteboards etc., will be augmented with education material such as textbooks, exercise books and stationery for students from the State responsibility agencies and UNICEF already engaged in the school in a bag programme.
- PCNI will solicit the procurement and supply of 20 prefabricated model units per State for each the three Bay States. This is meant to be a gap filling measure deployed and redeployed as schools are being built.

- The UNICEF Education Programmes already deployed to the region will be leveraged to meet the objectives of the Model Prefabricated School units. These include:
  - ✓ **The Enrolment Campaign:** This programme will serve to sensitize parents in IDP Camps on the importance of basic education to children and the society. The programme will be led by UNICEF in collaboration with the relevant stakeholders mentioned.
  - ✓ **The Schools in a Box Component:** UNICEF is currently implementing this programme in collaboration with SUBEBs to provide basic school materials to teachers and books for students in IDP Camps based on the relevant school curriculum. The “School in a Box” materials distributed through this programme are kept in the teaching premises for use during class sessions.
  - ✓ **The Schools in a Bag Programme:** This programme is currently being implemented by UNICEF in collaboration with SUBEBs to provide education materials to students in a school bag. The materials provided include; four basic text books, writing materials and other school items.
  - ✓ **The Teacher Training Programme:** This programme is currently being implemented by UNICEF in collaboration with SUBEBs and States Ministry of Education. This programme provides two types of basic training to available teachers: Psycho-Social Support (trauma) and Pedagogic Training (quality).
- The construction of each unit will be carried out with community’s members to ensure and promote a sense of ownership of the schools and for community inclusion in the process. 170 community youth members will be employed to erect the mobile classrooms. Each class room unit will also be redeployed to other IDP Camps and/or areas of need once normalcy returns and IDPs begin to return to their home communities, pending full reconstruction of schools damaged. More containers will also be deployed based on needs. Funding will be sourced from various partners in the private and public sectors. The management of the units in the long run will be handled by State and Local Government, in collaboration with SUBEBs.
- Five targeting criteria will be adopted for the determination of IDP Camps, return communities and host communities to which the mobile school units are deployed. They are:
  - ✓ **Number of School Age Children:** Locations with higher numbers of school age children will be given priority consideration.
  - ✓ **Organized schooling framework/Teachers:** Model School Units will be deployed to camps where organized schooling activities need to be supported or promoted.
  - ✓ **Accessibility:** Camps and host communities that have been classified as accessible and safe for the programme’s implementation and delivery partners.
  - ✓ **Acceptance of Programme:** The level of acceptance by the IDP Camp/host community leaders and parents will determine the deployment of the mobile schools.
  - ✓ **Host/Return Communities:** Communities that have high number of IDP residing in them or communities with the highest number of return IDPs.
- Under this component, teachers will be trained in active teaching learning methodologies,

necessary safety and security measures as well as counseling for affected students. 200 teachers per State will be trained over a period of 1 month, giving a total of 600 teachers trained in total per month for a period of 6 months.

- Students transferred to other colleges are provided with additional support classes to aid reintegration with the regular classes in the new schools. Principals and Counseling masters of the 43 selected FUCs have been sensitized on the transfer programme by SSI in collaboration with a psychosocial support team contracted by the programme to support these students.

### **Programme Objectives**

- Access to a model learning environment to 6% of enrolled students in targeted locations.
- Children under 17years will have academic performances enhanced in the North East.
- North East teachers' skills are enhanced.
- Improved overall productivity rate and better standards of living enhanced for the people of the North East.
- Better protection of school aged children out of school.
- Access to hearts and minds of this most vulnerable group traumatised by the crisis in the region.



[Picture Source: PINE, Karmod Nig. Ltd, Adamawa State Government - 2015]

### **Estimated Programme cost**

The estimated cost for the prefabricated classrooms programme is schools programme is 330 Million Naira. The Administrative cost is estimated at 10% of the programme cost. The cost for the student transfer programme is estimated at 495 Million Naira per year giving 990 Million for 2 years. Therefore the total cost of the programmes is 1.32 Billion Naira.

### **The Student Transfer Programme**

The student transfer programme aims to provide access to a safe environment for learning to children in areas where schools have closed due to safety concerns. It entails the transfer of school children from high security risk areas, to schools in safer parts of the country. This transfer program is focusing on Adamawa, Borno and Yobe States, which are the worst affected States. Psycho-Social Support will also be provided and it will involve guidance counseling and the provision of psychological support for school children and their families who have been traumatized by the attacks from insurgents. Under this programme, 2400 students (800 from each of the States) will be transferred to Federal Unity Colleges.

The programme is designed and currently being implemented by the Safe Schools Initiative (SSI). The SSI was established as a result of the Federal Government of Nigeria's (FGN) decision to complement its military efforts to improve security in North-East Nigeria, with targeted packages of development interventions. This entailed the combination of its (FGN) own resources and contributions from concerned members of the Private Sector and the International Community.

### **Key Programme Components**

- The Programme is in its second year of implementation. As of May 2016, 2278 students have been transferred and are actively participating/benefitting from the scholarship programme. This transfer process was facilitated and funded by SSI in collaboration with the Federal Ministry of Education (FME). Also, 45 students (part of the 800 slots from Borno) from the Chibok community in the IDP camp in Kuje have recently benefited from the scholarship programme.
- Principals and Counseling Masters of the 43 selected FUCs have been sensitized on the transfer programme by SSI in collaboration with a psychosocial support team contracted by the programme to support these students.
- A Monitoring and Evaluation exercise is conducted every term at selected schools to thoroughly assess how the students are faring and coping in their new schools.
- The positive impact of this component of the SSI programme cannot be overemphasized as most of the transferred students have quickly adapted and are excelling in their various academic endeavours.
- The PCNI value addition to this programme will involve greater and more efficient coordination and communication channels between all actors participating in the implementation of student transfer sessions
- PCNI will also enhance the attention, transition and special care of students transferred under to this programme by the provision of post transfer support, assessments and continuous care to all transfer students at their current locations.

### **Programme Objectives**

- Halting interruptions in the school calendar and educational programs
- Providing secured environments for school children, particularly, girls to learn.

### **Estimated Programme Costs**

- Student-transport between State Capitals and schools and parent is currently estimated at 75 Thousand Naira per student.
- Boarding fees, school supplies, uniforms, exam levies, etc. payable to the receiving schools per student is currently estimated at 70.9 Thousand Naira.
- This brings the total estimated cost per student to 150.9 Thousand Naira per student and an estimated 338.2 Thousand Naira for 2400 Students targeted in the pilot phase.
  - ✓ This budget is already being covered by the SSI and will be revised when scaling up and post transfer support is introduced by PCNI.

**Programme Development & Delivery Guidelines (Prefabricated Model Classrooms & Student Transfers)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
<b>Prefabricated Model Classrooms &amp; Student Transfer</b>													
Access, guidelines.	State/LGs												
Sensitization/Advocacy /direct labour participation.	Camp IDP Leaders												
Coordination of deployment activities/Monitoring.	NEMA/SEMAs												
Policy Guidelines/Monitoring.	State Min of Education												
Teachers deployment, Welfare, Manage School Programme, Reporting to all stakeholders	The Universal Basic Education Commission (UBEC)/ State Universal Basic Education Board (SUBEB)												
Provision of school materials, books, Teacher Training – psycho-social support , Pedagogic Training, Enrolment Campaigns.	UNICEF												
Sensitization Campaign Targeted Communities													
Identification of Participating IDP Camps, schools. And students	State Ministries of Education of Borno , Adamawa and Yobe												
Security Screening of Identified Camps/Areas													
Teachers Training (Psycho-social & Pedagogic)	UNICEF												
Site preparation													
State Ministries of Education of Borno, Adamawa and Yobe	M& E, identification of required educational materials and location targets, facilitation of supply to schools.												
Sensitization/Advocacy/Enrolment Campaign, Technical Support.	International and Local NGOs												
Monitoring/advocacy, source for funding, programme inauguration planning, visitations, etc.	PCNI												
Support funding, Programme Adoption for expansion, donations towards social amenities, etc. and provision of additional school materials required.	Private Sector/Donor Partners												
Strategic Communication and media publicity for general buy in and acceptance.	State Commission for Information												
Dismantlement and relocation of Units from cleared out or relocated camps.	PCNI, NEMA, States/UNICEF												

## Initiative Summary (Prefabricated Model Classrooms & Student Transfer)



### PARTNERS /HCT

- State & Local Government.
- NEMA/SEMA
- State Ministry of Education.
- The Universal Basic Education Commission (UBEC).
- The State University Basic Education Board (SUBEB).
- UNICEF.
- ONSA.
- Delivery Partners i.e. Contractors.
- IDP Community Members: parents, students and others
- School management officials.
- Local/International NGOs.
- Private Sector Supporters.



### PROJECTS

- Rapid Deployment of model prefab classroom units to all IDP Camps, Standard Resettlement Camps, Host Communities and Resettlement Communities.
- Provision of school materials to out of school children in IDP Camps, Standard Resettlement Camps, communities etc.
- Mass school enrolment and teacher recruitment.
- Deployment of State Teachers to Model Units.
- Dismantlement and relocation of units from relocated camps.
- Transfer of Students to Unity Colleges

### DURATION

24 months.



### PROJECTED IMPACT

- Better protection of out of school children in IDP families.
- Uninterrupted school time and return to formal education calendar.
- Gradual stabilization of the children and rehabilitation.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦1.32 Billion

### Community Mobilisation for Education

This will involve the engagement of community leaders, development of school security plans, carrying out enrolment drives to encourage more parents to send their children to school, and the establishment/ strengthening of school based management committees to support development of early warning systems and contingency planning for schools. 400 community members from each of the three States will be involved in this intervention, which will be run twice in the 6-month period.

### Programme Objectives

- Increased access to educational facilities.
- Improved safety of school locations
- Increased enrolment in schools

### Estimated Programme Cost

The cost for the community mobilization sessions held twice in each of the three States is 5.5 Million Naira. This is a total of 16.5 Million Naira, at about 10% administrative costs.



### Programme Development & Delivery Guidelines (The Community Mobilisation Programme)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>The Community Mobilization Programme</b>													
Identify implementation Partner	State/LGs												
Finalize programme design	Camp IDP Leaders												
Appointment M&E partners	NEMA/SEMAs												
Finalize programme launch date	State Min of Education												
Communicate to all Stakeholders	The Universal Basic Education Commission (UBEC)												
Programme Launch/Commencement	State Universal Basic Education Board (SUBEB)												
Develop Post-implementation Report	UNICEF												
Media & Publicity	PCNI												
Sensitization/Advocacy/Enrolment Campaign, Technical Support.	International and Local NGOs												
Monitoring/advocacy, source for funding, programme inauguration planning, visitations, etc.	PCNI												

## Initiative Summary (Community Sensitization for Education)



### PARTNERS /HCT

- State Government.
- National Teachers Institute -Design and facilitation of training sessions for the selected teachers.
- Federal Ministry of Education - Oversight of activities.
- State Ministries of Education or Borno, Adamawa and Yobe- provision of venues for the training, provision of logistics for participants.
- UNICEF - Monitoring and Evaluation.



### PROJECTS

- Mobilization of participants, facilitation of enrolment drives
- Development of school security plans
- Outreach activities and sensitization programmes.

### DURATION

12 months.



### PROJECTED IMPACT

- Better protection of out of school children in IDP families.
- Uninterrupted school time and return to formal education calendar.
- Gradual stabilization of the children and rehabilitation.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦18,150,000

## Capacity Building of Teachers

### Programme Description:

Under this component, teachers are to be targeted and trained in active teaching learning methodologies, necessary safety and security measures as well as counseling for affected students. 200 teachers per State will be trained over a period of 1 month, giving a total of 600 teachers trained in total per month for a period of 6 months.

### Programme Objectives

- To rapidly increase the coverage of students educational needs with qualified teaching
- To ensure the future of the young generation most impacted by the trauma and crisis with quality education.
- Improved quality of learning.
- To balance out the skewed ratio of teacher to children.

**Table 12: Student/Teacher Ratio Data - Borno**

CAMP NAME	AFFEC TED L.G.A's	ENROLMENT			TEACHERS HANDLNG THE LEANERS			Teacher/Student Ratio
		M	F	T	M	F	T	
Dalori	Bama	6117	5085	11,202	34	30	64	175.031
Gubio Rd. C amp	Kukawa, Mobbar,	1303	995	2,298	13	10	23	99.913
Teachers Village	Kukawa & Ngala	1731	1086	2,817	16	14	30	93.900
G.C.M C amp	Gwoza	1080	930	2,010	16	10	26	77.308
Arabic T.C C amp	Gwoza Marte & Askira/Uba	1330	1020	2,350	19	13	32	73.438
G.G.S.S Yerwa	Bama	2041	9	2,050	18	12	30	68.333
MOGCCOLLS C amp	Abadam, Mobbar	941	801	1,742	18	8	26	67.000
Bakassi C amp	Monguno, Nganzai,	903	704	1,607	15	9	24	66.958
Shehu Sanda K. II	Dikwa & Mafa	934	802	1,736	16	10	26	66.769
EYN Polo	Gwoza	581	434	1,015	11	8	18	56.389
GGCM C amp	Bama	2001	1062	3,063	32	25	57	53.737
W.T.C C amp	Bama	1980	1330	2,310	238	15	43	53.721
NYS C C amp	Bama, Damboa and Konduga	1202	906	2,108	24	19	43	49.023
EYN Wulari	Gwoza	689	740	1,429	19	12	31	46.097
Biu C amp		1039	901	1,940	14	6	60	32.333
<b>TOTAL</b>		<b>23872</b>	<b>16825</b>	<b>40,677</b>	<b>296</b>	<b>201</b>	<b>497</b>	

### Estimated Project

The projected cost of this programme is 200 Million Naira with estimated administrative costs at 10%.

**Programme Development & Delivery Guidelines (Capacity Building of Teachers)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Capacity Building of Teachers Programme</b>													
Mobilization of participants, facilitation of enrolment drives	Local Governments Community Leaders												
Development of school security plans	Technical Implementation Partners												
Monitoring and Evaluation, oversight.	State ministries of Education												
Policy Guidelines/Monitoring	State Universal Basic Education Commission (UBEC), Ministries of Education												
Deploy Teachers, Teacher Welfare, Manage School Programme, Reporting on activities to PINE and Min of Education	State Universal Basic Education Board (SUBEB)												
Teacher Training – psycho-social support and Pedagogic Training, Enrolment Campaign, Provision of School materials	UNICEF												
Sensitization/Advocacy/Enrolment Campaign, Technical Support.	International and Local NGOs												
Monitoring/advocacy, source for funding, Courtesy visits, etc.	PCNI/ Monitoring Partners												
Adopt programme, Provide additional school materials	Private Sector/Donor Partners -												
Communication Strategy	State Commission for Information -												
mobilization of participants, facilitation of enrolment drives	Local Governments												
Development of Teachers orientation in school security plans	Technical Partner												
Monitoring and Evaluation, oversight	State ministries of Education Community Leaders												

## Initiative Summary (Capacity Building of Teachers)



### PARTNERS /HCT

- National Teachers Institute -Design and facilitation of training sessions for the selected teachers.
- Federal Ministry of Education – Oversight of activities.
- State Ministries of Education or Borno, Adamawa and Yobe- provision of venues for the training, provision of logistics for participants.
- UNICEF – Monitoring and Evaluation.



### PROJECTS

- Mobilization of participants, facilitation of enrolment drives
- Development of school security plans
- Outreach activities and sensitization programmes.

### DURATION

12 months.



### PROJECTED IMPACT

- Better protection of out of school children in IDP families.
- Uninterrupted school time and return to formal education calendar.
- Gradual stabilization of the children and rehabilitation.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦200,000 Million

## SUMMARY BUDGET FOR THE BACK TO SCHOOL PROGRAMME & RAPID MOBILE SCHOOLS DEPLOYMENT

S/N	DELIVERIES	INITIAL YEAR COST	NO. OF YEARS	TOTAL COSTS (₦)
	Prefabricated Model Classrooms & Student Transfer	855,000,000	2	1,320,000,000
	Community Sensitization for Education Programme.	18,150,000	1	18,150,000
	Teacher's Capacity Building Programme.	200,000,000	1	200,000,000
<b>TOTAL FOR THE BACK TO SCHOOL PROGRAMME &amp; RAPID MOBILE SCHOOLS DEPLOYMENT</b>		<b>1,064,075,000</b>		<b>1,538,150,000</b>

## **Local NGOs Capacity Building**

### **Programme Description**

Non-Governmental Organizations (NGOs) and Civil Society Organizations (CBOs) play a pivotal role in the socio-economic space of any society, driving development through their multi-sectorial activities in the society. There is currently a serious dearth of credible NGOs with the capacity to make the desired impact in the socio-economic development of the North-East.

The capacity building of local NGOs in the North East is therefore imperative. This will improve the performance of these organizations by fostering their creativities, confidence, independence and effectiveness, thereby bringing positive benefits to the communities within which they operate. "Capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations and systems to perform core functions sustainably and to continue to improve and develop overtime" (i). Capacity building of local NGOs is therefore an inherent part of the North East regional development plan, as NGOs working in the region must have the required services needed to work in a conflict affected setting and must represent a sustainable approach to meeting longer-term development needs. The Presidential Committee on the North East Initiative (PCNI) will drive the process of identifying local NGOs either already working, or willing to work in the region and together with other strategic partners, build the NGOs capacities according to their chosen areas of intervention. PCNI, along with other Stakeholders will also manage the capacity building efforts as a means of targeting change in the long – run

The NGOs Capacity Building Programme will leverage on the PCNI North East Stakeholders Online Dashboard to collate information on all NGOs interested in the region, profile, categorize and assess the capacities of these organization. This programme will also serve as a platform for the implementation of other priority programmes in the North-East. The NGO Capacity Building programme will therefore;

- Assess the current baseline capacity of NGOs willing to work in the region.
- Assess the number of NGOs already working in the region.
- Identify the sectors with minimal or no NGO presence in the region.
- Source for technical, management and leadership capacities within the development sector, private and public sector to support the programme.
- Create a systematic approach in building NGO capacity and in monitoring the results of the programme.

The programme will commence with a 4-day intensive workshop for all participating NGOs and these NGOs will be monitored periodically to ensure skills acquired at the workshop are being applied. The initial programme duration for measuring impact will be one year. Thereafter, partnership structures will be put in place by PCNI for each implementing partners based on performance to ensure continuity.

### **Projected Programme Outcomes**

The main goal of the NGO Capacity Building programme is to enhance the capacities of the selected NGOs, in order to ensure proper coordination and execution of their various socio-economic programmes in the North East region.

### **Specific Objectives**

- Organize a workshop to train and develop the skills of selected NGOs.

- Strengthening the mechanisms of monitoring the application of skills developed through periodic assessment using specific tools.
- Ensure that programmes bring about desirable change and reach large number of beneficiaries due to improved implementation of projects.

**Established Implementation Parameters:**

The process will involve PCNI advertising for NGOs with specific expertise and registering them on the online dashboard, PCNI will also the review NGO proposals which will provide the basis for selection of qualified applicants. PCNI will negotiate implementation parameters, Monitoring and Evaluation terms, and source/provide funding. Other Stakeholders with expertise in the areas listed will be involved in the process of selection and other programme elements. Review of organizations' capacities will be done periodically by selected competent individuals/organizations using an assessment tool developed by PCNI and other Stakeholders. All interventions will also be documented and uploaded unto the Online Matrix of Interventions and the success stories published. The success of the NGOs will determine the level of support they need or access to grant given to them.

**Programme Delivery Parameters**

The NGO Capacity Building Initiative will require:

- The registration of local NGOs.
- The engagement of competent personnel from private, public and development sector to review the proposals of local NGOs and select the qualified NGOs based on agreed criteria
- The engagement of competent personnel from various organizations within the private, public and development sector to train NGOs.
- The development of assessment tools to assess the capacities of implementing partners.
- The deployment of competent personnel to manage grants of implementing partners
- The deployment of competent M&E personnel to monitor the progress of implementing partners.

**Risk Analysis & Mitigation**

There are a number of inherent risks associated with programme implementation in the region. Some of these risks may include the following;

- **Insecurity:** The dynamic of Boko Haram insurgency and counter-insurgency Military operations may hamper access in the region. This will affect the overall objectives of the programme. To minimize these risks, PCNI will engage security agencies to undertake regular security risk assessments, and maintain frequent communication with local and international partners to keep abreast of any security fluctuations that could impact the project.
- **Fraud or Corruption:** NGOs may sometimes use grants provided for other purposes other than what it was intended for. PCNI and other Stakeholders involved will maintain good, quality financial management control systems and will commit to monthly financial monitoring and annual external audits. PCNI will also develop strong, clear and transparent selection criteria, standard operating procedures for the cash transfer activities, segregation of duties and control mechanisms to prevent fraud within the cash transfer component.

Lack of sufficient funding to implement: Funds to support large scale programmes may not be available to all implementing partners. Partners will be given grants based on

importance of projects and PCNI scale of preference. This could cause redundancy within some organization and may also implementing partners to forget skills learnt. PCNI can reduce the risk of memory loss by organizing refresher courses periodically.

### Programme Priority

The priority for this programme is high, given the urgent need for more rapid coverage of the region and intervention support.

### Estimated Programme Costs

Twenty NGO Capacity Building Grants are currently estimated to receive 50 Million Naira per NGO. An additional registration, selection, review, training, embedded capacity, programme administration and M& E costs bring the total programme budget to an estimated 1.4 Billion Naira.

### Programme Development & Delivery Guidelines for the Local NGOs Capacity Building Programme.

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Local NGOs Capacity Building Programme</b>													
Contact and register all local NGOs on the PCNI online platform.													
Categorize all NGOs according to their specified interests and presumed capacity.													
Select NGOs that will benefit from this programme based on the data submitted.													
Establish strategic multi- level Partnerships to support capacity building interventions in different technical programme areas.													
Contact the selected NGOs to benefit from the programme.													
Plan a 3 days Capacity Building Workshop.													
Communicate to all Stakeholders who will take part in the Workshop.													
Pre Workshop Assessment: Assess the Capacity of NGOs using an assessment tool developed by Stakeholders.													
Commence a 4 days Capacity Building Workshop.													
Provide NGOs the necessary tools to commence programme implementation - Grants, etc.													
Strengthen the mentoring and Coaching that follows training.													
Commence a periodic Assessment of NGOs working in the region using the same tools developed by the Stakeholders to ensure skilled learned are consistently applied.													
End of programme evaluation.													
Document and share best practices.													
External Evaluation													
Impact Assessment & Publicity													
Continued supervision and partnerships with successful NGOs.													

## Initiative Summary (Local NGOs Capacity Building)



### PARTNERS

- International NGOs & Donor Partners
- The Private Sector and Local NGOs.
- State and Local Government Authorities in all LGAs in the 6 States.
- Selected Community leaders Community members.
- Military personnel, Police and other security agencies.



### PROJECTS

- Registration of local NGOs on the North East Online Dashboard.
- Request for proposals and identification of critical projects
- Engagement of competent personnel from private, public and development sector to review the proposals of local NGOs and select the qualified NGOs based on agreed criteria
- Engagement of competent personnel from various organizations within the private, public and development sector to train NGOs.
- Development of assessment tools to assess the capacities of implementing partners.
- Deployment of competent personnel to manage grants of implementing partners.
- Deployment of competent M&E personnel to monitor the progress of implementing partners.

### DURATION

12 months.



### PROJECTED IMPACT

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most urgent humanitarian needs in the region.
- Encouragement of a return to productive activity.



### PRIORITY

High priority



### TOTAL BUDGET

₦1.23 Billion

## SUMMARY BUDGET FOR THE LOCAL NGOS CAPACITY BUILDING

S/N	DELIVERIES	INITIAL COSTS (₦)	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	Registration of local NGOs.	879,600	1	879,600
2.	review selection and training of local NGOS	150,000,000	20	150,000,000
3.	Development of assessment tools to assess the capacities of implementing partners.	75,000,000	1	75,000,000
4.	Embedded management of grants/M & E of implementing partners	3,750,000	20	3,750,000
5.	Individual Grants to NGOS.	50,000,000	20	1,000,000,000
<b>TOTAL FOR NGO'S CAPACITY BUILDING PROGRAMME</b>		<b>279,629,600</b>	<b>1 year</b>	<b>1,229,629,600</b>

## Chapter 3: Early Recovery

SUMMARY OF EARLY RECOVERY		
	5 Initiatives 5+ Projects	
	Total Budget for Early Recovery ₦49.1Billion	
		2.1.8 Million Internally Displaced Persons Targeted.
		Total Existing Funding for Early Recovery TDB
		
		32+ Partners
		
		Total Funding Gap for Early Recovery TDB

### Background

The protracted crisis in the region reinforces the need to act urgency in deploying well defined recovery strategies that would begin to effectively transform the North East region in the shortest possible time. The programme of interventions described in this section have been developed to ensure early stage recovery activities are on-going to support the stabilization efforts earlier prioritised and to serve as a springboard for the more comprehensive reliefs to be deployed through the longer term development strategies in purview. The goal of early recovery intervention is to:

- Address the most urgent issues and vulnerabilities in the region that are pre-requisite to full implementation of the National Plan.
- Equip the region's Stakeholders with as much planning and programming capacity as possible within the shortest possible time, for the most effective and efficient implementation of the comprehensive National Plan (The Buhari Plan).
- Set the pace in prioritising interventions in the North East.

It is important to understand where this early stage intervention programmes fits into the larger Buhari Plan. In essence, the early recovery programmes those interventions that would be most impactful and easy to deploy and that at the same time feed into a reasonable projection of the stability of the region vis-a-vis emergency interventions already deployed and opportunities for progress to the full scale revamp of the region granted by abatement/complete absence of the crisis.

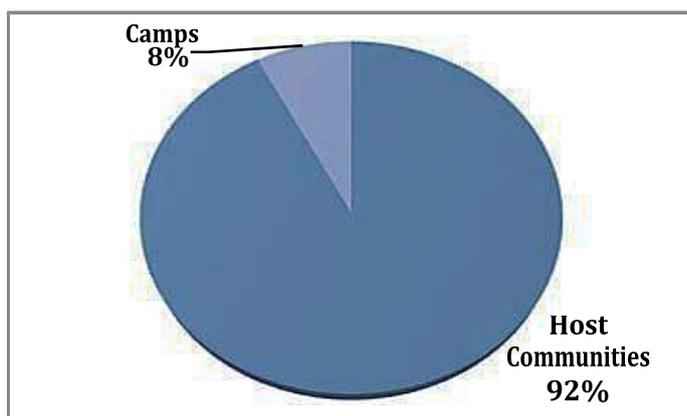
Reports indicate that only a fraction of IDPs in the BAY States have been in formal/informal IDP Camps. The majority of IDPs were displaced to Host Communities across the region. These communities have consequently experienced a major surge in population, resulting in the rapid depletion of limited resources in those areas. The displacements across the region have also been protracted over several months now, putting many of such host communities in further risks of food security deficits, inadequate basic infrastructure and social amenities, significant human suffering, loss of livelihoods and zero productivity. This component of the plan is therefore focused on the underscored, peculiar vulnerability of host communities as well as those of IDPs who have been in a State of flux for so long.

While all actors and Stakeholders seek a return to peace, normalcy and resettlement of all the people in the region, reports indicate that a lot of IDP groups are facing Secondary Displacements to nearby host communities Displacements largely due to lack of livelihood or any support frameworks after spontaneously returning or haven been encouraged to return to their areas of habitual residence by the States. These returnees add further pressure on such nearby host communities, which increases the risk of high tensions between returnees and those who remained or were already hosting some IDPs.

Further compounding the problem are IDPs who have no intention to return home at all. The December 2015 assessments reveal 6% of IDP numbers (this is a total of 13,800 IDPs) who either want to stay in their place of displacement or want to go to other host families.

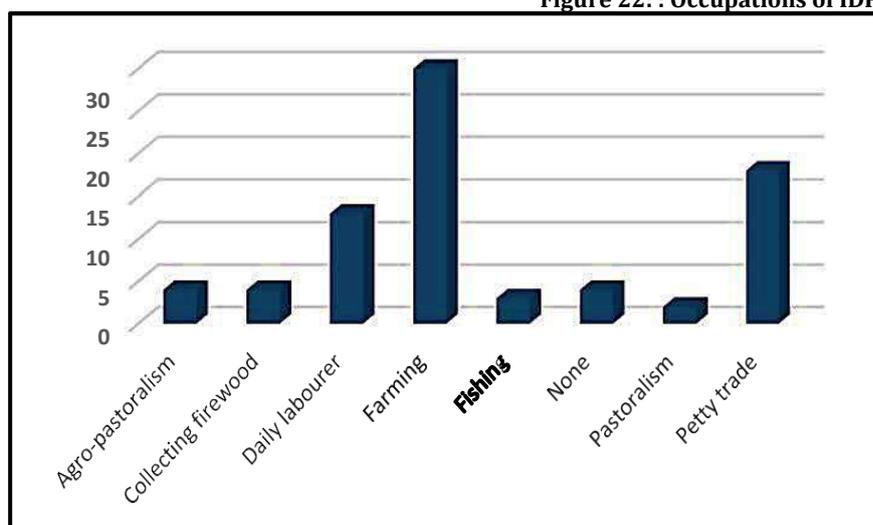
The continued strain on host communities and the possibilities for resettlement of IDPs in some safe areas demand support and interventions targeted to ensure early support, return to normalcy as well as urgent prioritization of the maximum interventions possible in these depleted communities, to bring the region to the most desired outcome of recovery from the crisis.

Figure 21: Percentage of IDPs and location



In assessing the livelihood of most IDPs in most sites, reports indicate that (30) farming is the main occupation of the IDPs, followed by petty cash (18 sites). In the majority of sites (36) residents do not have access to income generating activities or land to cultivate (39 sites).

Figure 22: : Occupations of IDPs



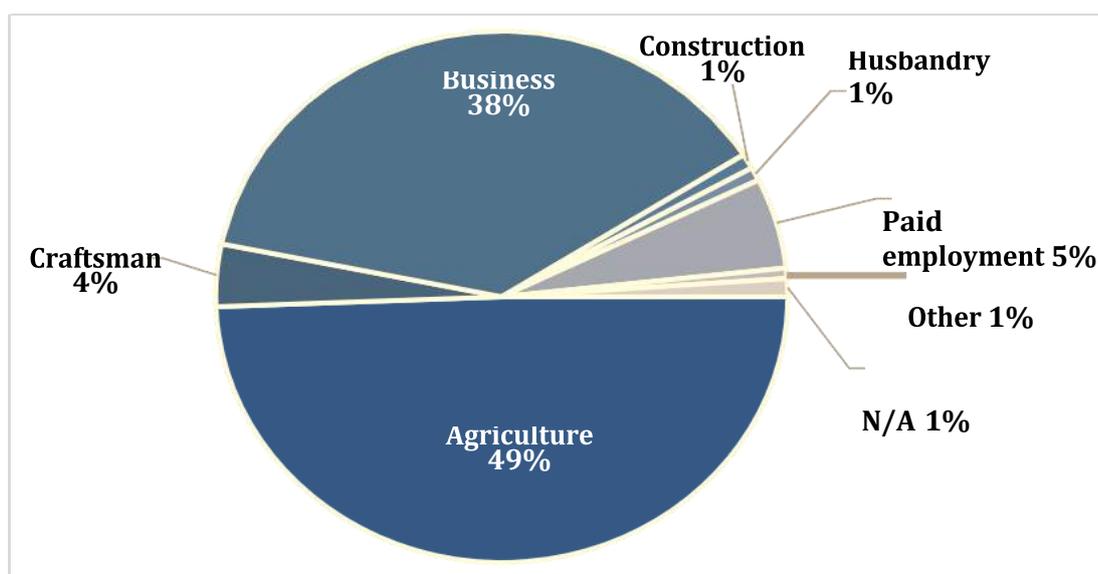
Current IDP Livelihood Support Mechanisms  
[Source: IOM Displacement Tracking Matrix - 2016]

**Key Programme Components:**

The Early Recovery section of the plan is designed to provide the following five (5) support programmes to IDPs across all 6 States, with priorities given to IDPs in host communities, IDPs in new, stable resettlement areas and IDPs suffering secondary displacement to nearby safe communities or temporary resident camps:

- Food Security Agricultural Livelihood Support Programme through designed to deploy
  - ✓ Agricultural Inputs
  - ✓ Livestock Production
  - ✓ Fisheries Production (backyard fish farming).
  - ✓ Agricultural Extension Services delivery and Institutional Strengthening Programme.
- Early Recovery Support through Productive Works.
- Livelihood Support through the Small-Scale Entrepreneurship Support Programme
- Fast-track and Financial Support for Local Governance and Accountability Programme

Figure 23: Current employment categories and statistics across the region:



[Source: IOM DTA, 2016]

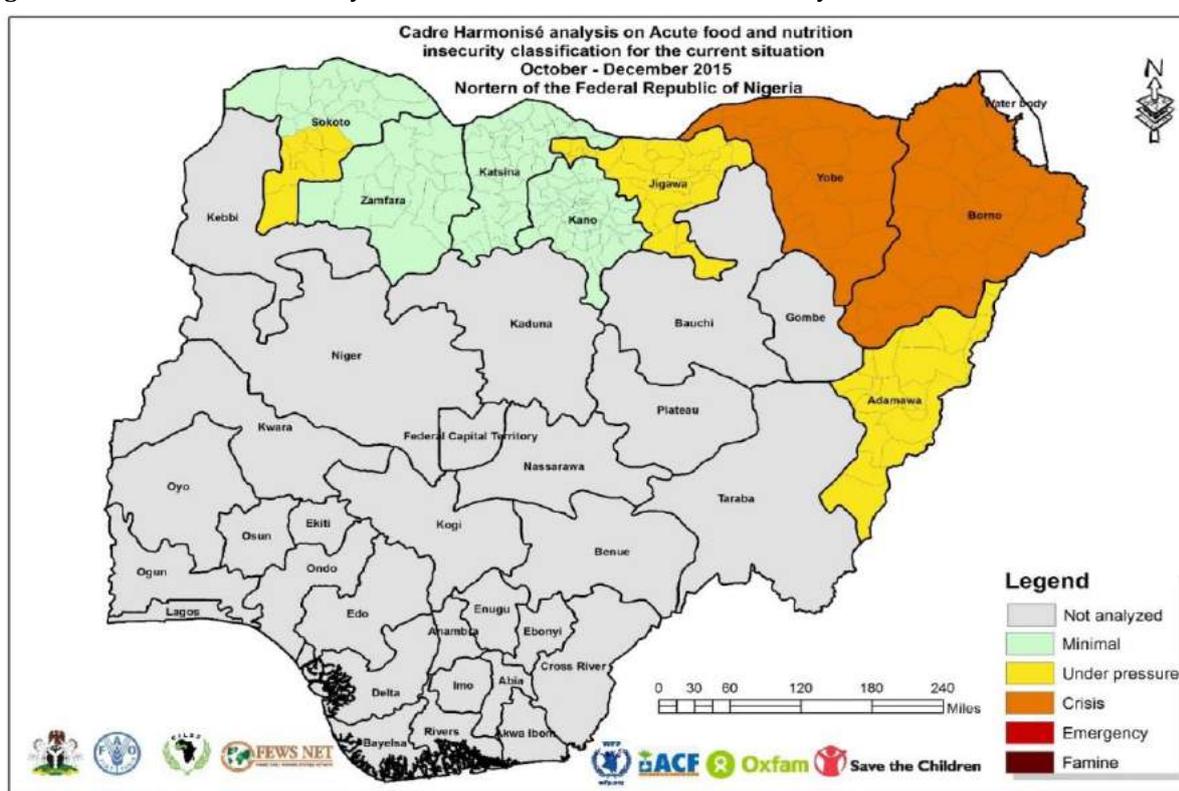
**In order to cover the entire region and reach as many people as possible, other intervention programmes in Agricultural Revitalization, Health, Entrepreneurship & Job Creation, Infrastructure, good governance and all other programmes that are medium to long term will run concurrently with the Food Security and Early Recovery Programme. Other vulnerable groups will be targeted through these other components of the Buhari Plan.**

In total 1.8 Million displaced persons in 264, 688 households in the region will receive livelihood support under the Early Recovery Programme.

## The Food Security Agricultural Livelihood Support Programme Programme Description

According to the 2016 North East Humanitarian Response Plan (HRP) report, the continued conflict in the North East region has caused massive displacement and continued disruption of agricultural and marketing activities. The conflict has disrupted commodity movements leading to higher price levels and volatility in some parts of the region. The last Cadre Harmonisé analysis conducted in the country in 2015, showed that about 3.3 Million people, located mostly in Borno and Yobe, are estimated to be in “Crisis” phase of food insecurity. Among these are 875,000 people facing emergency or catastrophic levels of food insecurity and are in urgent needs of humanitarian assistance to save lives, and avoid total collapse of livelihoods. In Borno State, 54,000 people trapped between Boko Haram and Government forces need immediate life-saving humanitarian assistance.

Figure 24: Cadre Harmonisé Analysis on Acute Food and Nutrition Insecurity Classification



Source: North East Response Plan 2016

HRP report (2016) also stated that continued displacements are putting further strain on local resources in host areas that were already highly vulnerable to food deficits, due to persistent low level of farm production. The volatile security situation has seriously affected the livelihoods of people living in North East States due to disruption of agricultural activities, cross-border trade and petty trade.

The Displacement Tracking Matrix Report (DTM, 2015) indicated that about 1.8 Million people in the region (about 264 Thousand House Holds) are displaced in which 1.7 Million people live in host communities about and 141 Thousand people live in camps. Hence, host families have been accommodating most of the Internally Displaced Persons (IDPs), but these households have limited means to sustain this level of support. The most affected populations are the

Internally Displaced Persons (IDPs) who are in rural hard to reach and/or inaccessible areas. The HRP (2016) assessment report stated that without the increase of food assistance and livelihood support by Government and humanitarian actors, the food and nutrition security situation could deteriorate very rapidly in upcoming months.

**Table 13 : Households in Need – Early Recovery**

No	Location IDP	Individuals IDP	HH Average	HHs size	Live in host communities	Live in Camps	HH in Communities	HH in Camps	Returnees
1	ADAMAWA	136,010	18,701	7.3	127,169	8,841	17,420	1,211	43,714
2	BAUCHI	70,078	10,804	6.5	68,592	1,486	10,553	229	3,504
3	BORNO	1,434,149	195,656	7.3	1,316,405	117,744	180,330	16,129	43,024
4	GOMBE	25,332	4,666	5.4	25,332	-	4,691	-	2,027
5	TARABA	50,227	9,291	5.4	44,863	5,364	8,308	993	3,516
6	YOBE	131,203	25,570	5.1	123,042	8,161	24,126	1,600	
		<b>1,846,999</b>	<b>264,688</b>	<b>6.7</b>	<b>1,705,404</b>	<b>41,595</b>	<b>245,428</b>	<b>21,134</b>	<b>95,784</b>

[Source: DTM 2016]

The HRP (2016) report indicated that to address these current issues affecting the region, the Food security sector Working Group (FSWG) comprising of Ministries Departments and Agencies (MDAs), National and International NGOs, have developed a strategy in response to the increasing escalation of food insecurity in the North East region. The purpose of the response strategy is to fill the critical food consumption gap and other gaps, while supporting the Government in its efforts to restore community and household food and nutrition security. To address these problems, the Food Security and Early recovery plan will be implemented in the six States to support the livelihoods of IDP families who are returning to their communities and host families who are accommodating displaced persons in Borno, Adamawa and Yobe (BAY) States and in the entire six States respectively. Attention will be paid to women and youths. The support will focus on returning IDP families whose occupation before the crisis included farming (seed, livestock and fishing), agro-processing and petty trading, as well host families engaged in similar occupation. Other occupations such as; artisanal mining, construction, etc. will be addressed in the Productive Works and Rapid Reconstruction of Critical Infrastructure Programme. In addition, other groups of people in need of assistance such as food/nutrition, in-kind distribution, cash or voucher, Water Sanitation and Hygiene (WASH), etc. will be supported in Targeted Relief to Vulnerable Groups programme and Health Programmes.

### **Programme Objective**

The overall objective of the response is to restore livelihoods of displaced person in the region, until full restoration of the food production, earnings trade/business and other critical areas. However, the programme will also ensure that food insecurity and other issues related to livelihood does not send the North Eastern Nigeria region into a vicious cycle, in which depleted coping strategies will seriously undermine rural livelihoods and contribute to the unstable security situation.

- To deliver emergency interventions to strengthen livelihoods.
- To improve resilience by protecting livelihood assets and food security of vulnerable households, including IDPs and host communities in rural, as well as in newly accessible areas, by adapting to evolving context.
- To strengthen food security coordination through capacity building for stakeholders and Extension workers in situation/vulnerability analysis, information management, programmes support, preparedness, response, and monitoring.

The programme will strive to support about 1.8 Million IDPs in need. According to the RPBA (2016) Assessment report, 57 % of IDPs declared that agriculture was their main source of income before displacement and 28% of IDPs were involved in small scale businesses. The assessment also identified that farming is still currently the main occupation of IDPs, followed by petty trading, daily casual labour, firewood collection, herding livestock, harvesting forest products, and fishing.

PCNI recommends that about 264, 688 household returning back to their communities and displaced households in host communities in the region should be targeted. The beneficiaries will be families whose major sources of livelihood fall under these two sub-categories; Agricultural Livelihood Support, which covers; Crop farming, Livestock farming and Fish farming and Non-Agricultural Livelihood Support, which covers; petty trading/business. The components of the agricultural Livelihood support Programme are; Provision of Agricultural inputs, support for Livestock Production and Fisheries production (backyard fish farming). The component of the Non- Agricultural Livelihood Programme is; Support for Small-Scale Entrepreneurship. The programme will leverage on the IDP data capture Programme to get all the necessary information of IDPs needed for implementing Livelihood Support Programme.

### **Established Implementation Parameters**

Detailed implementation parameters will be determined by the Food Security Sector Working Group (FSWG) of the HCT and PCNI. The basic parameters are as follows;

- Targeted Household Farmers have access to land. The State Government will ensure that farm land areas are cleared and prepared for farming.
- Land division is properly handled to avoid conflict.
- Critical Agricultural infrastructure such as; food markets, storage facilities, agricultural production cluster facilities, financial services/agricultural credit, smallholder irrigation schemes and livestock facilities have been restored and are accessible. The rebuilding and resuscitation of these agricultural facilities will be covered in the production works under the social component in the short term and in various other programmes in the long term.
- The programme will support about 179,423 farming households. This is about 67% of displaced persons.
- Targeted household farmers are registered based on their agricultural income generating activities.
- Targeted Household Farmers are given access to grants and free agricultural items
- Farmers have guaranteed markets for their products.
- Extension workers are trained to train targeted Household Farmer on their occupation.

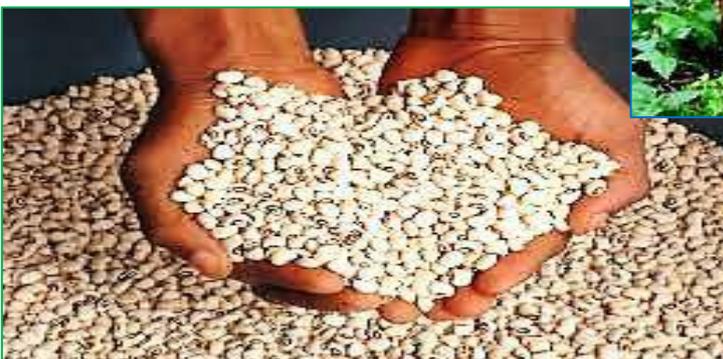
## Key Programme Components

This programme is designed to deliver the following recovery supports:

### Agricultural Inputs

This is a component of the Federal Ministry of Agriculture and Rural Development (FMARD) Growth Enhancement Scheme (GES) aimed at providing agricultural inputs to registered IDP household farmers who are returning back to their communities, as well as household farmers living with host families in host communities who have access to farmlands and require support for increased agricultural productivity to cope with the additional demand from the displaced persons.

- The provision of agricultural inputs will facilitate the restoration of IDP livelihood and contribute to their survival and recovery as well as to their community's food security at harvest time.
- The programme will also ensure that support is received in time for the current planting season.
- This component will target at least 95% of households indicated by current statistics as farmers who are in need of livelihood support. Each household will be targeted with free Improved Seeds of Rice (20kg), Millet (15kg), Sorghum (15kg) and Maize (60kg), 5 bags of 50kg fertilizer, Agrochemicals and agricultural tools such as hoes, rakes and cutlasses.
- The IDP farmers will be made to form cooperatives to enable them access training from extension workers and other mechanized farming equipment for free or at an affordable rate to boost their production capacity and increase income.
- As communities become safer, the programme will be fed into other long term agricultural programmes suggested in the plan. The programme will also be implemented concurrently with the GES programme, which covers communities outside the BAY States.



### The Livestock Production Inputs

Reports from the HCT Food Security and Livelihood Assessment confirmed that livestock production among the displaced households had reduced tremendously as many displaced households lost their animals when fleeing the insurgency. The report further confirmed that over 80% of the displaced livestock farmers had experienced total loss of livestock. The HRP report recommended that to boost livestock production, it is paramount to distribute livestock as a start-up relief packages to IDP Household farmers who have lost all livestock by the provision of livestock to start breeding.

The value added design of this plan is a recommendation that some of the livestock be artificially inseminated before distribution.

- Once breeding has reach reproduction, the female livestock will be distributed to other farmers.
- The livestock inputs will include cows, goats, sheep and poultry as applicable to livestock farmer experiences.
- The start-up livestock inputs are not to be sold nor slaughtered but strictly for breeding purposes.
- Livestock farmers will be trained on better methods of milking and will be provided with veterinary clinics and available staff/trained extension workers to support them.
- The component of this programme dealing with cattle breeding will feed into the long term “Integrated Cattle Breeding for Dairy and Beef Production Programme”.
- Registration and training will be part of this programme. Household farmers will also be formed into cooperatives.



### Fisheries Production Inputs (Backyard Fish Farming)

Small scale fisheries production (back yard fishing) support will be targeted to fish farmers who are returning back to their communities and those in host communities. This will help farmers with income and improve food security through the increased availability of fish as a protein dietary requirement.

Most fish farmers who had access to lakes and rivers which they used as source of livelihood have all fled areas like Maiduguri, while Chad and associated water-flow reduction have had negative impacts on small scale fishing in the region. As a result of this, the price of fish has increased tremendously, making it hard for low income earners to afford it.



- The FGN and other partners involved in delivering this livelihood support programme will be required to target fish farmers with grants, tools, materials and training on how to set up fish ponds.
- These set of farmers who have been trained and become experience in Backyard Fish Farming will be integrated into the long term Fishing and Aquaculture Programme under the Agricultural Revitalization component of this plan.

**Programme Development & Delivery Guidelines (Food Security Agricultural and Livelihood Support)**

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)														
		1	2	3	4	5	6	7	8	9	10	11	+			
<b>The Food Security and Agricultural Livelihood Support</b>																
Establish strong partnerships with critical stakeholders	Federal, State and Local Government, HCT Food Security Working Group															
Initial Meeting with programme partners to discuss programme strategy	HCT Food Security Working Group															
Define guidelines and terms of reference	HCT Food Security Working Group															
Mobilize and Returnee farmers	HTC Food Security Working Group															
Commence programme	HTC Food Security Working Group															
Monitor and evaluate the success of the pilot	HTC Food Security Working Group															
Commence full programme and make necessary adjustment based on the programme.	HTC Food Security Working Group															
Monitor and evaluate the success of the programme	HTC Food Security Working Group															

## Initiative Summary (The Food Security and Agricultural Livelihood Support)



### PARTNERS

- FSWG
- PCNI
- Local NGOs
- Federal College of Fresh Water Fisheries – Baga
- Lake Chad Research Institute
- Nigeria Institute of Oceanography and Marine Research



### PROJECTS

- Agricultural Inputs Programme
- The Livestock Production Programme
- Fisheries Production (backyard fish farming).

### DURATION

2 years.



### PROJECTED IMPACT

Food efficiency and livelihood sustainability for people of the North East region



### PRIORITY

High Priority.



### TOTAL BUDGET

₦8,742,461,933

## **Agricultural Extension Services Delivery and Institutional Strengthening Programme Description**

The programme will have two components:

- to train 500 extension workers to provide services to support the agricultural inputs programme
- to strengthen the institutions that will provide these extension services.

### **Extension Services Delivery**

The RPBA (2016) Assessment report confirmed that Extension services have greatly declined as extension workers discontinued their services and fled the areas affected by the insurgency. The extension services will play an important role in improving the livelihood of the displaced farmers through training and capacity building. The programme will restore the functions of Agricultural extension services in safe areas to help farmers increase their productivity by proffering advice on how to increase the efficiency of their farms. The farmers will form cooperative groups based on their occupation. The programme will be done in a smaller scale to benefit only the vulnerable population that has been affected. The programme will be implemented by the Federal Department of Agricultural Extension (FDAE). Relevant MDAs and International partners will provide trainings to the extension agents in FDAE and other Government agencies to support the Livelihood Support Programme that focuses on agriculture and its value chains. Hence, the programme will focus on ensuring extension workers are available to provide the following services;

- Training of affected farmers on proper use of the distributed production-enhancing inputs such as; improved seed, seedlings, fingerlings, feeds and fertilizers.
- Training of affected farmers on livestock value chain, fishery value chain and all the targeted agricultural value chains.
- Training of fish farmers on how to construct and maintain fish ponds.
- Training affected farmers on agribusiness skills for rapid expansion of agricultural enterprises.
- Training of farmers on how to use agricultural infrastructure effectively.
- Training of farmers on the use of mechanised techniques for farming.

### **Institutional Strengthening**

The programme will be implemented in small scale to support State FMARD, FDAE, SMEDAN, NDE and other agencies including the State and Local Government responsible for providing extension services to targeted farmers and trainings and capacity building to targeted non-farmers.

The programme will ensure that these agencies working at community level have their systems strengthened through capacity building, to respond quickly to situation/vulnerability analysis, information management, programmes support (Livelihood Support Programme), programme coordination, preparedness, response, training and monitoring.

The success of the Agricultural Extension Services and Institutional Strengthening Programmes will be determined by the %age of farming and non-farming IDPs with access to agricultural inputs, extension services and enhanced capacity to generate income.

### Established Implementation Parameters

All implementation parameters will be determined FDAE, Food Security Sector Working Group, other partners and PCNI

### Partners and Roles for the Programme

The Food Security Sector Working Group (FSWG) plays a critical role in coordinating food security interventions, monitoring and evaluation and periodic assessments. Some of the major partners that make up the FSWG are;

- UN Food and Agriculture Organisation, Federal Ministry of Agriculture and Rural Development (FMARD) – Facilitation of supply of various agricultural inputs.
- State Governments – Fast track access to farming lands.
- State Agriculture Development Projects – Training, Monitoring and Evaluation.
- Federal Ministry of Agriculture – Supervision, Monitoring and Evaluation.
- NEMA/ SEMA/ Federal Department of Agricultural Extension (FDAE) - Humanitarian Food Security Work Partners – distribution of agricultural inputs, training and skills acquisition.
- Other partners will include PCNI, Local NGOs, Federal College of Fresh Water Fisheries – Baga, Lake Chad Research Institute, Nigeria Institute of Oceanography and Marine Research, SMEDAN and NDE

### Programme Objective

To increase productivity, efficiency and the standard of living of the beneficiaries

### Projected Programme Outcome

- Farmers' knowledge enhanced.
- Functions and capacity of Extension Services restored
- Capacity of responsible agencies enhanced to provide services.
- Food efficiency and livelihood sustainability is assured for the North East population and ripple effect supplies to the rest of the country.

### Programme Priority

The programme priority is high as it is major steps to ensuring livelihoods are restored.



Extension Services  
and  
Training  
Supports  
Agribusiness Growth



### Estimated Programme Cost

The cost of programme will be determined by the Working Group. However, the budget is estimated at 400 Million Naira for providing extension services for the first two years and 100 Million Naira to provide institutional strengthening. Administrative cost of the programme is estimated at 50 Million Naira. The total cost of the programme is 550 Million Naira.

### Programme Development & Delivery Guidelines (Agricultural Extension Services and Institutional Strengthening)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	+12	
<b>Agricultural Extension Services and Institutional Strengthening</b>														
Establish strong partnerships with critical stakeholders	Federal, State and Local Government, Food Security Working Group													
Initial Meeting with programme partners to discuss programme strategy	Food Security Working Group													
Define guidelines and terms of reference	Food Security Working Group													
Mobilize and Returnee farmers	Food Security Working Group													
Commence programme	Food Security Working Group													
Monitor and evaluate the success of the pilot	Food Security Working Group													
Commence full programme and make necessary adjustment based on the programme.	Food Security Working Group													
Monitor and evaluate the success of the programme	Food Security Working Group													

## Initiative Summary (Agricultural Extension Services and Institutional Strengthening)



### PARTNERS

- FSWG
- PCNI
- Local NGOs
- Federal College of Fresh Water Fisheries – Baga
- Lake Chad Research Institute
- Nigeria Institute of Oceanography and Marine Research



### PROJECTS

- Training of Agriculture Extension workers
- Training of trainers by Extension workers
- Institutional Strengthening

### DURATION

2 years.



### PROJECTED IMPACT

Food efficiency and livelihood sustainability for people of the North East region



### PRIORITY

High Priority.



### TOTAL BUDGET

₦550 Million

## SUMMARY BUDGET FOR FOOD SECURITY & AGRICULTURAL LIVELIHOOD SUPPORT

S/N	DELIVERIES	INITIAL COSTS (₦)	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	Livelihood Support Programme	4,371,230,966.67	2	8,742,461,933
2.	Restoring agricultural extension services and Institutional Strengthening Programme	275,000,000	2	550,000,000
<b>TOTAL FOR FOOD SECURITY &amp; AGRICULTURAL LIVELIHOOD</b>		<b>4,646,230,966.67</b>		<b>9,292,461,933</b>

## **Early Recovery Support through Productive Works**

### **Programme Description**

Unemployment has contributed to the spate of terrorism and other violent crimes in North East Nigeria as lack of employment and idleness over the years created a pool of youths who are being recruited for insurgency and other crimes. This situation is compounded by the displacement of huge populations across the region and the resultant loss in livelihoods and productive employment. While regular paid work helps reduce idleness in youths, the category of work and training on the job also improves their lives and longer-term prospects in being employable.

The Productive Works component of early recovery is about employing and training indigenous youth in the BAY area States as skilled work force for rapid reconstruction and renovations of the most damaged communities. This component will organize and fund short-term labour intensive and rapid basic skill acquisition opportunities to create short-term jobs for the unemployed, especially the indigenous youth. The Federal Government will partner with Regional, State and Local Government agencies, NGOs, Global Donor Agencies and others with interests and commitment to coordinating and driving reconstruction projects to deliver labour intensive schemes and implement identified projects. This will include rapid reconstruction of public utilities and improvement of social and economic infrastructure. Examples are road maintenance, renovation of police stations and schools, construction of boreholes, refuse disposal systems, drainage maintenance, and support to vigilante groups. Each partner will receive a grant to fund employees' salaries at N8,000 per month. Partners will also be required to run skill acquisition programmes for youth. This will involve the training of youths involved in the labour intensive scheme before implementation of the actual productive works. Approximately 15% of the budget allocated to Delivery Partners for the salaries of people employed will be provided for skills acquisition and overall management. Partners will be expected to also support the scheme financially. The employment of these youths through this programme will provide genuine contribution to States and local communities. The programme also enhances economic activities in rural areas, generate considerable productivity and provide livelihoods to the most destitute families.

The repair of critical infrastructure is a key component of the plan in making the communities habitable and accessible for a comprehensive return to normalcy in the region. Therefore the Early Recovery Productive Works is designed to be delivered as a stabilizing effect for an entire duration of 6 months. During this time, the Productive Works Component is expected to dovetail into long term redevelopment activities, thereby creating a nexus between the short-term labour training and development skills provided through this programme and the manpower requirements of the long term infrastructure redevelopment projects.

- Large numbers of IDPs currently reside within host families in host communities as well as in temporary, informal camps such as incomplete buildings, schools that are not in use and other public places within the all the 6 States.
- The primary concern of the States and Local Governments within these States has been the provision of safety, shelter, food and a sustainable means of livelihood support through job creation, skills acquisition/training and the consequent stimulation of the local economy.
- Despite the protracted crisis, the Military successes of the FGN against the insurgency has put a new pressure on host communities to provide permanent accommodation for IPDs

who wish to remain relocated, as well as a large number of IDPs returning to their places of origin for resettlement. This has led to an acute insufficiency of already stretched communal utilities and services where these were not completely destroyed and a huge gap where villages were completely abandoned and destroyed.

### **Programme Implementation Parameters**

- Rapid Labour intensive construction, renovation and rehabilitation projects will be targeted through Requests for Proposals for priority projects per resettlement community.
- All indigenes will be profiled and registered for participating in Productive Works at one Productive Work Beneficiary per household. This is a total of **293,481** Beneficiaries across the 3 States.
- Equal gender participation will be ensured at registration stages with the minimum representation of 30% women strictly observed across all States.
- NGOS, International Development Programmes/Partners and the Private Sector will be invited to submit proposals to implement labour projects across the 3 States.
- Critical infrastructure projects such as the Rehabilitation of critical roads into town; fixing of critical bridges; repair and maintenance of public buildings such as market places, town halls, palaces, mosques, churches, police stations, hospitals and schools (which would involve various skills such as painting, welding, carpentry, etc. - some of which have a higher skill requirement than others); building of Market stalls; construction of boreholes etc. will receive utmost priority for funding.
- Productive Worker Teams will be constituted per project and rapidly trained in the skill set required for each project.
- Individuals in Productive Worker Teams will be paid salaries directly through the Online IDP Data Base system.
- Salaries are prorated at ₦8,000 Naira per Productive Worker and 15% of the entire salary funding will be provided for rapid training and administrative costs per project for 6 months.
- The Nigerian Infrastructure Advisory Facility (NIAF) will coordinate the implementation of the programme per community; will organize and fund short-term labour intensive works that will last 6 months.
- The management of the public works projects will start with a Worker Teams at the base level, managed by a Supervisor, with the units overseen by the relevant LGAs and/or State managers.
- For training purposes, utilizing relevant curriculum and experienced trainers who employ a combination of classroom and field training and adhere to the train-the-trainer approach will be both efficient and cost effective.

- Use of the GIS/Mapping component of the North East Dashboard will be employed to display reconstruction monitoring and success data.

**Table 14: Productive Works Beneficiaries by State**

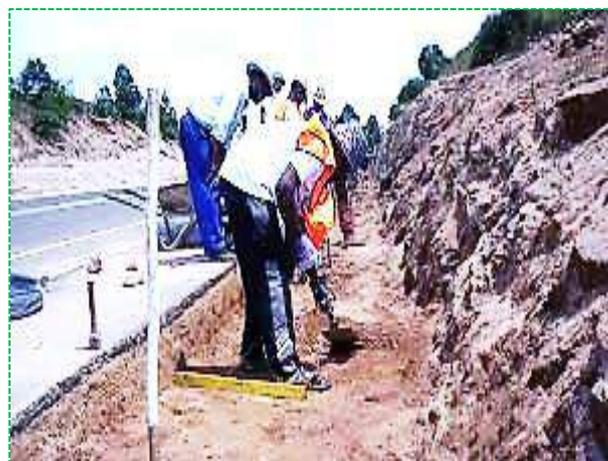
ASSUMPTIONS ON BENEFICIARIES FOR PRODUCTIVE WORKS PER STATE	NUMBER OF IDPs PER STATE	TOTAL PRODUCTIVE WORKS BENEFICIARIES	MINIMUM GENDER COMPLIANCE PER STATE (30%)
Borno	1,743,296	249,043	74,713
Adamawa	151,573	21,654	6,497
Yobe	159,486	22,784	6,836
<b>TOTAL</b>	<b>2,054,355</b>	<b>293,481</b>	<b>88,046</b>

### Projected Programme Outcomes:

- Improved employment opportunities and income generation.
- Increased skilled labour.
- Increased productivity and economic activity in the region.
- Overall enhanced livelihood opportunities of the people in the North East region.
- To reduce idleness, poverty and vulnerability to radicalism, criminality, deviant behaviour and intolerance in the region.
- Significant rural and urban basic and supporting infrastructural construction and maintenance: large scale renovation of public places e.g. police stations, schools, primary health care centres, community recreational centres; construction of new basic infrastructure e.g. boreholes in rural areas, local markets; improved refuse disposal systems in urban and rural areas, e.g. drainage maintenance and refuse disposal plants.

### Programme Priority

- The priority for this programme is very high given the urgent need to return the region to productivity.



### Estimated Programme Costs

- The estimated cost for salaries for the productive works programme is 15,495,796,800 Billion Naira. This covers the cost of employing 293,481 youths (one per IDP household) at

8 Thousand Naira monthly for 6 months.

- The grants to agencies and organizations for project management and training of Productive Worker Teams employed is estimated at 15% of the salaries to total of 2,324,369,520 Billion Naira.
- Estimated cost for Productive Works across all assessed communities for 6 months is therefore 17, 820,166,320 Billion Naira.

**Specific Objectives:**

- To create short term jobs for 293,481,315,877 skilled and unskilled youths in the region, providing basic stipend in the region within a period of 6 months.
- To stimulate at least 50% return to economic activity in the region through the provision of basic stipend.
- To ensure 30-20% participation of women in the Productive Works Programme.
- To create short term jobs for returnees in the region, providing basic stipend in the region within a period of 6 months.
- To stimulate at least 50% return to economic activity in the region through the provision of basic stipend.
- To ensure equal participation of women in the Productive Works Programme.



**Programme Development & Delivery Guidelines for Early Recovery Support through Productive Works**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Early Recovery through Productive Works</b>													
Finalize critical infrastructure needs and priorities which partner International Donor Agencies, NGOs can implement with labour intensive schemes.													
Finalize registering and profiling of returnees for Productive Works.													
Finalise RFPs and Project delivery Terms of Reference.													
Advertise for partners in specific projects.													
Host a partnership and Stakeholders' workshop conference.													
Develop a final list of projects to be implemented.													
Review proposals from promising partners.													
Negotiate terms for implementation, M&E and Publicity.													
Finalize target funding for individual areas of operation													
Provide funding.													
Document and share best practices.													
Monitor implementation, document and publicize success stories													
External Evaluation													
Impact Assessment & Publicity													
Continued supervision and partnerships with successful Productive Worker Groups													

## Initiative Summary (Early Recovery Support through Productive Works)



### PARTNERS

- Federal and States Ministry of Works.
- Federal and States Ministry of Water Resources.
- Federal and States Ministry of Special Duties.
- The Nigeria Directory of Employment (NDE).
- The Nigerian Infrastructure Advisory Facility (NIAF).
- Local NGOs.
- Private Sector Developers.
- Local Government Chairman in all LGAs in the 6 States.
- Selected Community leaders.
- Military personnel, Police and other Security Agencies.



### PROJECTS

- Registration and profiling of all Productive Works Beneficiaries on the North East Online Dashboard.
- Request for proposals and identification of critical projects
- Engagement of competent personnel from private, public and development sector to review the proposals of local NGOs and select the qualified NGOs based on agreed criteria
- Engagement of competent personnel from various organizations within the private, public and development sector to train Worker Groups and supervisors.
- Development of assessment tools to assess the capacities of implementing partners.
- Deployment of competent personnel to manage technical composition of implementing partners on field group.
- Deployment of competent M&E personnel to monitor the progress of implementing partners.

### DURATION

6 months.



### PROJECTED IMPACT

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most urgent humanitarian needs in the region.
- Encouragement of a return to productive activity.
- Multiplier effect of rapid renovations and rehabilitation of social and physical infrastructure in reclaimed areas.



### PRIORITY

High priority



### TOTAL BUDGET

₦17.8 Billion

## SUMMARY BUDGET FOR EARLY RECOVERY SUPPORT THROUGH PRODUCTIVE WORKS

S/N	DELIVERIES	UNIT COSTS (₦)	NO. OF DELIVERIES	TOTAL COSTS (₦)
1.	Monthly Wages for indigenous youth employed in productive works youths	8,000	293,481	15,495,796,800
2.	Project Management and Training	15% total wages	293,481	2,324,369,520
<b>TOTAL FOR PRODUCTIVE WORKS</b>		<b>2,906,068,400</b>		<b>17,820,166,320</b>

## **The Small - Scale Entrepreneurship Support Programme**

### **Programme Description**

The programme will support IDPs returnees or IDPs in host communities who are small business owners with grants and training to set up small businesses. The programme will support diversification into non-agricultural enterprises such as, blacksmithing, carpentry, spinning, phone repairs, plumbing repairs, painters, mechanics, tailoring, food and catering services, leather works and shoe making and petty trading. These beneficiaries will be formed into cooperatives to access training and loans upon completion of training and experience apprenticeships under the Productive Works Component.

### **Key Programme Components**

- The provision of grants of 20 Thousand Naira to 50,000 Thousand Naira to targeted IDPs with occupation or training in general skills sets.
- This programme is designed to support an estimated 84,434 households to earn a living. This number is based on the %age of households identified to have non-agricultural sources of income.
- The training will supported by the National Directorate of Employment (NDE) and Small and Medium Enterprises Development Agency (SMEDAN). NDE and SMEDAN will provide short training to the identified group of persons for 6 months under the Productive Works Programme and with an optional extension to apprenticeships for a year to qualify for the entrepreneurship grants.
- The beneficiaries of this programme will be integrated into further support networks under the long term programming deliveries of the Entrepreneurship & Job Creation section.
- The programme will support about 84,434 non-farming households. This is about 28% of displaced persons
- IDP Households will be targeted at registered stages on the basis of identified previous occupation and skills sets.
- Cooperatives are formed on the basis of their occupation.
- Targeted Households are provided with security.
- Grants are provided to start up small scale businesses.
- Extension workers are trained to train targeted Households on entrepreneurship skills based on their previous occupation or trained on new skills.

### **Programme Objective**

- To restore livelihoods of people affected by the crisis through income generating activities. An estimated 264,688 people in need will have their income exponentially enhanced through entrepreneurship.
- To revive major women and youth-led productive enterprises affected by the Insurgency.
- To build capacity of women and youth through skills acquisition and value added services.
- To equip the unemployed with knowledge on how to tap into local economic markets.
- To ensure availability of staple services and other important consumer items in local markets.
- To restore employment to youth who provide services across the local commercial business value chain.
- To temporarily inject the local economy with cash and thereby ensure sustainable economic and social stability.

**Programme Priority**

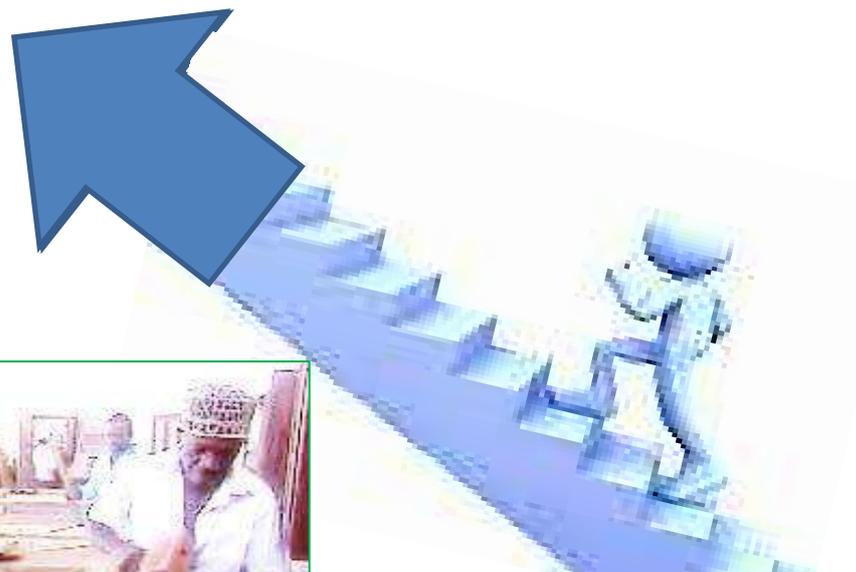
The programme priority is high as it is major steps to ensuring livelihoods are restored.

**Projected Programme Outcomes**

Extensive productivity, commercial activities and livelihood sustainability for people of the North East.

**Estimated Initiative Costs**

The budget is currently estimated 2,543,261,653 Billion Naira for a year. The estimated administrative cost of this programme is at 10% of budget. The total budget is therefore estimated at approximately 2.8 Billion Naira for the grants and a further 15% to cover the associated skills training. Hence the overall total for the programme is approximately 3.2 Billion Naira.



**Programme Development & Delivery Guidelines (Small - Scale Entrepreneurship Support)**

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
<b>Small - Scale Entrepreneurship Support Programme</b>		1	2	3	4	5	6	7	8	9	10	11	+12
Finalize and articulate programme design & rapid skills training curriculum.	PCNI												
Develop partnerships and collaborations with all participating Private Sector & MDAs.	PCNI/ NDE/SMEDAN/ PRIVATE SECTOR												
Articulate and sign partnership agreements.	PCNI & STATES												
Solicit & secure funding	PCNI												
Select target beneficiary individuals from IDP Bio Data Registration database.	PARTNERS												
Training of beneficiaries in the various vocations and businesses targeted for early jumpstart of the economy.	PCNI / STATES												
Train Support Extension Workers for enterprises continuous support mechanisms	PCNI & DEV PARTNERS												
Disburse funds to successful trainee beneficiaries to start up their businesses.	PCNI & DEV PARTNERS												
Begin post-training professional support from business advisors for 6 months to ensure business success	PCNI/ STATES PARTNERS												
Begin Monitoring and evaluation.	PCNI & DEV PARTNERS												
Implement strategic communications, media and publicity framework	PCNI/NDE/SMEDAN												

## Initiative Summary (Small - Scale Entrepreneurship Support)



### PARTNERS

- Private Sector Partners
- Local Government Authorities
- Federal/ State Ministries of Agriculture
- Federal/State Ministries of Youth Development
- Federal /State Ministries of Women Affairs
- NDE
- SMEDAN
- Local NGOs, CBOs.



### PROJECTS

- Registration, Selection and Targeting of Beneficiaries
- Training and cash grant for grains farming/ processing.
- Training and cash grant for tailoring.
- Training and cash grant for poultry.
- Training and cash grant for GSM repair.
- Training and cash grant for fish farming.
- Training and cash grant for motorcycle and tricycle repairs.
- Training and cash grant for catering/bakery.
- Training and cash grant for electrical installation/ carpentry and joinery/plumbing.
- Training and cash grant for soap and cosmetic making.
- Training and cash grant for leather works and shoe making.
- Establishment of Extension Support/Business Growth Incubation

### DURATION

1 year.



### PROJECTED IMPACT

Improved economic conditions

- Quick diffusion of sustainable skill sets
- Build capacity of women and youth through skills acquisition
- Equip the unemployed with knowledge
- Temporarily inject the local economy with cash and thereby increase



### PRIORITY

High Priority.



### TOTAL BUDGET

₦3.2 Billion

**SUMMARY BUDGET FOR THE SMALL - SCALE ENTREPRENEURSHIP SUPPORT**

<b>S/N</b>	<b>DELIVERIES</b>	<b>INITIAL COSTS (₦)</b>	<b>NO. OF DELIVERIES</b>	<b>TOTAL COSTS (₦)</b>
1.	Grants to individuals	2,797,587,818	1	2,797,587,818
2.	Training In Basic Skills for Livelihood support Programme (15% of grants)	<b>419,638,173</b>	<b>1</b>	<b>419,638,173</b>
<b>TOTAL FOR SMALL - SCALE ENTREPRENEURSHIP SUPPORT</b>		<b>3,217,225,991</b>		<b>3,217,225,991</b>

## **The Fast-track Local Governance and Financial Support for Essential Social Welfare Services**

### **Programme Description:**

This initiative is designed to identify already critical Government projects in the North East with either the potential to be transformational but have been stalled or hampered due to insecurity or systemic bottlenecks; or which may be critically required to address the humanitarian and social welfare problems now burgeoning across the region. The implementation of these projects will be fast tracked through Executive or Ministerial Order and any other credible and required Government action for expedient implementation as a critical quick win strategy that rapidly demonstrates Government presence at the local levels and positively reinforces social cohesion while espousing global standard principles of Government accountability and transparency.

**Under this programme Special Grants will be disbursed to all Local Governments within the region and specifically targeted to the provision of Essential Social Welfare Services in the most affected local communities across the States.**

The focus on Local Government's rapid implementation of stalled or abandoned projects as a quick win for immediately stabilizing the region is targeted towards addressing the current critical issues affecting the vulnerable populations in the region:

- Large numbers of IDPs currently reside within host families in host communities as well as in temporary, informal camps such as incomplete buildings, schools that are not in use and other public places within the many Local Government areas.
- The primary concern of the States and Local Governments within these States has been the provision of safety, shelter, food and a sustainable means of livelihood support through job creation, skills acquisition/training and the consequent stimulation of the local economy.
- Despite the current Military successes of the Federal Government, continued displacements, secondary displacements and even new crisis drivers have put a new pressure on host communities to provide permanent accommodation for IDPs who wish to remain relocated, as well as a large number of IDPs returning to their places of origin for resettlement. This has led to an acute insufficiency of already stretched communal utilities and services where these were not completely destroyed and a huge gap where villages were completely abandoned and destroyed.
- Many of the 65 Local Government Authorities in the BAY area States have been completely disbanded and those who remain intact have little or no functionality.

A special grant to Local Government Authorities will be targeted to support Host Communities hosting more than 1000 IDPs within such LGAs across all LGAs within the Non BAY States. The purpose of this special grants programme is to relieve the host communities that have borne the brunt and consequences of IDP presence in their communities. The idea is for these special grants to go to LGAs to support essential welfare and social services that are sorely required or that they already have planned for.

Specific criteria for deploying each grant claimed will provide direct financial aid to such LGAs for social amenities such as drainage in host communities, public parks, sports arenas, fire hydrants; and essential Social Welfare Services such as drugs & medical consumables supplies, Primary Health Care Facilities renovation and construction, the provision of standardized

treatment packages within such facilities, renovation of school buildings, Teachers Support, Books and Educational Materials Supply etc.

### **Key Programme Components**

- Each Local Government Area (LGA) with host communities will be required to prepare a maximum 2 page project proposal indicating what they have been doing, what they intend to do and how they intend implement each critical essential welfare programme or project proposed.
- Impact assessment, monitoring and evaluation as well as direct certification of each project which receives a grant will be conducted within 3 months. Priorities in health such as education such as sanitation and relief materials.
- Each project implementation that involves public works will be required to demonstrate and certify the employment of IDPs.
- The maximum that each LGA is eligible for is dependent on the total number of IDPs in each non BAY State LGA.
- A strong strategic communications and sensitization session will be scheduled with each State Government of Bauchi, Gombe and Taraba States, followed with sensitization and advert sessions directly engaging the Local Government Authorities of each State.
- 70 % of the Special Grant will be released front to support rapid essential services delivery to the most vulnerable host communities by their Local Government Authorities upon completion of successful proposals, screening, verification of scale, location, implementation partners of each proposal as well as feasibility reviews of each proposal.
- PCNI will develop a template for reporting project implementation as well as quick monitoring and evaluation, impact assessment and survey of beneficiaries in each host community targeted.
- These special grants are to go to such specifically targeted LGAs to support essential welfare and social services that are sorely required or that they already have planned for or budgeted for but have been completely prevented from implementing.

### **Criteria for Selection of Benefiting LGAs**

- LGAs with communities hosting a minimum of 1000 IDPs will receive priority.
- Bio Data registration of all the IDPs within each LGA applying is a pre-requisite to assessing the Special Grant.
- A model for the implementation of this initiative as quick wins in collaboration with the 6 State Governments in the region will be negotiated. Each State will be presented with an opportunity to access this initiative by cooperation with and facilitation/support of PCNI's efforts to effectively and efficiently address whatever bottlenecks have stalled the projects identified and targeted. A formal undertaking to these terms in the form of an executed Memorandum of Understanding will serve as a pre-qualifier of the LGAs that actually benefit from this programme.

### Programme Objectives

- To successfully facilitate the execution of stalled high impact Government projects in the region.
- To immediately provide social protection and stabilization of local communities within the States.
- To fast-track the visible return of accountable governance to the region at grass roots levels.

### Projected Programme Outcomes:

- Rapid abatement of the humanitarian and social protection crisis conditions in the region.
- Visible return of social law and order.
- Coverage of the social protection indices for the most affected populations and mitigation of drivers of secondary crisis at the root cause.
- Successful implementation of sorely required infrastructure and social welfare services



### Programme Priority.

The priority for this programme is very high in view of the current situation in the region.

### Programme Estimated Cost

Special grants to each individual LGA are currently estimated at an upper limit of 200 Million Naira per project. On the assumption that all LGAs hosting above 1000 IDPs (85 LGAs) attempt to access the programme that brings the cost of Special Grants to 17 Billion Naira. A 10% cost implication applies to a full programme implementation, administration, logistics and Monitoring.

**Table 15: Breakdown of Beneficiary Host Communities for Financial Support**

Borno	27	24	4,800,000,000
Adamawa	21	16	3,200,000,000
Yobe	17	15	3,000,000,000
Bauchi	20	15	3,000,000,000
Gombe	11	7	1,400,000,000
Taraba	16	8	1,600,000,000
<b>Total</b>	<b>112</b>	<b>85</b>	<b>17,000,000,000</b>
<b>States</b>	<b>Total No of LGAs</b>	<b>Total Number of LGAs Hosting above 1000 IDPs Targeted</b>	<b>Total Financial Support/Targeted Cash Transfers</b>

[Source DTA IOM-2016]

A detailed Breakdown of the maximum Special Grant accessible per LGA is attached as Appendix 5.

**Programme Development & Delivery Guidelines (Fast-track Local Governance and Financial Support for Essential Social Welfare Services)**

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7					
<b>Fast-track LG and F Support for Essential Social Welfare</b>													
Secure Federal funding of 12 Billion Naira.	PCNI Partners												
Finalize Terms of Reference document to qualify for the special grants.	UNOCHA, Financial Delivery Partners												
Review guidelines and Terms of Reference for project proposals.													
Organize a Stakeholder’s public briefing session to finalize parameters for implementing the special grant.													
Advertisement, media and publicity with a Request for Proposals that stipulates all criteria and categories of project proposals which qualify.													
Constitute a Review Team of advisers and consultants to review submitted proposals.	NSRP, Nigerian Red Cross/Local NGOs												
Select compliant projects and successful recipients of the grant per LGA, notify them and host public engagements to execute transfer of the grant and project implementation agreements.	NSRP, NEMA Nigerian Red Cross/Local NGOs												
Target, identify and register unemployed youth within each host community and ensure their participation within each public works project.	PCNI Technical Unit, Local Governments, Community Leaders, Local NGOs.												
Finalize employment terms, payment structures for youths’ participation in projects with each successful LGA.	PCNI/STATES												
Facilitate the disbursement of the grants.	FG/STATES/DONORS												
Conclude monitoring and reporting frameworks with Host Community Leaders, CBOs, FBOs and local NGOs.	All Partners												
Begin Monitoring and Evaluation/Strategic Communication of ongoing projects.	Prime Disbursement Partners												
Conduct Impact assessment surveys	PCNI/M&E Partners												

## Initiative Summary (Fast-track Local Governance and Financial Support for Essential Social Welfare Services)



### PARTNERS /HCT

- State Governments all NE States.
- Local Government Chairmen of all 6 States.
- Relevant/interested State MDAs.
- Host Community Leaders.
- Local FBOs, CBOs and NGOs.
- The National Assembly
- The Federal Ministry of Finance and Budget Office
- The Permanent Secretary, Special Duties Office (PS-SSO)
- The Federal and States Ministry of Special Duties.
- The Nigeria Directory of Employment (NDE).
- The Nigerian Infrastructure Advisory Facility (NIAF).
- Interested Local/International Partners.
- Private Sector Developers.
- Military personnel, Police and other Security Agencies



### PROJECTS

- To be determined.

### DURATION

12 months.



### PROJECTED IMPACT

- Immediate alleviation of the humanitarian and living conditions of the most severely affected citizens of the North East.
- Gradual stabilization of the most affected and traumatised.
- Encouragement of a return to normal social behaviour.
- Address of disturbing/disruptive social behaviour
- Peace and stability at community levels.



### PRIORITY

High priority



### TOTAL BUDGET

₦18.8 Billion

**SUMMARY BUDGET FOR FAST-TRACK LOCAL GOVERNANCE AND FINANCIAL SUPPORT  
FOR ESSENTIAL SOCIAL WELFARE SERVICES**

S/N	DELIVERIES	NO OF BENEFICIARIES	UNIT COSTS OF DELIVERIES	TOTAL COSTS (₦)
1.	Special Grants	85	200,000,000	18,700,000,000
2.	Review Selection and Feasibility	85	1,000,000	85,000,000
3.	Stakeholder Engagements and MOUS	85	200,000	7,225,000,000
<b>TOTAL FOR FFS LOCAL GOVERNANCE</b>			<b>286,000,000</b>	<b>18,802,000,000</b>

**TOTAL SUMMARY BUDGET FOR FIRST PRIORITY INTERVENTIONS**

S/N	Section	Year 1/ Initial Cost (₦)	Duration (Years)	Total Cost (₦)
1.	Immediate Comprehensive	68,986,659,999	1	68,986,659,999
2.	Social Protection & Cohesion	72,778,897,383	1	72,778,897,383
3.	Early Recovery	3,300,000,000	2	6,600,000,000
<b>Total for Second Priority Projects</b>		<b>145,065,557,382</b>	<b>1 - 2 years</b>	<b>148,365,557,382</b>

Figure 25: First Priority Interventions by Percentages

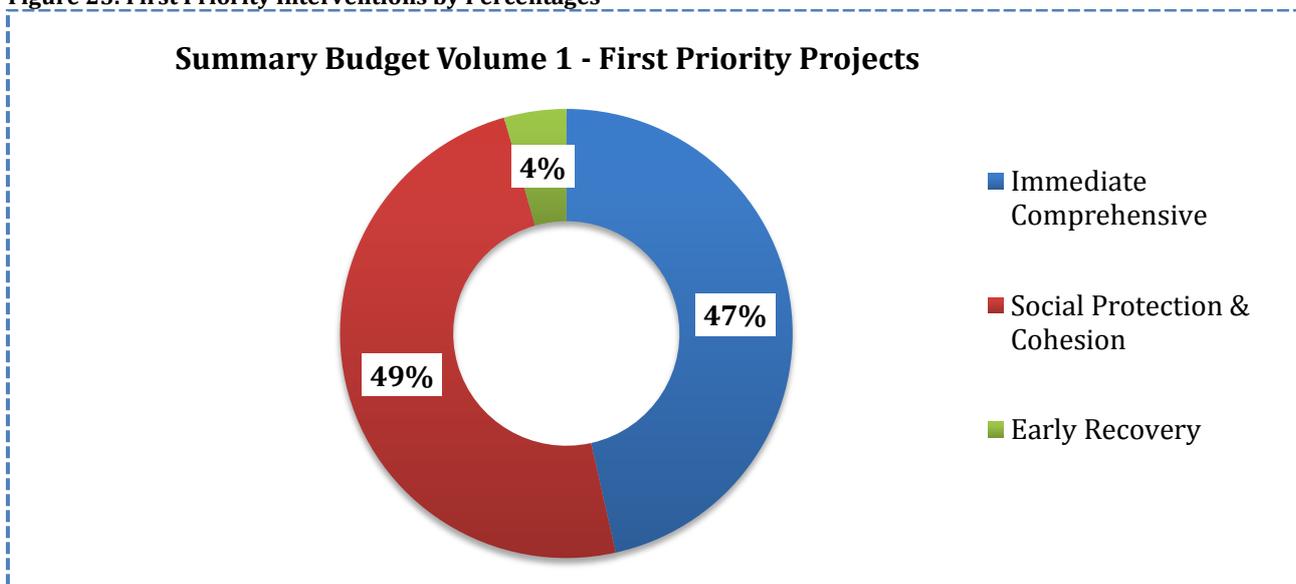
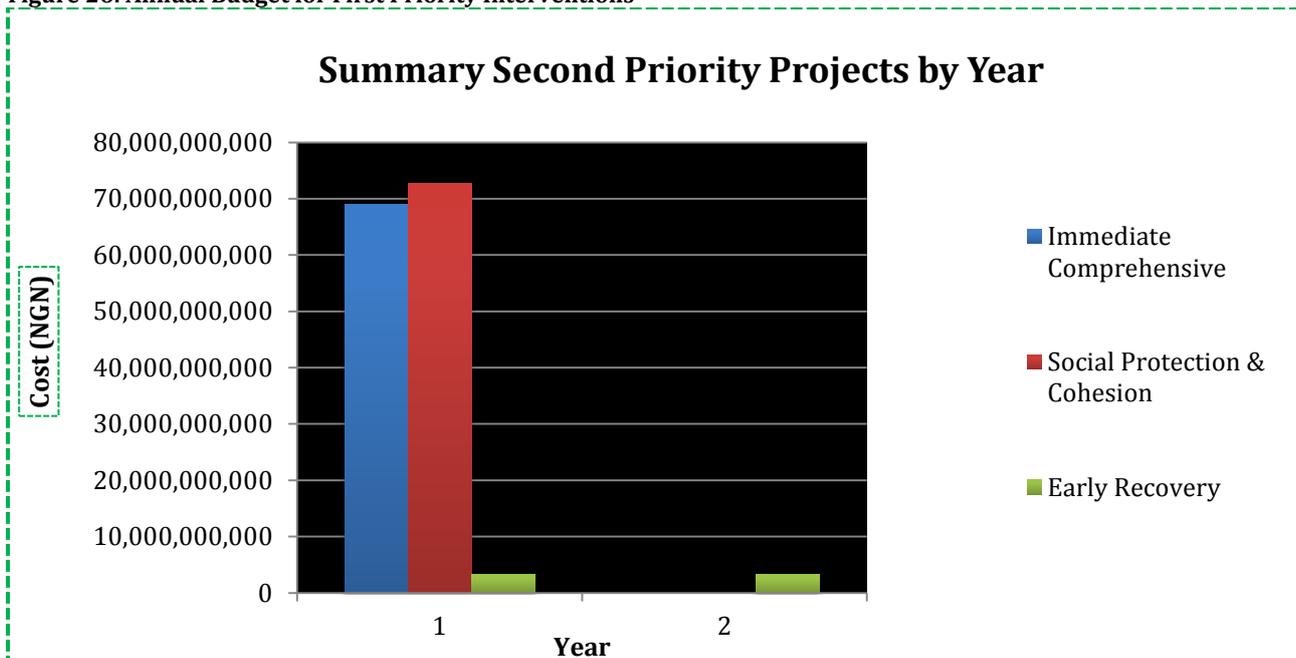


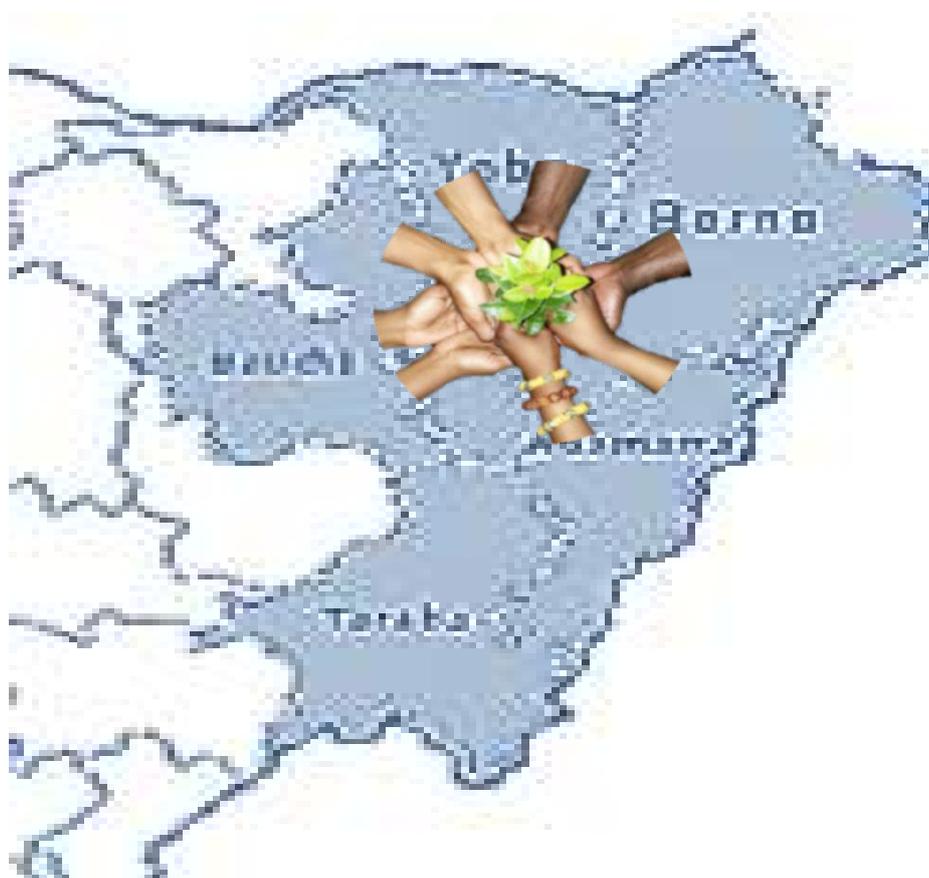
Figure 26: Annual Budget for First Priority Interventions



## **LIST OF APPENDIXES AND ANNEXURES**

1. Appendix 1: Names of Contributing Agencies and Individuals Acknowledged.
2. Appendix 2: North East Stakeholders Online Registration Form
3. Annexure 1:
  - The 2014 PINE Short-term Emergency Assistance and Economic Stabilisation (EA-ES).
  - The 2015 PINE Intermediate-term Resettlement and Rehabilitation (RRR).
  - The 2015 PINE Long Term Economic Reconstruction and Redevelopment Plan (ERR).
  - The North East States Transformation Strategy (NESTS).
  - The 2016 Humanitarian Response Plan (HRP).
  - The 2016 Humanitarian Needs Overview (HNO).
  - The 2016 Protection Monitoring Report (PMR).
  - The 2016 Nigeria Displacement Tracking Matrix (DTM).
  - The Educational Interventions (SSI).
  - The 2016 Victim Support Fund (VSF) Programme Document.
  - The 2016 Sustainable Peace-building Strategy (SPBS).
  - The 2016 North East Health Sector Crisis Response Strategic Plan (HS-HCRS).
  - The 2014 Countering Violent Terrorism (CVE) Plan.
  - The 2016 Nigeria Peace-building and Recovery Assessments (RPBA).
4. Annexure 2: PCNI Procurement Standards and Guidelines.
5. Annexure 3: SPHERE Minimum Humanitarian Standards.
6. Annexure 4: Detailed Terms of Reference & Draft RFP for Special Grants to LGAs Programme.

**Appendix 1**  
**Names of Contributing Agencies and Individuals Acknowledged**



### *Acknowledgements*

#### *Names of Contributing Individuals and Agencies*

In completing its herculean task, the PCNI extensively scrutinized for cohesiveness, comprehensiveness and inclusiveness, all the inputs of all stakeholders identified as instrumental to the Federal Government's direction for the North East. Special acknowledgements and thanks therefore go to:

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- **His Excellency Former Vice President Arc. Namadi Sambo.**
- **His Excellency Kashim Shettima Governor of Borno State.**
- **His Excellency Ibrahim Gaidam, Governor of Yobe State.**
- **His Excellency Murtala Nyako, Former Governor of Adamawa State.**
- **His Excellency Alhaji Ahmadu Umaru Fintirin Former Governor of Adamawa State.**
- **His Excellency Bala James Ngilari Former Governor of Adamawa State**
- **His Excellency Bindo Jibrilla Governor of Adamawa State.**
- **His Excellency Isa Yuguda Former Governor of Bauchi State.**
- **His Excellency Barrister Mohammed Abubakar Governor of Bauchi State.**
- **His Excellency Alhaji Ibrahim Hassan Dankwambo Governor of Gombe State.**
- **His Excellency Danbaba Danfulani Suntai, Former Governor of Taraba State.**
- **His Excellency Garba Umar, Former Governor of Taraba State.**
- **His Excellency Sanni Danlandi, Former Governor of Taraba State.**
- **His Excellency Darius Dickson Ishaku Governor of Taraba State.**
- **Lt. Col. Dasuki Sambo, Former National Security Adviser 2012 – 2015.**
- **Alhaji Muhammad Sani Sidi Director General NEMA.**

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- Federal Ministry of Finance (Federal Initiative for the North East - FINE)
- The National Planning Commission's Special Planning Initiative for the North East (SPINE).
- The State Emergency Management Agency (SEMA) Borno State.
- The State Emergency Management Agency (SEMA) Adamawa State.
- The State Emergency Management Agency (SEMA) Yobe State.
- The State Emergency Management Agency (SEMA) Bauchi State.
- The State Emergency Management Agency (SEMA) Gombe State.
- The State Emergency Management Agency (SEMA) Taraba State.
- The Six North East State Commissioners for Health.
- The State Commissioners for Education.
- The Independent National Electoral Commission (INEC).
- The National Bureau of Statistics (NBS).
- The National Primary Health Care Development Agency (NPHCDA).
- The Border Communities Development Agency (BCDA).

- The National Directorate of Employment (NDE).
- The Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)
- The Office of the Chief Economic Adviser to the President (OCEAP).
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- **Professor Soji Adelaja, John A. Hannah Professor, University of Michigan; Former Special Adviser to the National Security Adviser and Head, Directorate of Economic Intelligence ONSA (2010-2015); Chairman of the PINE Committee (2013 - 2015).**
- **Elder Statesman Dr. Turkur Ingawa OON, mni, Former Commissioner and State Secretary, Former Permanent Secretary Ministry of Police Affairs and Former Vice Chairman of the PINE Committee.**
- **M.K. Ahmad, Chairman, North East Regional Development Plan Committee.**
- **Hakeem Belo-Osagie, Chairman Etisalat - Nigerian Private Sector Sub-Committee.**
- **Prof. Fatimah Akilu, Former Director (ONSA) - Directorate of Counter Terrorism and De-radicalization.**

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- The Department of Economic Intelligence (ONSA) - The North East Economic Transformation Initiative (NEETI) Program Development Unit
- The Department of Counter Terrorism (ONSA) - The Countering Violent Extremism (CVE) Programme Units.

Specifically, appreciation goes to the following Intervention Actors whose activity and continuous programmatic development contributed to the comprehensiveness and coherence of the Buhari Plan:

- The North East Economic Summit Group (NEESG) planning effort for the development of the North East Economic Transformation Strategy (NEETS) a regional approach to the crisis.
- The Victims Support Foundation (VSF) for providing extensive financial and logistics support to the PCNI from its inception all through to its completion of the harmonization work

- The Safe Schools Initiative (SSI) for providing an international collaboration framework in the Education Sector.

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- The Empower54 Foundation.
- The Doctors Without Borders Group (MSF).
- The Oxford Committee for Famine Relief (OXFAM).
- The Murtala Mohammed Foundation.
- The Empower54 Foundation.

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- Mohammed Danjuma, PINE.
- Dr. Mariam Masha, Office of the Vice President.
- Professor Sunday Ochoche, Executive Director Victims Support Fund.
- Dr Ishiyaku M. Mohammed, North East Economic Summit Group.
- Sulaiman M. Audu, Representative of Adamawa State Government.
- Alhassan Nuhu, representative of NEMA.
- Isa Bello Sali CFR, Representative of Adamawa State Government.
- Muhammed Yusufar, Representative of Yobe State Government.
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- Sani Mohammed Ismail, Representative of Yobe State Government.
- Ayo Olagunju, PINE.
- Said Dikko, PINE.

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- Salisu G. Ahmed, representing the M & E Department, Federal Ministry of Agric and Rural Development.
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- Engr. Numoipre Willis, representing the Boarder Communities Development Agency
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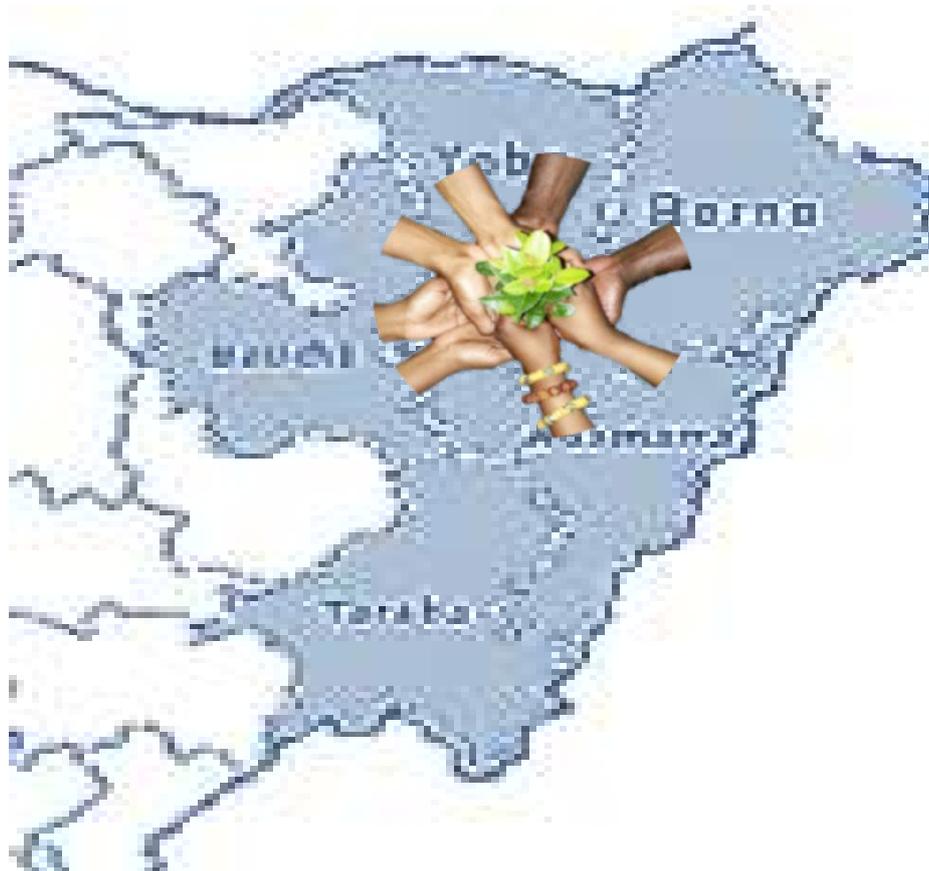
- Nextier Capital Ltd., Institutional Frameworks and Governance.
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- Engr. Tunji Ariyomo, Programme Development and Design for Infrastructure.
- Agatha Ukwanya-Thomas, Programme Development and Design.
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- Mohammed Brimah, Office of the Vice President of Nigeria.
- Alkasim Abdulkadir, Strategic Communications, Editor of Citizens Platform.

**Appendix 2**  
**North East Stakeholders Online Registration Form**



*North East Stakeholders Online Dashboard*

**Individual Participants Registration Form**

**This form is to enable your NGO/Organization to be registered amongst other stakeholders with the PRESIDENTIAL COMMITTEE ON NORTH EAST INTERVENTION (PCNI).**

If your organization is listed as a 'Statutory Organization' in this form, you do not need to complete this Registration Form. All other organizations who wish to or are currently involved in any kind of intervention/activity in the North East should complete this form. The information on this form will be stored on our online dashboard and your username and password to access our dashboard will be sent to your email addresses.

Deadline for registration of all Organizations under this category is ..... **2016**.

**To be completed by all organizations**

**PART 1 - NGO DETAILS**

<b>Type of NGO</b>	<b>Choose an item.</b>		
<b>Organisation Name</b>			
<b>Parent Organisation</b>			
<b>Year of Incorporation</b>	<b>Click here to enter a date.</b>		
<b>Registration Number</b>			
<b>Registered Office Address</b>			
<b>Authorised Email Address</b>			
<b>Phone</b>			
<b>Website URL of NGO</b>			
<b>Head of Organization</b>	<b>Name:</b> <b>Designation:</b> <b>Phone:</b>		
<b>List 3 Key Management Staffs</b>	<b>Name:</b> <b>Designation:</b> <b>Phone:</b>	<b>Name:</b> <b>Designation:</b> <b>Phone:</b>	<b>Name:</b> <b>Designation:</b> <b>Phone:</b>
<b>Contact Person</b>	<b>Name:</b> <b>Phone:</b> <b>Email:</b>		

**PART 2 - SECTOR/KEY ISSUES**

**I. Objectives** (*briefly outline your organisations objectives*)

--

**II. List state(s) in which your organisation is currently operating**

--

**III. Outline any major activity/achievement in the past 4-5 years**

--

**PART 3 - NORTH EAST PROJECTS / DETAILS:**

Project Title	
Project Sector	<b>Choose an item.</b>
Type of Project	<b>Choose an item.</b>
Date of Commencement of Project	<b>Click here to enter a date.</b>
Address of Project Location	<b>State: LGA: Community: Land Mark:</b>

I. Project Background

II. Project Specific Objectives

III. Project Milestones

IV. Next Project Milestones to be achieved

V. Project Challenges *(if any)*

VI. Recommendations *(if any)*

#### **PART 4 - AUTHORISATIONS**

**Signed by a duly authorised signatory for and on behalf of the organisation named in Part 1**

**Signature:**

**Print Name:**

**Date:**

#### **Notes**

For further Inquiries, please email [a.mamman@pcni.org.ng](mailto:a.mamman@pcni.org.ng).

Any new leasing/licensing process will involve an invitation to tender which will involve consideration of how best to engage with stakeholders. Any development of projects through leasing processes will be subject to the statutory planning process, and full leases/licences for site development will only be issued by The PCNI when all necessary key statutory consents have been granted.

Engaging (or not engaging) with The PCNI at this stage does not prejudice the ability of organisations to engage in the consultation process which individual projects will undertake as part of applying for their statutory consents.

#### **Statutory Organisations**

The organisations listed below are classed as 'statutory organisations' and do not need to complete the registration form:

- **FEDERAL GOVERNMENT OF NIGERIA**
- **OVP**
- **ONSA**
- **FEDERAL GOVERNMENT MINISTRIES, DEPARTMENTS AND AGENCIES**
- **STATE GOVERNMENTS MINISTRIES, DEPARTMENTS AND AGENCIES**
- **NEMA**

The PCNI may, in its absolute discretion, also automatically engage other bodies, including but not limited to advisors and regulators, which are not listed here, in relation to specific activities.

**Appendix 3**  
**PCNI Procurement Standards and Delivery Guidelines**





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**PRESIDENTIAL COMMITTEE ON THE NORTH EAST INITIATIVE (PCNI)**

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**GENERAL PROCUREMENT STANDARDS AND DELIVERY GUIDELINES**

**FOR**

**EMERGENCY ASSISTANCE  
SOCIAL STABILISATION  
EARLY RECOVERY**

**PACKAGE NO:**

**PCNI/ /2016/001**



### *Preamble*

Humanitarian Relief is the first priority of interventions in the North East being coordinated by the Presidential Committee for the North-East Initiative (PCNI), in collaboration with the North East State Governments, Local and International Private Stakeholders Partners and Donors as well as Global Development Agencies and Support Groups.

This phase has three segments of strategic distribution of relief materials to vulnerable and affected persons across the six states of the region: the Immediate Comprehensive Relief, the Social Stabilisation and the Early Recovery segments.

All segments require the procurement of critical food and non-food items in large quantities as well as contractual services for implementation of several projects. This document provides the legal framework by which PCNI will conduct its operations in the circumstances. The document is also designed to provide guidelines for all commercial entities who wish to participate in PCNI's operations and processes on behalf of the PCNI Management and as authorized by the Presidential Directive of His Excellency President Muhammadu Buhari. This document is guided by the "Direct Procurement" and "Emergency Procurement" provisions of the Public Procurement Act of 2007, Law of the Federal Republic of Nigeria.

### **Scope of Work**

Generally the Immediate Comprehensive Relief program will require three main components of procurement to be supplied to PCNI designated warehouses in the six states of the North East:

- 1. Relief Materials - Food Items.**
- 2. Relief Materials - Non- food Items.**
- 3. Contractual Services.**

**Table 16: Lot Numbering of Relief Materials (Food and Non-Food Items).**  
These serial numbers represent relief material items to be supplied.

<b>FOOD ITEMS</b>			
<b>S/NO</b>	<b>ITEM</b>	<b>DESCRIPTION</b>	<b>SIZE</b>
1	RICE	100% Sorted,5% Broken parboiled rice packed in PCNI branded sacks	10kg
2	MILLET	Fine sorted millet packed in PCNI branded sack	10kg
3	BEANS	AFRICAN white beans packed in PCNI branded sack	10kg
4	SEMOVITA	From any indigenous producer but branded specially for PCNI	10kg
5	SPAGHETTI	20 pieces in a 500gm carton of any locally produced branded carton	500gm carton
6	NOODLES	40 pieces of instant noodles in a 70gm carton	70gm carton
7	SORGHUM	Fine sorted sorghum packed in a PCNI branded sack	10kg
8	SALT	Branded sachet of 1kg iodized locally produced salt	1kg sachet
9	PALM OIL	locally produced fine palm oil in a PCNI branded gallon	5 liters gallon
10	TIN TOMATOES	70gm sachet tomato paste packed in 50 piece branded carton	1 carton
11	VEGETABLE OIL	5 Liters gallon of locally produced veg oil enriched with Vitamin A in a PCNI branded gallon	5 liters Gallon
12	SUGAR	Locally produced white sugar enriched with Vitamin A in a PCNI branded sachet	5kg bags
13	POWDERED MILK	Medium sized 900gm powdered milk tin	900gm tin
14	MILO	Cocoa powdered beverage in 800gm tin	800gm tin
15	MAIZE	African yellow maize packed in PCNI branded sack	10kg
16	WATER PURIFYING POWDER	4gm Water purifying powder sachets in a carton of 200 sachets	900gm
<b>NON-FOOD ITEMS</b>			
17	BUCKETS	15 liters PCNI branded plastic bucket	15 liters medium size
18	BLANKETS	Locally produced woolen blanket	6"x7"
19	MOSQUITO NET	Malaria treated net	standard
20	DETERGENT	Locally produced Powdered detergent in branded sachets	1 kg sachet
21	TOILET SOAP	Locally produced antiseptic soap bar	Roll of 12 pieces
22	MATRESS	Single size foldable mattress	38"x 75" mattress
23	MATCHES	MATCHES	Small pack of 10
24	NYLON MATS (2)	Locally produced nylon woven mats	38"x 75"
25	SANITARY PADS	A Mini pack	7 units per pack
26	WHEEL BARROW	Standard Branded metal wheel barrow	standard
27	MEDICAL PACK	Standard first aid kit consisting of disinfectant, bandages, plasters, cotton wool, scissors, latex gloves	standard
28	SOLAR LIGHTING PACK	4 Solar Powered Lamps in black carrier bag	standard

**Table 2: Description of Delivery Locations for Food and Non-Food Items.**  
The Letters Represent the Destination.

No. of Destinations	Destination	Lot Letters
1	Maiduguri	M
2	Yola	Y
3	Damaturu	D
4	Gombe	G
5	Jalingo	J
6	Bauchi	B

**Table 3: Full Description of Lot Numbers for Vendors Quotations.**

Lot Numbers describe the serial numbers (1-28) for Specific Food and Non-Food Items and the letters describe the product's destinations points for their delivery, a combination of tables 1 and 2. For example Beans to be delivered to Jalingo will have the Lot Number 3J.

FOOD ITEMS	Maiduguri	Yola	Damaturu	Gombe	Jalingo	Bauchi	No. of Deliveries
Rice - 10kg	1M	1Y	1D	1G	1J	1B	2
Millet 10kg	2M	2Y	2D	2G	2J	2B	2
Beans 10kg	3M	3Y	3D	3G	3J	3B	2
Semovita - 5kg	4M	4Y	4D	4G	4J	4B	2
Spaghetti - 1 carton	5M	5Y	5D	5G	5J	5B	2
Indomie Noodles	6M	6Y	6D	6G	6J	6B	2
Sorghum 10kg	7M	7Y	7D	7G	7J	7B	2
Salt - 1kg	8M	8Y	8D	8G	8J	8B	2
Palm oil (branded)	9M	9Y	9D	9G	9J	9B	2
Sachet Tomatoes 70gm	10M	10Y	10D	10G	10J	10B	2
Vegetable oil (branded) 5ltr	11M	11Y	11D	11G	11J	11B	2
Sugar - 5kg	12M	12Y	12D	12G	12J	12B	2
Milk 900gm	13M	13Y	13D	13G	13J	13B	2
Milo 900gm	14M	14Y	14D	14G	14J	14B	2
Maize 10kg	15M	15Y	15D	15G	15J	15B	2
Water Purifying Tablet	16M	16Y	16D	16G	16J	16B	2
<b>NON-FOOD ITEMS</b>							
Buckets	17M	17Y	17D	17G	17J	17B	1
Blankets	18M	18Y	18D	18G	18J	18B	1
Malaria treated Net	19M	19Y	19D	19G	19J	19B	1
Detergent 1kg	20M	20Y	20D	20G	20J	20B	1
Antiseptic Soap	21M	21Y	21D	21G	21J	21B	1
Mattress (38X75)	22M	22Y	22D	22G	22J	22B	1
Matches	23M	23Y	23D	23G	23J	23B	1
Nylon Mat (Branded)	24M	24Y	24D	24G	24J	24B	1
Sanitary Pad	25M	25Y	25D	25G	25J	25B	1
Wheelbarrow (with branding)	26M	26Y	26D	26G	26J	26B	1
Medical Pack (contents?)	27M	27Y	27D	27G	27J	27B	1
Solar Lighting Pack	28M	28Y	28D	28G	28J	28B	1

**Table 4: Comprehensive Description of Lots and Quantities Food and Non-Food Items**

S/NO	ITEM	DESCRIPTION	SIZE	LOT/QTY	FREQUENCY
<b>FOOD ITEMS</b>					
1	RICE	100% Sorted,5% Broken parboiled rice packed in PCNI branded sacks	10kg	1M 1Y 1D 1G 1J 1B	2
2	MILLET	Fine sorted millet packed in PCNI branded sack	10kg	2M 2Y 2D 2G 2J 2B	2
3	BEANS	AFRICAN white beans packed in PCNI branded sack	10kg	3M 3Y 3D 3G 3J 3B	2
4	SEMOVITA	From any indigenous producer but branded specially for PCNI	10kg	4M 4Y 4D 4G 4J 4B	2
5	SPAGHETTI	20 pieces in a 500gm carton of any locally produced branded carton	500gm carton	5M 5Y 5D 5G 5J 5B	2
6	NOODLES	40 pieces of instant noodles in a 70gm carton	70gm carton	6M 6Y 6D 6G 6J 6B	2

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**PCNI - 2016**

7	SORGHUM	Fine sorted sorghum packed in a PCNI branded sack	10kg	7M	2
				7Y	
				7D	
				7G	
				7J	
				7B	
8	SALT	Branded sachet of 1kg iodized locally produced salt	1kg sachet	8M	2
				8Y	
				8D	
				8G	
				8J	
				8B	
9	PALM OIL	locally produced fine palm oil in a PCNI branded gallon	5 ltrs gallon	9M	2
				9Y	
				9D	
				9G	
				9J	
				9B	
10	TIN TOMATOES	70gm sachet tomato paste packed in 50 piece branded carton	1 carton	10M	2
				10Y	
				10D	
				10G	
				10J	
				10B	
11	VEGETABLE OIL	5 Litres gallon of locally produced veg oil enriched with Vitamin A in a PCNI branded gallon	5 litres Gallon	11M	2
				11Y	
				11D	
				11G	
				11J	
				11B	
12	SUGAR	Locally produced white sugar enriched with Vitamin A in a PCNI branded sachet	5kg bags	12M	2
				12Y	
				12D	
				12G	
				12J	
				12B	
13	POWDERED MILK	Medium sized 900gm powdered milk tin	900 gm tin	13M	2
				13Y	
				13D	
				13G	
				13J	
				13B	
14	MILO	Cocoa powdered beverage in 800gm tin	800 gm tin	14M	2
				14Y	
				14D	
				14G	
				14J	
				14B	

15	MAIZE	African yellow maize packed in PCNI branded sack	10kg	15M		2
				15Y		
				15D		
				15G		
				15J		
				15B		
	WATER PURIFYING POWDER	4gm Water purifying powder sachets in a carton of 200 sachets	900gm	16M		2
				16Y		
				16D		
				16G		
				16J		
				16B		
<b>NON-FOOD ITEMS</b>						
17	BUCKETS	15 litres PCNI branded plastic bucket	15 litres medium size	17M		1
				17Y		
				17D		
				17G		
				17J		
				17B		
18	BLANKETS	Locally produced woollen blanket	6"x7"	18M		1
				18Y		
				18D		
				18G		
				18J		
				18B		
19	MOSQUITO NET	Malaria treated net	standard	19M		1
				19Y		
				19D		
				19G		
				19J		
				19B		
20	DETERGENT	Locally produced Powdered detergent in branded sachets	1 kg sachet	20M		1
				20Y		
				20D		
				20G		
				20J		
				20B		
21	TOILET SOAP	Locally produced antiseptic soap bar	Roll of 12 pieces	21M		1
				21Y		
				21D		
				21G		
				21J		
				21B		
22	MATTRESS	Single size foldable mattress	38"x 75" mattress	22M		1
				22Y		
				22D		
				22G		
				22J		
				22B		

23	MATCHES	Small pack of 10		23M	1
				23Y	
				23D	
				23G	
				23J	
				23B	
24	NYLON MATS (2)	Locally produced nylon woven mats	38"x 75"	24M	1
				24Y	
				24D	
				24G	
				24J	
				24B	
25	SANITARY PADS	Mini Pack	7 Units per pack	25M	1
				25Y	
				25D	
				25G	
				25J	
				25B	
26	WHEEL BARROW	Standard branded metal wheel barrow	Standard	26M	1
				26Y	
				26D	
				26G	
				26J	
				26B	
27	MEDICAL PACK	Standard first aid kit consisting of disinfectant, bandages, plasters, cotton wool, scissors, latex gloves	Standard	27M	1
				27Y	
				27D	
				27G	
				27J	
				27B	
28	SOLAR LIGHTING PACK	4 Solar Powered Lamps per pack	Standard	28M	1
				28Y	
				28D	
				28G	
				28J	
				28B	

**Table 5: Comprehensive Description of Lots – Contractual Services**

Services/Contracts	Maiduguri	Yola	Damaturu	Gombe	Jalingo	Bauchi
<b>Comprehensive Relief Services and Contracts</b>	29M	29Y	29D	29G	29J	29B
<i>Branding and packaging of relief materials</i>						
<i>NEMA &amp; SEMA warehouse labour and staffing (N1500/day *180days*10 persons per state)</i>	30M	30Y	30D	30G	30J	30B
<i>Documentation, Registration and Validation of Beneficiaries.</i>	31M	31Y	31D	31G	31J	31B
<i>Unconditional Cash Transfer Implementation, Administrative Overheads, Logistics and Program Management Costs.</i>	32M	32Y	32D	32G	32J	32B
<i>Media Coverage, Advertisements, Strategic Communications and Publicity.</i>	33M	33Y	33D	33G	33J	33B
<i>Impact Assessment and Documentation (M&amp;E)</i>	34M	34Y	34D	34G	34J	34B
<b>Social Assistance Services and Contracts</b>						
<i>Targeted Cash Transfer Implementation, Administrative Overheads, Logistics and Program Management Costs</i>	35M	35Y	35D	35G	35J	35B
<i>Early Recovery Agricultural Inputs and Food Security Implementation; Productive Works Implementation, Administrative Overheads, Logistics and Program Management Costs</i>	36M	36Y	36D	36G	36J	36B
<i>Rapid Mobile Medical Units Scheme Procurement of Units, Furnishings and Fittings, Equipment, Supplies, Transportation and Delivery, Implementation, Administrative Overheads, Logistics and Program Management Costs</i>	37M	37Y	37D	37G	37J	37B
<i>Mobile Prefabricated Schools Projects, Repairs, Renovation of Damaged Prefabricated Units; Procurement of School Furniture and Fittings, Implementation, Transportation and Delivery, Administrative Overheads, Logistics and Program Management Costs</i>	38M	38Y	38D	38G	38J	38B
<i>Media Coverage, Advertisements and Publicity</i>	39M	39Y	39D	39G	39J	39B
<i>Strategic Communications</i>	40M	40Y	40D	40G	40J	40B
<i>Impact Assessment and Documentation (M&amp;E)</i>	41M	41Y	41D	41G	41J	41B
<b>Productive Works Services and Contracts</b>						
<i>Labour Intensive Schemes, repairs and renovations, procurements, Implementation, Administrative Overheads, Logistics and Program Management Costs</i>	42M	42Y	42D	42G	42J	42B
<i>Skills Acquisition Schemes, training, development and implementation of centres, Administrative Overheads, Logistics and Programme Management Costs</i>	43M	43Y	43D	43G	43J	43B
<i>Media Coverage, Advertisements, Strategic Communications and Publicity.</i>	44M	44Y	44D	44G	44J	44B
<i>Impact Assessment and Documentation (M&amp;E)</i>	45M	45Y	45D	45G	45J	45B

### **Products Delivery Guidelines for Vendors**

Successful vendors that have completed all documentations and signed the contracting agreement with PCNI will receive these guidelines for their delivery of the agreed products to the designated warehouses in the six states of the North-East.

- **Delivery Note/Waybill:**

Each vendor will receive this document from PCNI for use at each designated point of loading. It will be completed by the vendor with all the required details as indicated on the form and emailed to PCNI's designated Officer(s) as soon as the truck(s) in that batch are ready to commence their journey to their point of delivery.

- ✓ Each batch must not exceed five trucks as indicated on any Delivery Note.
- ✓ Upon delivery, the representative of **NEMA/SEMA** at the receiving warehouse will confirm the quantity and quality of goods before appending his signature on the same Delivery Note/Waybill.
- ✓ Upon delivery, the representative of **PCNI** at the receiving warehouse will confirm the quantity and quality and specification of goods before appending his signature on the same Delivery Note/Waybill.
- ✓ Upon delivery, the representative of **Red Cross** at the receiving warehouse will confirm the quantity and quality of goods before appending his signature on the same Delivery Note/Waybill.
- ✓ The Driver or lead driver of the delivering truck(s) of goods will also append his signature on the same Delivery Note/Waybill after the receipt of goods has been completed.
- ✓ Upon delivery, the representative of the **Vendor** at the receiving warehouse will confirm the quantity and quality of goods before appending his signature on the same Delivery Note/Waybill.
- ✓ The original copy of the completed and signed Delivery Note/ Waybill will be availed to **PCNI** in both soft and hard copies for administrative purposes.

- **NSCDC/Military Escorts for Goods in Transit:**

Upon the request of the **Vendor**, **PCNI** will make arrangements for **NSCDC or Military** officers to provide escort for the goods at they travel from origin to destination. The cost of this service will be borne by the **Vendor**.

If the service of such an escort is engaged, the escort will also be required to append his signature and details on the Delivery Note/Waybill upon delivery.

- **Goods in Transit Insurance (GIT):**

Vendors are strongly advised to engage the services of an insurance firm to provide them with GIT insurance for the quantity of goods they are supplying to **PCNI**.

**PCNI will not be held accountable for any goods in transit until the goods have reached their final agreed delivery points.** See attached, copy of the Delivery Note/Waybill.