



REBUILDING THE NORTH EAST THE BUHARI PLAN

Volume III
Development Strategies
(Initiatives Strategies and Implementation Frameworks)

June 2016

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



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Section VII
The North East Development Strategies



Chapter 16 Infrastructure Redevelopment

SUMMARY OF THE INFRASTRUCTURAL REDEVELOPMENT PLAN



16
Infrastructure
Initiatives



98+
Infrastructure
Projects



38+
Infrastructure
Partners



Total
Budget for
Infrastructure
₦1.1 Trillion



Total Existing
Funding for
Infrastructure
₦215.96 Billion



Total Funding
Gap for
Infrastructure
₦1.054 Trillion

Introduction

According to the World Bank's Africa Infrastructure Country Diagnostic (AICD) Report on Nigeria, infrastructure has made a net contribution of around 1 %age point to Nigeria's improved per capita growth performance in recent years, in spite of the fact that unreliable power supply held growth back.

The AICD Country Diagnostics on Infrastructure reveals that Nigeria has made important strides toward improving much of its infrastructure. Compared to many African peers, Nigeria has relatively advanced power, road, rail, and information and communications technology (ICT) networks that cover extensive areas of the nation's territory. AICD also reports for Nigeria in recent years:

- Several important infrastructure sector reforms.
- The ports sector converted to a landlord model and terminal concessions now attracting private investment on a scale unprecedented for Africa.
- The power sector undergoing a restructuring, paving the way for performance improvements; finally on a path toward raising tariffs to recover a larger share of costs.
- Bold liberalization measures in the ICT sector resulting in widespread, low-cost mobile services, Africa's most vibrant fixed-line sector and major private investments in the development of a national fiber-optic backbone.
- A burgeoning domestic air transport, with strong private carriers that have rapidly attained regional significance.

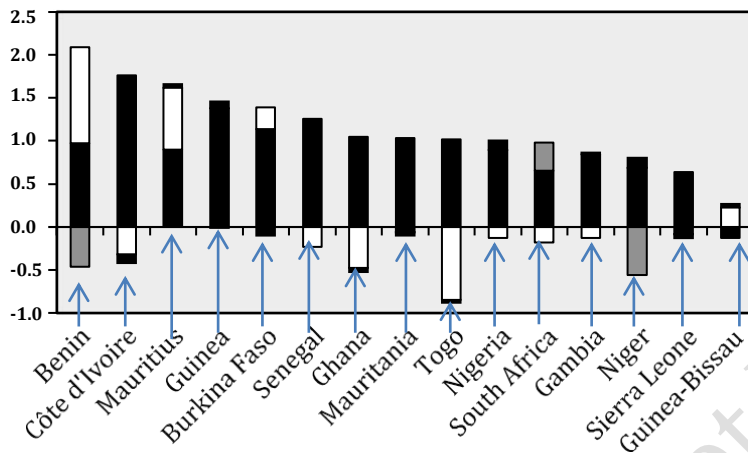
However, despite these notable advances, critical gaps and challenges remain:

- Nigeria's infrastructure networks mirror the spatial concentration of economic activity in the south with little inclusion from the North.
- The deficits recorded in national infrastructure capacity are particularly profound in the North East, with the region offering the worst indicators across the sector.
 - ✓ Roads and railway network conditions are critical, adversely affecting national connectivity and security.
 - ✓ Poor connectivity to the national power transmission network.
 - ✓ Prevalent gaps in global system for mobile communications (GSM) coverage.

- ✓ Very limited access to water for irrigation and hygiene despite high levels of agricultural activity in the region.

Data collected on regional Internal Generated Revenue show that the North East records the lowest Percentages at 5% along with the North West, while the Southern parts of the country generated up to 45%. The data collated by the World Bank Country Study records infrastructure's contribution between the years 2003–2007, to annual per capita economic growth in select countries, in %age points.

Figure 1: Infrastructure Comparism Nigeria to Africa

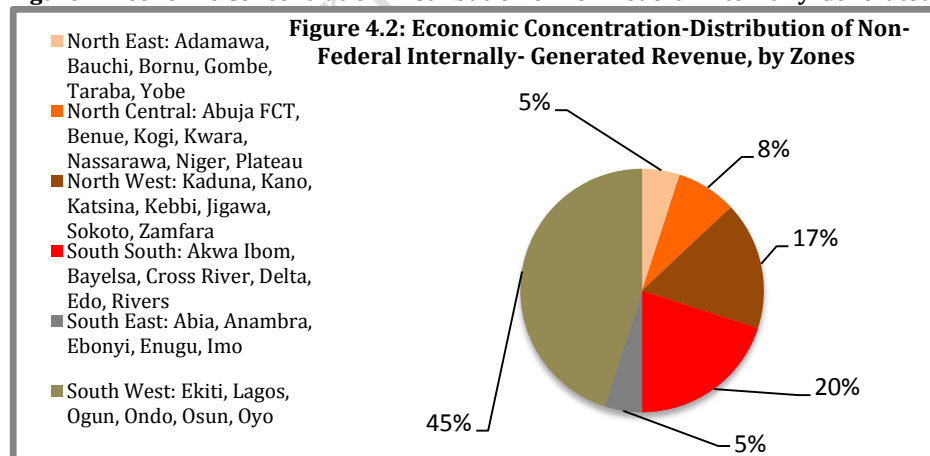


The dominant role of ICT in Nigeria's infrastructural growth as recorded above informs the decision to focus also on the introduction and rapid deployment of ICT to the North East as a growth indicator for the region.

- Telecoms
- Electricity
- Roads

Other areas of focus targeted within this plan for Infrastructural development in the North East are likewise based on the recorded potential contributions of those infrastructural pillars. The data analysis below represents the World Bank's projected contribution of major infrastructure to annual per capita economic growth in select countries, in %age points.

Figure 2: Economic Concentration-Distribution of Non-Federal Internally-Generated revenue, by Zones



The spatial distribution of Nigeria's economy shows marked differences between north and south generally but a great dearth particularly in the North East. The country's economic growth has been neither inclusive nor equitable in the recent years despite the recorded increased GDP nationwide.

Source: NPC, First National Implementation Plan for NV20:2020 (2010-2013), Vol. III

A comparative analysis of Infrastructure as an indicator for production/growth capacity vis-a-vis actual economic growth reveals a co-relationship that directs the focus for developing the

infrastructure sector of the North East. Accordingly the key areas of focus for infrastructure development of the North East will include:

- Renewable Energy/Power.
- Efficient Regional Transportation Network.
- Information and Communication Technology.
- Water, Hygiene and Sanitation.
- Environmental Protection.

Deficits identified by the regional planning effort are focused in the areas of power, information/communications technology (ICT), transportation, housing, environment, water and sanitation. For these pillars of infrastructural development the NESTS plan identified an estimated immediate costing need of about 0.7 Billion Dollars. Costing estimated by the National Integrated Infrastructural Master Plan for the region is as high as 304 Billion Dollars for an estimated time period of about 30 years, to clear out these deficits.

Table 1: Current Stock of Infrastructure in the North East Region

Energy	Transport	Water and Agriculture	Social Infrastructure
<p>Oil and Gas</p> <ul style="list-style-type: none"> • Prospects for oil and gas in Frontier • Inland Basins in the North East • No refinery • 3 NNPC Depots (Gombe, Maiduguri and Yola) <p>Power</p> <ul style="list-style-type: none"> • Ongoing large and mini-hydro projects • Mambilla (2600MW) in Taraba • Waya Dam (2x750kW) in Bauchi • Tunga Dam (2x200kW) in Taraba • 1 Distribution Company (Yola) with 265Gh capacity • No gas-fired plants • No major renewable generation plant • Kashimbila Hydro, Taraba • DadinKowa hydro, Gombe 	<p>Aviation</p> <ul style="list-style-type: none"> • No international airport • 2 FAAN operated domestic (Maiduguri and Yola) airports • Domestic airports in Gombe, Bauchi and Taraba <p>Roads</p> <ul style="list-style-type: none"> • All State capitals connected by roads • Inter-State dual carriage way in the NE, on-going <p>Rail</p> <p>3 State capitals (Bauchi, Gombe and Maiduguri) connected with narrow gauge national rail network</p> <p>Inland Waterways</p> <ul style="list-style-type: none"> • No inland port 	<p>Irrigation</p> <p>River Basin Authorities</p> <ul style="list-style-type: none"> • Lake Chad Basin, Maiduguri • Upper Benue Basin, Yola • HadejiaJama're River Basin <p>Water and Irrigation Dams</p> <ul style="list-style-type: none"> • DadinKowa Dam, Gombe • KafinZaki Dam, Bauchi • Kiri Dam, Adamawa • Alau Dam, Borno • Balanga Dam, Gombe • Kashimbila Dam, Taraba • Cham Dam, Gombe • Lake Maladumba, Bauchi • Galka Dam, Bauchi 	<p>Education</p> <ul style="list-style-type: none"> • 6 Federal universities • 5 State universities • 2 private universities • 4 Federal polytechnics • 5 State polytechnics <p>ICT</p> <ul style="list-style-type: none"> • No reportable infrastructure

Source: the NESTS Plan; Adeogun, I. O. (Dec. 2013), "Accelerating Infrastructural development through Regional Cooperation

In reviewing infrastructure related indices across the six States, the State Governments have reported the following data sets; haven reviewed also the following critical sub-sectors of infrastructure:

Information and Communication Technology (ICT)

Table 2: Nigeria: Access to Mobile Phones by Region, 2010 (Percentages)

Region	Access	No Access
North East	48.3	51.7
North Central	74.8	25.2
North West	48.6	51.4
South East	80.2	19.8
South South	69.6	30.4
South West	83.2	16.8
Nigeria	63.9	36.1

Source: NBS, Annual Abstract of Statistics, 2011

Figure 3: Access to Mobile Phones, by Region in Nigeria, 2010

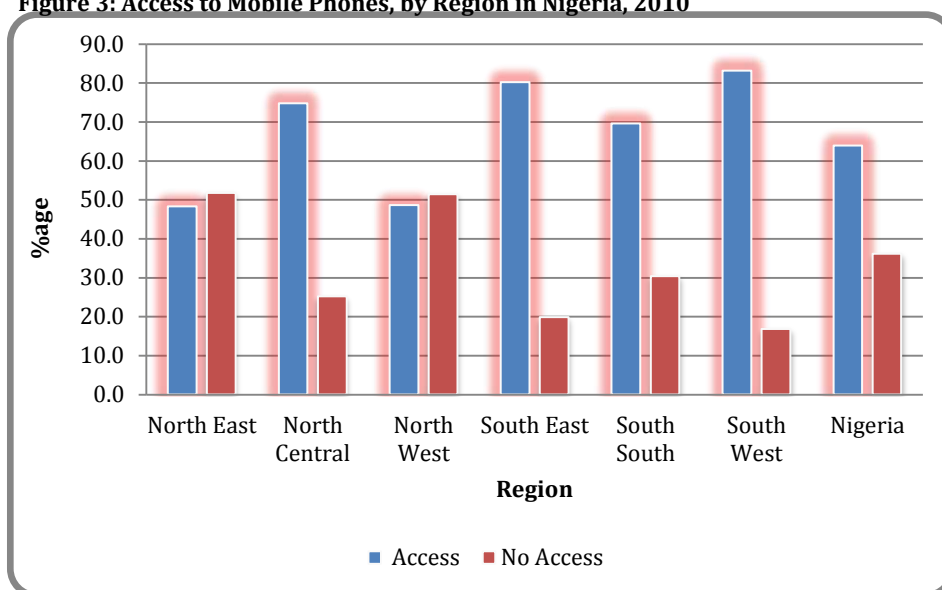


Table 3: Access to Internet, by Regions in Nigeria (%age)

Region	Access	No Access
North East	1.6	98.4
North Central	4.2	95.8
North West	0.8	99.2
South East	2.6	97.4
South South	4.3	95.7
South West	8.2	91.8
Nigeria	3.6	96.4

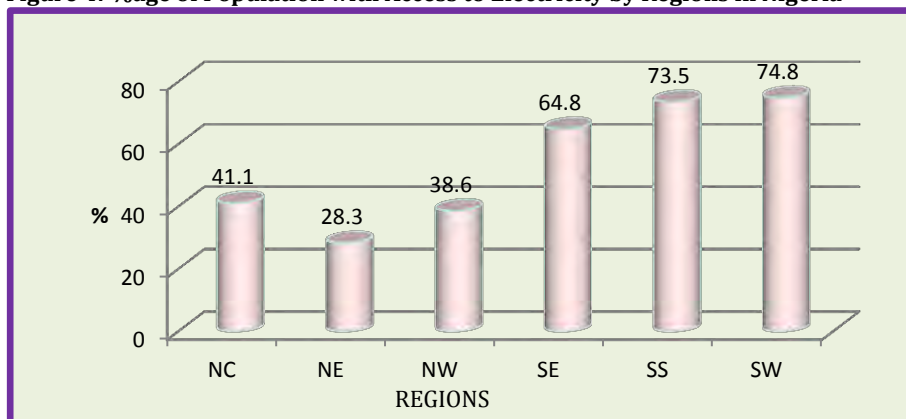
Source: NBS, Annual Abstract of Statistics, 2011

Indicators established for ICT:

- More than half of the persons in the North East and North West Regions had no access to mobile phones in 2010.
- The North East faced an even greater difficulty in access to the Internet in 2010, as shown in Table 3.

Power

Figure 4: %age of Population with Access to Electricity by Regions in Nigeria



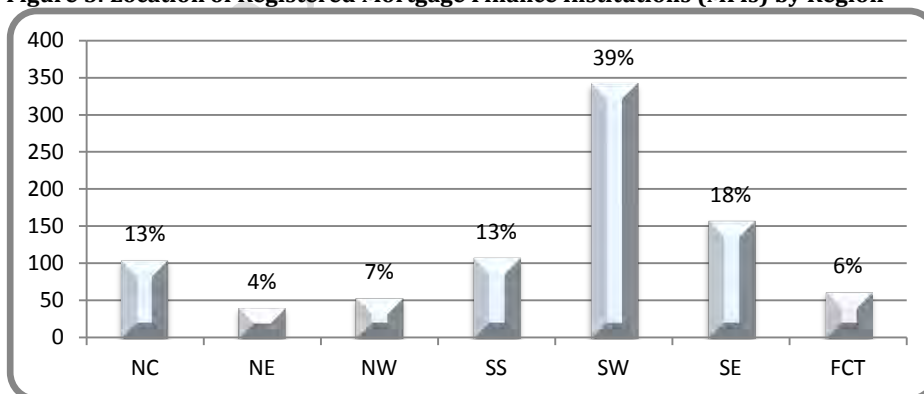
Source: NBS (2012) LSMS General Household Survey

Indicators established for Power:

- Rural and semi-urban access to electricity is estimated at about 35 per cent while the per capita consumption of electricity in Nigeria is approximately 125 kWh. This compared with South Africa at 4500kWh, Brazil at 1934kWh and China at 1370kWh indicates a very low capacity in general in Nigeria.
- The 2010 National Living Standards Survey by the National Bureau of Statistics, published in 2012, shows that only 28.3 per cent of the population of the North East Region had access to power compared to other regions, which range from 38.6% for the North West, to 74.8 per cent for South West, which had the highest %age of population with access to power. This indicates that the North East Region has the least access to power in the country.

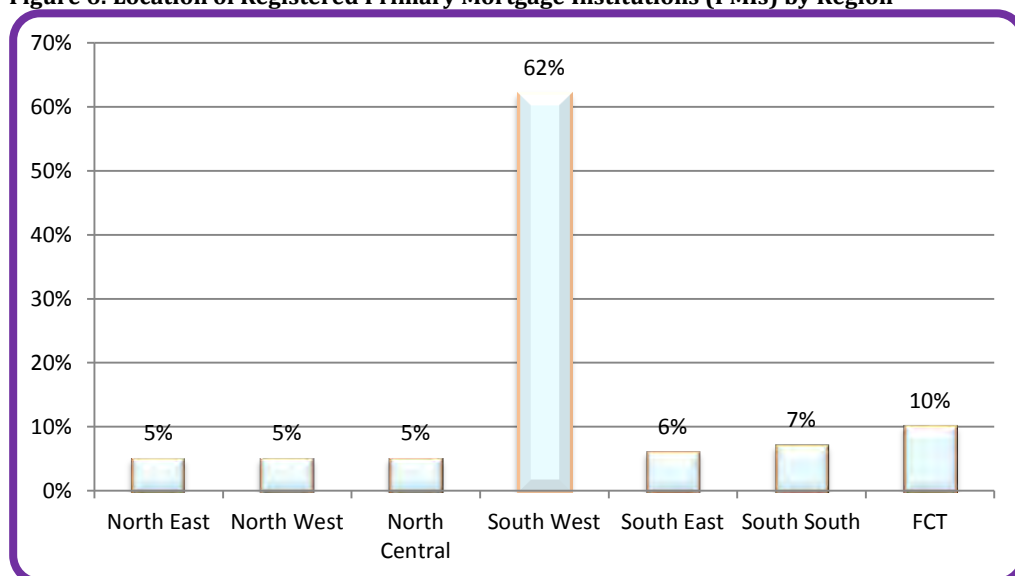
Housing

Figure 5: Location of Registered Mortgage Finance Institutions (MFIs) by Region



Source: Central Bank of Nigeria Website

Figure 6: Location of Registered Primary Mortgage Institutions (PMIs) by Region



Source: Central Bank of Nigeria Website

Indicators established for Housing:

- Nigeria currently ranks low at 0.471 in Human Development Index.
- The presence of Mortgage Finance institutions in the Region is minimal.
- There are 82 registered Primary Mortgage Institutions in the country. Of this amount, the least number are located in the Northern States with 4 each located in the North East, North West and North Central respectively. The South West has the largest number, 51, accounting for 62% of the total and the North East ranking at the lowest at only 5%.
- It is estimated that Nigeria currently has a housing deficit of over 17.0 million units and requires an investment of at least N60.0 trillion to bridge the gap at the rate of N3.5 million per housing unit.
- It is also estimated that with a population of over 174 million, Nigeria requires 720,000 housing units on an annual basis if the housing deficit must be bridged before 2020.

Sanitation, Water Sources, Sewer and Refuse Facilities

Table 4: Toilet Facilities in the North East (Water) by Place of Residence

Characteristics	North Central	North East	North West	South East	South South	South West	Urban	Rural	NGA
None	35.8	20.3	7.1	13.3	9.6	29.2	12.5	23.3	19.0
Toilet on Water	0.4	1.3	1.1	0.3	9.3	4.1	8.5	2.5	2.9
Flush to Sewage	3.9	1.2	1.1	1.7	7.3	9.9	9.4	1.6	4.7
Flush to Septic Tank	2.9	0.7	1.2	25.6	23.7	24.8	28.0	5.2	14.2
Pail/ Bucket	0.8	1.0	1.7	0.2	0.8	0.2	0.8	1.1	0.8
Covered Pit/Latrine	20.5	44.3	59.8	36.9	27.9	25.4	33.8	37.6	36.1
VIP Latrine	2.4	2.6	3.5	2.6	1.7	2.9	2.1	3.1	2.7
Uncovered Latrine	9.8	25.6	22.7	5.3	14.0	1.5	8.5	14.6	12.2
Others	23.5	3.0	1.9	14.3	5.5	2.0	1.9	11.0	7.4

Source: NBS Living Standards Measurement Study/ General Household Study Panel 2010/2011

Table 5: Non- improved Source (Water) by Place of Residence

Characteristics	North Central	North East	North West	South East	South South	South West	Urban	Rural	NG A
Unprotected Well/ Spring	13.5	31.1	28.3	5.2	6.2	4.7	5.1	20.2	14.3
Tanker Truck & Small Tank	10.0	1.4	9.1	8.3	0.9	0.3	5.5	3.1	4.0
Surface Water/River/ Lake/Stream/Dam	26.3	5.7	11.3	21.9	17.0	14.3	4.7	22.3	15.3
Other Sources	1.4	1.3	0.1	2.1	1.4	8.9	6.0	5.3	3.2

Source: NBS Living Standards Measurement Study/ General Household Study Panel 2010/2011

Table 6: Distance to Water Source from dwelling (time)

Regions	Average Time
North Central	25.3
North East	65.5
North West	49.3
South East	42.0
South South	21.9
South West	38.1
Urban	48.7
Rural	33.9
NGA	39.4

Source: NBS Living Standards Measurement Study/
General Household Survey Panel 2010/2011

Table 7: Type of Refuse Disposal

Characteristics	North Central	North East	North West	South East	South South	South West	Urban	Rural	NGA
Govt. Collected bin	1.27	2.06	2.3	6.3	5.73	19.08	16.74	1.31	7.3
Private Collected Bin	1.58	0.93	7.35	1.72	5.0	13.42	11.18	1.1	5.09
Government Bin	1.42	0.86	7.27	5.0	2.65	2.34	4.65	1.06	2.48
Disposal in Compound	18.4	29.01	55.42	44.97	35.7	12.43	18.28	41.86	32.51
Unauthorised Refuse Heap	52.32	60.1	30.92	25.89	30.32	34.22	36.8	36.86	36.84
Others	6.73	0.13	0.86	4.96	7.07	3.53	3.34	4.12	3.81
None	18.28	6.91	5.83	11.16	14.17	14.98	9.01	13.89	11.95

Source: NBS Living Standards Measurement Study/General Household Survey Panel 2010/2011

Indicators established for Water, Sanitation and Refuse Disposal:

- Water supply and sanitation in the North East is characterized by low levels of access, low and uncoordinated investment and poor cost recovery.
- It is estimated that about 71% of the rural population across the nation do not have access to safe water supply and adequate sanitation while only about 40% of the urban population has access to safe water and adequate sanitation.

- It is estimated that less than one-third of the North East population use water from improved sources.
- In sewage and refuse disposal the average for unauthorised refuse heap was 60.1% for the North East, higher than the national average at 36.84, which is a low indicator for proper refuse disposal systems in the North East.
- The average for government collected bin for the North East was 2.06% in 2010/2011, while the national average was 7.3.
- The average for disposals in residential compounds was 29.01% in the North East while the national average was 32.51.

This current overview of the region's infrastructure sector must drive the Federal Government's vision for infrastructural development of the North East. The planning process in this sector must involve massive capital investment; coordinated and targeted direction of the existing resources of its Ministries, Departments and Agencies; as well as the cultivation of collaborations between all levels of government, the private sector stakeholders as well as global development partners for the formulation, facilitation and implementation of strategic infrastructure related policies and specifically designed redevelopment Programmes across the region.

This will result in the development of regional power infrastructure, the cultivation/facilitation of public private partnerships for financing projects, greater strategic consultation with the Federal Government, organized business sector and international development partners and the implementation of a new framework for infrastructure development in the North East. This new framework will ensure the provision of appropriate legal and regulatory environments for fostering capital investments in the region's infrastructure sector.

According to the World Bank, addressing Nigeria's infrastructure challenges will require sustained expenditure of almost \$14.2 billion per year over the next decade, or about 12 % of GDP. (As a point of comparison, China spent about 15% of GDP on just infrastructure investment in the mid-2000s.) About \$10.5 billion is needed for Federal infrastructure alone, most of it for capital spending and power. Nigeria already spends \$5.9 billion per year on Federal infrastructure, equivalent to about 5% of GDP. Raising the country's infrastructure endowment to that of the region's middle-income countries could boost annual growth by around 4 %age points.

Infrastructure is a critical factor in development and economic performance. Nigeria's infrastructure has however experienced continual degradation over the past decades. Social infrastructure – being crucial assets accommodating social services such as hospitals and schools, and physical infrastructure – such as rail systems, power lines and roads, deteriorated considerably. For instance, the road network in Nigeria is currently estimated to be 197,000 km. Barely 18% of this is paved with several sections battered and dotted with threatening potholes. The ADB's Infrastructure Action Plan for Nigeria (2014) stated that "rail passengers declined from 15 million in the mid-1980s to about 1.5 million by 2000 and most likely about one million in 2007. Freight traffic declined from a high of three million tons in the mid-1960s to 117 thousand tons in 2000. The amount of freight carried by the railways in 2000 was equivalent to only 0.4% of the throughput of the ports in 2000 and less than 0.1% of the throughput in 2010". From 2009 to 2015, the components of this gravely inadequate stock of national infrastructure in the North East of Nigeria were further recklessly depleted

through wanton destruction by Boko Haram insurgents. Rebuilding these require meticulous planning.

Vision for Infrastructure Development

Drawing inspiration from history, the nation stands a good chance at turning the devastation in the North East to a modern opportunity to build a new, well-planned and efficient regional economy from the ruins of desolation. Therefore, the vision drive for the region's infrastructural development is the creation of a new national economic hub with potential to dominate the Sahel market and eliminate causal indices that fuelled abject poverty, deprivation and hopelessness. The spinoffs will include the creation of a functional regional transportation infrastructure, building of an efficient regional power infrastructure, and other vital physical and social infrastructure, while facilitating a renewed opportunities for public private partnerships in project financing and wider consultation with the Federal Government, organized private sector and international development partners with appropriate legal and regulatory frameworks for fostering and protecting capital investments in the region whilst ultimately creating massive and sustainable job opportunities.

Strategic Objectives for the North East Infrastructural Redevelopment

The strategic objective of the infrastructure vision for the North East is not just to build in order to replace what was lost, but to build for the purpose of inspiring the masses and future generations towards industry, collaboration, economic prosperity and peaceful co-existence in a functional environment that would inhibit or discourage factors that allowed the previous atmosphere of mistrust which gave birth to sectarian insurrection.

A strong infrastructure base is needed to reposition the North East region and enhance its economic mobility, empower its agriculture and strengthen its industries. According to a recent situational analysis conducted through the NESTS planning effort, growth potentials in the region are extremely capped by the huge pre-existing infrastructural deficits, in addition to the fact that much of the region's limited pre-crisis infrastructure has been destroyed during the Boko Haram pogrom.

Deficits identified by the regional planning effort are focused in the areas of transportation, housing (shelter), energy (oil and gas and electricity), information communication technology (ICT), environment, water and sanitation. For these pillars of infrastructural development, the NESTS plan identified an estimated immediate costing need of about 0.7 billion dollars. Costing estimated by the National Integrated Infrastructural Master Plan for the region is as high as 304 billion dollars for an estimated time period of about 30 years, to clear out these deficits.

In pursuing infrastructure redevelopment, the region must focus on the most catalytic infrastructure investments that will transform the region and allow it to capture new opportunities that are unique to the region while at the same time beneficial to the rest of the country. PCNI's key goal is to achieve this while capturing unemployed persons within the region by job creation opportunities in all infrastructure development projects targeted. [Culled from the NPC National Integrated Infrastructural Master Plan Report (2013)].

Strategic Focus Areas

- **Global Standards Delivery Strategies**

- ✓ Implementation of this component of the plan shall involve multilateral agencies with substantial foreign components as well as a critical focus on substantive Private Sector Participation.
- ✓ In order to ensure that initiatives remain on track and target driven, there shall be established a PCNI Infrastructure Desk, within the PCNI Governance and Institutional Framework, with the mandate to flag and report issues, drive timely delivery of each component and ensure that the NE strategic goal for infrastructure, as a catalyst for development, is achieved.
- **Regional Infrastructure Capacity Building for sustainable maintenance of the Infrastructure redeveloped**
 - ✓ To produce capable support, the required skills set and manpower for implementation and maintenance of the various infrastructure schemes deployed through this plan, many of the initiatives will pursue embedded skill acquisition, on the job training and technology transfers to local/ indigenous participants.

Key components of the Infrastructure Redevelopment Plan:

Efficient Regional Transportation System

Key Items:

This is made up of four (4) nodal contributors – roads, rail, air and water:

- Roads – repair, construct (trunks A, B and C belonging to Federal highways, State roads and LGAs respectively) and institute a smart maintenance system (to promote management, durability and employment generation). Connect the region to neighbouring urban centers as well as neighbouring countries and encourage private sector participation as well as create enabling environments for public private partnerships to thrive. Focus also includes the repair and construction of feeder roads (to connect agricultural hubs with their key markets) and general improvement of the road networks including the reconstruction and repair of connecting bridges destroyed by Boko Haram.
- Rail – fast-track rail project completion within the region and interconnect region (for commuting and haulage in intra-regional transportation) as well as create access corridors to adjunct regional economies (North West, North Central and by extension South-South, South East and South West). Drive and fast-track the completion of major railway lines within the region, the rehabilitation of rail links to inland container depots/airports and the acquisition of additional trains, railway vehicles and modern carriages.
- Air – interconnect region with the rest of the country and internationally, for the purpose of commuting and haulage. Modernize and upgrade airport facilities and improve airport safety and surveillance.
- Water – channelization of River Benue to improve water transportation, building of modern jetties and introduction of coastal security surveillance schemes.

Housing

Key Items:

- Mass renovation of homes destroyed by insurgents. This will address the immediate shelter need of some of the 2.3million IDPs for resettlement purpose using quick-build technologies.
- Provision of additional standard housing infrastructure to service growing population in the North East and inch closer to meeting the normal housing deficit gaps in Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe.
- Renovation of public housing utilities abandoned or destroyed by insurgents.
- Physical planning will be focused on:
 - ✓ Strategies for Transitional Settlement.
 - ✓ Strategies for Permanent Settlement.
 - ✓ Planning strategies to include embedding cautionary security concerns and advantages in public utilities, social infrastructure and border governance/control.
 - ✓ Efficient planning for border, boundary delineation and border protection.
 - ✓ A citizen driven feedback and monitoring system for infrastructure delivery.

Renewable Energy/Power

Key Items:

- Fuel (for domestic and transportation purpose – cheap and energy efficient cooking stoves, kerosene, AGO and PMS supply schemes/routes) with the support of private sector partners.
- Electricity (power).
 - ✓ Rebuild North East regional transmission line and promote captive and embedded power systems.
 - ✓ The Mambilla hydro power project
 - ✓ Completion of the Dadinkowa Hydro-electric Power Project
 - ✓ Completion of the Kashimbilla Dam
 - ✓ The Clean Energy Initiative
 - ✓ The Bauchi State Yankari Independent Power Project
 - ✓ The Adamawa State Solar and Wind Energy Project
 - ✓ The Gombe State Balanga Hydro-power project
 - ✓ The Yobe State Green Cowrie Solar Power Plant project
 - ✓ Waste to Energy Power Plant with minimum of 5MW in the capital city of Borno.
 - ✓ The PCNI will encourage and facilitate the establishment of a collaborative forum for governors and relevant leaders in the North East as a frontal scheme to keep the electricity sustainability initiative in the front burner. The platform will act as the North East Regional Coordinating Forum on Electricity Governance and will target 50% increase in available electricity (Megawatts) from captive and embedded power systems to match 20% increase in the population with access to energy and enhance power distribution connectivity by the completion of rural electrification projects, transmission lines and substations.
 - ✓ Capacity building in energy production and management (as a deliberate effort to further create sustainable opportunities for employment) including technical skill

acquisition in the production of e.g., cheap cooking stoves to promote indigenous entrepreneurship.

Water, Environment, Sanitation and Hygiene

Key Items:

- Clean/portable water schemes.
- Dams, urban and rural water supply schemes (leverage upon current approved World Bank \$250m urban water project in Gombe), Irrigation systems (targeting enhanced agricultural practice, instantiate and sustain a new ranching culture, encourage herders and animal farmers to form cooperatives to manage ranches with individuals retaining ownership of their animals/cows, create massive artificial orchards, large scale crop production and the acceleration of the goals of the Great Green Wall (GGW) project in Nigeria (existing FGN N6b approval). The GGW seeks to arrest and reverse desertification by enhancing natural resource management and promoting ecosystem integrity in the dry-land of Bauchi, Borno, Yobe and Gombe which are part of the eleven (11) frontline Northern States for the Sahara and Sahel green belt across the Northern part of Nigeria).
- Preventive policies and vector control initiatives in the North East to reduce disease burdens and deaths from (malaria etc.) by suppressing the population of vectors.
- Sanitation Programmes.
- Build strategic world class regional markets in each of the State capitals or adjunct to the State capitals with incentives such as duty free (free trade zones) goods as a magnet for trade, tourism, commerce and industry.

Information and Communication Technology (ICT) Infrastructure

Key Items:

- Creation of new digital hubs close to economic zones and markets to enhance regional economic interactions with the rest of the world.
- Creation of a 2-arm regional centre of excellence in ICT (software and hardware development and commercialization) and Renewable Energy Research (CEIRER).
- Repair of communication facilities (cell sites, fibre rings etc.) destroyed by insurgents.

Because of the multi-sector nature of some of the items listed in the focus area, the PCNI makes provisions for them under separate thematic sub-heads other than infrastructure, such as resettlement, agriculture, education, health and border security.

Goals for Infrastructure

- Leverage the potential renewable energy resources of the region especially through solar and wind energy to enhance the region's access to power while enhancing the nation's power self-sufficiency.
- Enhance road, air, water, and railway transportation infrastructure to position the region to better capture the benefits of trade and achieve greater international connectivity.
- Leapfrog the region's ICT capabilities to serve as a model for the nation.
- Deploy market infrastructure to enhance Nigeria's benefits from the Sahelian economy while allowing the region to capture benefits from international commercial activities.
- Establish a cooperative regional effort for generating and accessing finance from all players in the field i.e., governmental contributions, Private Sector participation as well as viable International Partnerships.

- Facilitate a strong policy thrust towards the creation of enabling environments and the granting of concessional titles.

Prime Targets (Infrastructure)

- Mass renovation of homes destroyed by insurgents and accelerated housing development.
- Strategic power projects to ensure up to 50% renewable energy adoption across the region.
- Up to 20% increase of the population with access to energy; up to 50% increase in megawatts of electricity generated from embedded power generation in the region; as well as enhancement of power distribution connectivity by the completion of rural electrification projects, transmission lines and substations.
- Repair and construction of strategic Federal highways and State road networks (connecting the region to the South East, to neighbouring urban centers as well as neighbouring countries); encouragement of private sector participation and creating enabling environments for public private partnerships.
- Repair and construction of feeder roads (to connect agricultural hubs with their key markets) and general improvement of the road networks including the reconstruction and repair of connecting bridges destroyed by Boko Haram.
- Channelization of the River Benue to improve water transportation of goods and people.
- Deployment of strategic air transport infrastructure for the movement of goods and services, regional deployment of new airport safety/security (surveillance and detection) equipment and regulations.
- Greater economic and cultural connectivity between the region and the rest of the world through information and communication technology.
- Fast-tracking the completion of major railway lines within the region, the rehabilitation of rail links to inland container depots/airports and the acquisition of additional locomotives and railway vehicles.
- Development an provision of appropriate legal and regulatory framework for ensuring wider consultation with the Federal Government, the State Governments, the organized private sector as well as international development partners and to thereby boost access to finance for infrastructural development through private capital investment. [The PCNI prime targets for Infrastructural Development of the region are based on Needs Assessment Reports and Recommendations of the MDAs currently active in the region. *PCNI will ensure harmonization with the National Infrastructure Master Plan (to be launched by the National Planning Commission)].

Infrastructure Development Initiatives

Mass renovation of homes destroyed by Boko Haram

Programme Description

The RPBA 2016 report indicates that a total of 431,842 housing units have damaged during the conflict across the 6 North East States. In the BAY States the latest reports estimate at least 430,467 destroyed homes meaning the BAY States have borne over 95% of the damage and loss of homes. Under the earlier interventions of the Buhari Plan (Section IV - Housing Refurbishment Materials & Support Programme) all destroyed homes in the BAY area States are to receive priority for reconstruction and rapid renovation within the first year. The RPBA reports a total of 431,842 units damaged by the crisis, constituting 68% fully damaged/destroyed (not liveable) and 32% partly damaged (liveable) units: A total of 1,375 destroyed homes within the Non-BAY States remain outstanding and will be addressed through this Programme.

Table 8: Destruction of Homes in the North East by Percentages

Location	Total No. of Completely Damaged Homes @ 68%	Total Number of Partially Damaged Homes @ 32%	Total Number of Homes Damaged in the crisis
Non BAY States	935		
Total For Completely Destroyed Homes @ 700,000	654,500,000	440	1,375
Total For Partly Destroyed Homes@ 200,000		88,000,000	
Total For Mass Renovation of Homes in Non BAY States			742,500,000

Sources: RPBA 2016.

The RPBA 2016 reports about 70,000 IDPs in Bauchi State; 25,332 IDPs in Gombe State and 50,000 IDPs in Taraba State. This is a total estimated 145,332 IDPs in the Non – BAY States. Of this total an estimated 95% are anticipated to return to their home communities within the BAY States and will have their housing needs completely addressed thereat, while an estimated 7,267 (1,309 Households estimated) will remain within the Non-BAY States.

Table 9: Projected Total Number of IDPs within the Non BAY States: By Percentages

Location	Total Number of IDPs Within the State	Total No. of IDP Households to be targeted for Housing Resettlement Within the State (5% who will not return home)	Total Number of IDP Households to be resettled in renovated homes within the State
Bauchi	70,000	3500	500
Gombe	25,000	1,250	179
Taraba	50,000	2,500	358
TOTAL	145,332	7,250	1037

*Number of Houses to be renovated and IDPs remaining in the States are provisional estimates based on the figures verified as at December 2015 by the RBPA Reports.

Key Programme Components

- This Programme is designed to target primarily, the rapid reconstruction of the homes completely destroyed and assessed in the Non – BAY States, to be eventually targeted in the 3 Non-BAY States which have not been covered, for the same duration of 1 year.
- The PCNI has designed this initiative as a mass home owner renovation concept where individual homeowners will be trained and empowered to supervise their own home renovation projects and thereby provide temporary employment to other community members. The training component is to be implemented in partnership with the Nigerian Infrastructure Advisory Facility Programme (NIAF) of DFID and the Nigerian Directorate of Employment (NDE) whose participation will ensure further efficiency in implementation of the Programme. The Home-owners empowerment for renovation component will comprise of a cash grant for housing reconstruction from the FGN currently estimated at 700 Thousand Naira (US\$ 3500) for fully damaged home and 200 Thousand Naira (US\$ 1000) for a partly damaged house. [Source RPBA 2016 – Report].
- The Programme will implement the distribution of a standardized Housing Refurbishment Start-up kits to each IDP household profiled, verified and processed for return to their home community. Each Start-up Kits will contain the following refurbishment materials for the refurbishment and repair of one housing unit depending on the degree of damage per home. Quantities and refurbishment materials are as recommended by NEMA.

Items Supplied for Destroyed & Damaged Home Reconstruction:

- ✓ Zinc roofing sheets
 - ✓ Cement
 - ✓ Timber planks
 - ✓ Nails
 - ✓ Wheelbarrows
 - ✓ Building blocks
- NIAF has undertaken to provide the trainers, NDE will provide the facilities and training infrastructure and PCNI is to provide administrative and M & E coverage for training and equipment.
 - Homeowners will be targeted, registered and verified by a biometric data collation process administered by PCNI, from which evaluations of the level of home destruction suffered will be undertaken.
 - Homeowners who qualify will then be registered in the NIAF/NDE 2 weeks training Programme during which they will be equipped with the skill set to supervise their own home renovations.
 - Each homeowner/supervisor is capacitated to head a 5 person work team comprising of 1 builder, 1 carpenter, 1 electrician, 1 plumber and 1 painter. Each work team is then trained on the job to rapidly upgrade and improve their skills by the homeowner/supervisor.

- Participants in the training from this initiative are to be registered into the Productive Works Component of PCNI whereby they continue to utilize their newly acquired and honed skill sets in further projects such as the renovation of public places and buildings such as schools, local hospitals, police stations and other social amenities destroyed across their local communities.
- Each work team member is paid for labour at 8,000 Naira per month through the Productive Works Component of PCNI.
- Each renovated home is to be upgraded to a predetermined standard level of housing and fitted with individual home solar panels provided by PCNI under the Light up Rural Nigeria renewable energy Programme as endorsed by PCNI.
- PCNI will be administering assessments for the level of damage to homes just before the implementation kick-off.
- PCNI will also focus on facilitating partnerships between the State Governments and development stakeholders with expertise to provide assistance in creating a Terms of Reference document reflecting the various components of this initiative as well as a Standard Renovation Plan.

Under this system an estimated 90,480 job creation opportunities through training and employment of labour under the NIAF/NDE Training Component of the productive works will be achieved.

The key responsibilities under this initiative are:

- Planning and implementation framework by PCNI.
- Entrepreneurial training and skills acquisition by NIAF/NDE.
- Building materials through the States counterpart funding.
- Labour and supervision thereof (M & E) by PCNI with Programme Implementation guided by the recommendations of the RPBA.

Projected Programme Outcomes:

- This initiative sets a target of 1,375 homes for renovation within 1 year. Thus 100% of the housing needs of IDPs within the Non-BAY States will be addressed. The projected trajectory of the Buhari Plan at this rate is the provision of standard, upgraded housing across all 6 States within the 1 year implementation time. This translates a complete coverage of the Permanent Housing needs of the region within that time.
- The total national housing stock is currently estimated at 13.7 million. This means there is nationwide housing deficit, currently estimated at 17 million (calculated based off population projections). At the projected trajectory for this initiative, the rest of the country will achieve a nationwide coverage for housing at 55.3% for one year. A quick comparison places the regional performance at approximately 30% ahead of the national average, as accomplished through this initiative.

Table 10: Delivery Framework for Mass Renovation of Homes in the North East

Mass Renovations and Reconstruction of Homes Destroyed by Insurgency Delivery Mechanisms			
Rehabilitation (Repair) and Reconstruction of Damaged Houses	1,375 of the housing stock damaged during crisis	100% of the Fully and Partly Damaged Targeted Units Reconstructed.	kick starts based on the Phase 1 progress and the conflict situations
Establishing an Operation Plan to target implementation	Establish a North East Housing Reconstruction Project Unit /State Governments/ Ministry of Reconciliation, Rehabilitation and Reconstruction	Establish North East Housing Reconstruction Project/ Gazette Operations Guidelines to Design and Implement Home Owner Driven Housing	Establishing Mass Renovation and Reconstruction Work Groups per LGA.
Establishing Mechanism to Implement the Housing Reconstruction Programme through Home Owner Driven Processes	Publish the List of Beneficiaries based on detailed assessments and Open Bank Accounts by 100% Beneficiaries	Establish Material Coordination Teams to Ensure Easy Access to Building Materials by Homeowner Renovation led Productive Worker Teams	Establish a North East Housing Reconstruction Project/ State Governments/ Lead Commercial Banks /Lead Micro Credit Institutions/ Chamber of Commerce
Establishing a Community Based Grievance Redress Mechanism	Establish LGA Level Beneficiary Identification and Grievance Redress Mechanism	Establish Village Rehabilitation Committees to Monitor Housing Assistance Delivery Mechanism	Establish Beneficiary Auditing and Technical Auditing Teams for Quarterly Auditing/ Supporting up Uncompleted Housing Units to Complete

Table 11: Projected Programme Outcomes Mass Renovation of Homes

Number of Houses Per Installment	Number of Installments in the 1 st year	Total Number of Persons Sheltered in Standard Homes Estimated*	National Annual Urbanisation Rate Estimated Average*	Non-BAY States Destroyed Housing Units Standardized through the Mass Renovations Scheme
1,357	1,357	9,499	3.75 %	100%

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs:

- Total estimation for housing renovations of homes damaged by the crisis in the Non Bay States under this initiative is 742.5 Million Naira.
- The total budget estimated for the training component of this initiative as described above is 500 Million Naira per State for a total of 1.5 Billion Naira in the first year which will be solicited from the Private Sector. This brings the total estimated budget for this Programme 2.242 Billion Naira.

- In addition to Programme administration and implementation costs for currently estimated at 10% the grand total for this Programme 2.47 Billion Naira.

Programme Development and Delivery Guidelines (Mass renovation of Homes)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
MASS RENOVATION OF HOMES													
Finalize & articulate the Programme design, terms of reference & standard renovation plans for the States' renovation plans.	PCNI/ States												
Develop partnerships & collaborations with all participants.	All Partners												
Solicit & secure Federal funding of 3 Billion Naira & States Funding	PCNI & States												
Follow up & solicit proposals from the States.	PCNI & Partners												
Begin Homeowners bio-metric registration & verification exercise.	PCNI/States												
Review proposals to verify targeted housing units for renovation, beneficiaries, technical specifications, expert teams, private sector and donor commitments, State commitments, procurement & accountability frameworks.	PCNI / NIAF/NDE FMOLHU/ FMOP												
Implement rapid targeted assessment for verification of the level of damage in the homes to be renovated.	PCNI & States												
Articulate & sign individual partnership agreements with the 3 Non-BAY States.	PCNI & States												
Begin the NIAF/NDE training Programmes, targeting, registration & deployment of work teams.	PCNI												
Begin Procurement of Building Materials.	PCNI /NDE/NIAF												
Secure and disburse funds for payment of labour under the Productive Works Programme.	PCNI												
Implement the Light Up Rural Nigeria for individual home solar fittings framework.	PCNI/FMOP/States Ministry of Power.												
Begin & monitor renovations, reconstructions and upgrades with installation of home solar panels	All Partners												
Impact Assessments/Strategic Communications and Publicity	PCNI/All Partners												
Hand over Standard homes to beneficiaries.	All Partners												

Initiative Summary (Mass Renovation of Homes)



PARTNERS

- Federal Ministry of Lands & Housing.
- State Ministries of Lands and Housing in Borno, Adamawa & Yobe.
- Federal Ministry of Power
- States Ministry of Power
- State Government Borno State.
- State Government Adamawa State.
- State Government Yobe State.
- Nigerian Infrastructure Advisory Facility (NIAF-DFID).
- Nigerian Directorate of Employment (NDE).
- Relevant Private Sector Participants.

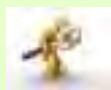


PROJECTS

- Pilot Implementation of 1, 375 Damaged Homes across the 3 Non-BAY States.
- Rapid reconstruction for re-settlement of IDPs and assistance to destitute orphans and widows Gombe State
- Housing Renovations requested by Bauchi State.
- Housing Renovations and reconstructions requested by Taraba State.

DURATION

1 Year.



PROJECTED IMPACT

- At a 7 person per household estimate this will provide about 9,625 persons with housing.
- Income multiplier factor from payments for labour through the productive work Programme.
- Higher standard of living conditions through the standard upgrades undertaken during all reconstructions.
- 90,480 job creation opportunities through training and employment of labour under the NIAF/NDE Training Component of the productive works:
 - 1 person trained to supervise 25 workers.
 - 1 team of 5 workers to each house - to be comprised of bricklayer, carpenter, electrician, builder and painter.



PRIORITY

High priority

Given the direct rehabilitation and resettlement activities generated and the economic empowerment provided in disposable incomes through the embedded training Programmes.



TOTAL BUDGET

₦2,466,750,000.

Two Quick Build Sustainable Economic Communities per State

Programme Description

The most recent assessments by North East Stakeholders indicate that large numbers of IDPs still currently reside in temporary camps such as uncompleted buildings, abandoned school buildings and other public places within the safer areas of the region. The primary concern of the Federal Government thus far has been to provide safety, shelter, food and a sustainable means of livelihood support through job creation, skill acquisition/training and the subsequent stimulation of the region's economy. However, with the current military successes comes a new pressure on host communities to provide permanent accommodation for IDPs who wish to now settle as relocated, as well as for the large number of IDPs returning to their places of origin and or completely virgin areas for resettlement and rehabilitation. 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. The Federal Government must thus pursue the aim of resettlement which is in line with the national policy on IDPs. The projection is that about 95% of IDP households will return to their home communities within 1 calendar year and require immediate support for housing.

This initiative is designed to focus on communities that are completely destroyed across all 6 States of the region. It is a plan to cater to the basic human commitment to places of origin in spite of the great cost of rebuilding and rehabilitating.

The Programme's main target is generating viable support and finance for the re-establishment and resettlement of displaced persons while ensuring that sustained economic stability is guaranteed for the re-established communities in the long term. The initiative will target the entire globe through large scale advertisement and direct strategic facilitation and solicitation for individuals and corporations alike, private and public sector participants, banks, foundations, non-profit organizations, international Governments as well as global development partners to finance and establish sustainable economic clusters for the resettlement and re-integration of displaced persons.

Key Programme Components:

- Under this Programme, pre-fabricated economic cluster models (quick built) will be designed for the immediate construction of 2 bedroom and 3 bedroom homes in attractive, organic and branded economic cluster outlays.
- Each economic community thus constructed will be designed to have an economic identity and fulfil a viable economic purpose tied to the specified vision of the State in question.
- Support infrastructure, such as solar power installations, access to roads, drainage, running water, village pathways with solar powered streetlights, telecoms and internet facilities, as well as social amenities/utilities such as village head homes, model schools, hospitals, market places/stalls, police stations, community centers, recreational places, parks and gardens will be provided along with the homes in prefabricated models.
- Each new community will thus be designed to fit the purpose of a sustainable, higher standard of life and productivity of life for its returnees/resettlement beneficiaries as well as for new talent thereby attracted to the region.
- Returnee/resettlement beneficiaries will be required to contribute labor to the installation of their new homes as well as towards the rehabilitating and refurbishing their immediate

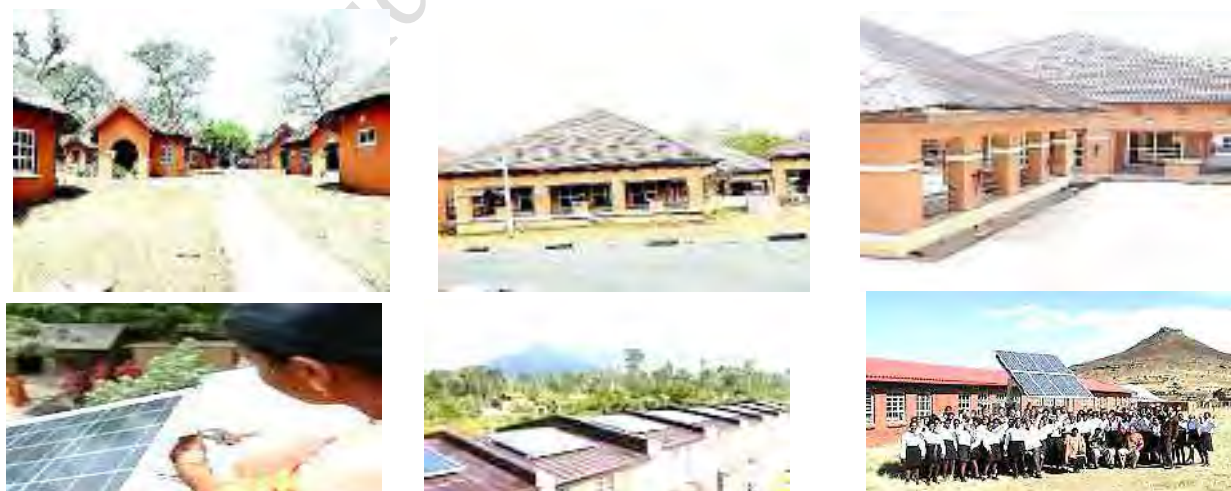
environments and public areas through productive work models already prescribed and activated by PCNI.

- Each cluster layout will be based on strategic, attractive architecturally purposeful planning and landscaping to attract new age entrepreneurs, professional talents and other industrious investors that are critical to the region's next economy.
- Up to 60% of the building materials upon which pre-fabricated buildings are installed or built need to be sourced locally in each community. Hence the construction of these pre-fabricated models will also serve to infuse commercial activities into once ravaged communities where construction is to effected.
- Further, this Programme will stimulate economic empowerment and job creation as indigenous youth will be taught to participate in targeted construction projects in their communities to increase their earning capacity and employability.
- Also the establishment of these viable economic clusters as resettlement communities targets growth in cottage industries. This in turn ensures the sustainability of each new community reconstructed.

Simple Pre-Fabricated or built Rural Economic Cluster Models (Quick Built) Designed to Generate Local Productivity & Viable Economic Activity.



Support infrastructure, i.e. power, roads, drainage, running water, village pathways with solar powered streetlights, telecoms, internet facilities & social amenities e.g. village head homes, model schools, hospitals, market places, community centers, will be provided.



Rehabilitating & refurbished environments, recreational places, parks & gardens in creative outlays; architecturally purposeful planning/landscaping in public areas to attract new age entrepreneurship, professional talents and other industrious investors critical to the region's next economy.



A minimum housing target of 2,500 homes per State indicated by the State Governments in 2014 at 500 homes per annum. Individual homes in prefabricated models that fit to the culture and identity of each rural community while creating a sense of purpose; designs that ensure a sustainable, higher standard and productivity of life. Both interior and exterior reflect new but comfortable/global standard fixtures & fittings that conform to the rural communities' identity which was destroyed by the crisis.



Picture Sources: Hydraform Nig. Ltd, KARMOD Prefabricated Units, Yankari Game Reserve

- When the parameters are thus defined and demonstrated, pre-fabricated housing proposals will be solicited from major domestic and international companies with access to financing. A reputable accountability partner will be recruited to help implement the Programme. Successful applicants will be required to provide and promote comprehensive support infrastructure in each new housing community created and strong monitoring and accountability partners will be sourced to ensure strict accountability and that model standards are adhered to.
- Each State will be required to identify the number of homes by community that would satisfy their quick build housing needs. As at 2014, the States indicated a minimum housing target of 2,500 homes per State to be reached through an estimated provision of 625 homes per annum from each State Government over the next 4 years. Therefore, priority will be given to housing layouts or resettlement schemes indicated by each State Governor. Each participating State must provide a sovereign guaranty or direct funding for their portion of contributions to housing. The Federal Government will match this with sovereign guaranty to support State or private financing contributions towards the annual target. It is envisioned that any gaps in funding can be easily covered through funding solicited from the private sector especially banks and industrial corporations, either as direct investments or as corporate social responsibility.
- In further development of this initiative, individual State Governments are currently undertaking to cover the costs of the computerization of each State's Land Registry due at estimated costs of about 300 Million Naira per Registry. This undertaking is based on the acknowledgement that an inefficient mechanism for land acquisition and transfer of ownership titles is a major challenge to adequate housing in the region. Borno State is also interested in the development of digitized central GIS technology. This is a laudable innovation that PCNI will endorse and promote for all States. The ultimate target of these efforts is creating a properly productive environment for building new sustainable housing communities, with each community having a clearly defined and advertised social and economic purpose. By following this standard, the following projects identified as

priority building needs by the States in the NEESG NESTS plan will be subsumed into this initiative:

- ✓ Construction of Quick Housing Schemes around Lake Chad.
 - ✓ Development of 3 Nomadic Resettlement Schemes/Centers.
 - ✓ Construction of Low Cost Housing Schemes, Taraba State.
 - ✓ Construction of Industrial Layouts Taraba State.
 - ✓ Construction of Low Cost Housing Estates, Gombe State.
 - ✓ Construction of Orphanages Yobe State.
 - ✓ Development of 6 Model Villages in Bauchi State.
- Under this scheme free housing will be provided for the masses based on a means test. For families and individuals who do not pass the means test or can afford their homes, the FMB will provide mortgages or work with commercial banks to devise a private sector mortgage scheme, but at a subsidized interest rate.

Projected Programme Outcomes

- This Programme directly results in accelerated social and infrastructural development by adopting a concerted approach to the provision of supporting social infrastructure throughout the region.
- The national housing stock will thus be rapidly increased. The Scheme is adaptable and is designed to be rapidly replicated thus increasing the supply of quality and affordable houses.
- The quick build Programme increases Federal visibility and presence at the grass roots. There is no surer way to leave an enduring legacy of commitment to the welfare of the people.
- The establishment of sustainable and viable economic clusters is a mechanism to halt rural-urban drift. Indigenous youth talent is engaged in their various communities and contented with their locality while attractiveness and the presence of adequate support and social infrastructure invites investments from other areas.
- The Millennium Development Goals and other National Policies on development will be easily achieved, measured and accounted for through the impact assessment processes and Monitoring & Evaluation frameworks PCNI intends to apply for each community development project adopted.

Programme Priority

The priority for the initiative is high. The need to gainfully and sustainably resettle, rehabilitate and reintegrate Internally Displaced Persons as quickly as possible is a National Policy imperative.

Estimated Initiative Costs

- At a projected maximum cluster community population of 2,500 (an estimated 360 Households/Homes) each State is expected to complete a minimum of two sustainable economic clusters per annum. Each Quick Build/prefabricated housing unit is currently estimated at 3 Million Naira per unit, making an estimated 1.1 Billion Naira per cluster and 2.2 Billion Naira per State per annum. This is a total of 13.2 Billion Naira for all 6 States in the first year, and total of 52.8 Billion for all 6 States in 4 years (8.8 Billion Naira per State for the 4 years).

- An additional 600 Million Naira is estimated for rapidly constructed critical infrastructure (solar powered street lamps, paved village roads, drainage, public squares/community centre, market stalls, processing zone, police station, school, primary health care unit, religious centre and recreational parks) per cluster. This is a total estimated budget of 120 Million Naira per State per annum (480 Million per State for the 4 years); which is a total of 720 Million Naira for all 6 States per annum and a grand total of 2.9 Billion for all 6 States in 4 years.
 - Each State has undertaken to cover the cost of computerizing their Land Registries at an estimated cost of 300 Million Naira per State for a total of 1.8 Billion Naira. (Individual States may however choose to opt out of this component). [Costs estimated for the computerization of the States' Land Registry were obtained from the States' submissions in the NESTS Plan].
 - Programme administrative cost is anticipated at 50 Million Naira per State per year for a 300 Million Naira for all 6 States in the first year. This brings the grand total to 200 Million Naira per State for 4 years; and 1.2 Billion Naira for all 6 States in the 4 years.
 - The total budget for this initiative is therefore currently estimated at about 15.42 Billion Naira in the first year and an estimated 40.8 Billion Naira in next 3 subsequent years. This is a grand Programme estimated budget of 58.6 Billion Naira for the 4 years.
- ✓ Federal Government will make provision of an initial 9 Billion Naira (an estimated 2.7 Million Naira per State) required for 1st year implementation of this Programme for immediate funding of housing projects that fit into this model and have been identified as immediate priorities.
 - ✓ Each State that chooses to participate will be required to provide counterpart funding at an estimated 500 Million Naira per State, for a total of 3 Billion Naira from all 6 States to cover contingencies that may develop in implementation.
 - ✓ PCNI will facilitate and solicit for the budget for subsequent years, an estimated 50 Billion Naira, to be funded through a loan from one or more International Development Banks interested in funding this project.
 - ✓ Another 2.5 Billion Naira is estimated to be solicited from a combination of local and international Private Sector Donors and Global Development Partners as contributions towards support infrastructure and social amenities for the newly created communities.
 - ✓ In addition to this, direct project financing for direct procurement (if Programme funds crystalize quickly or if development financing can be obtained quickly) as well as local and/or international developer financing with a loan guaranty from the Federal and State Governments (if they wish to finance this through long term budget allocation) will be explored as funding options. In the case of the latter, selected developers will raise project finance and be expected to satisfy their debt from a combination of payment from Federal and State Governments or from proceeds from sales to those who can afford it. The initiative focuses also on encouraging Private Sector direct participation through investments in the quick build housing schemes targeted by each State, the State Governments will be charged with the responsibility for creating enabling environments for such participation through policy direction, strategic

communication and all other best practices for encouraging private investments. It has been noted that Bauchi State and Gombe State have already started in this direction.[Project and planning figures are to be based on the needs indicated by the RPBA 2016 Reports and from the NESTS Plan submitted in November 2014. *Budgeting for actual construction costs are to be based on the current market prices at the point of implementation.]

Programme Development and Delivery Guidelines (Two Quick Build Sustainable Economic Communities per State)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Two Quick Build Sustainable Economic Communities per State													
Articulate partnerships and collaborations with all participants.	All Partners												
Ascertain State and donor contributions.	PCNI												
Determine source of Federal funding.	PCNI & FMOH												
Obtain commitment of development partners.	PCNI/States												
Determine targeting criteria for housing beneficiaries.	PCNI/States/FHA												
Secure allocation of land from the 6 States.	PCNI / States												
Support and facilitate the States in computerization of their Land Registries.	PCNI / States												
Define and articulate housing allocation process to be adopted.	PCNI/FMOH/FHA												
Verify beneficiaries for housing allocations.	PCNI/States												
Define technical details and buildings specifications for proposals.	FMOH/NIAF/Hydraform												
Complete the articulation of other targeted projects.	PCNI/States/Hydraform												
Finalize financial plan.	PCNI/CBN/FMB/States												
Design procurement framework & standards/initiate procurement processes.	PCNI/Hydraform/FMOH/NIAF												
Arrange and deploy effective security coverage.	ONSA												
Develop the terms of reference for a reputable pre-fabricated housing and architectural company to deliver the model plans for this Programme per community. It will be expected to publicise and expand the scale of the initiative in the long term.	PCNI/FMOH/FMB/CBN/States												
Develop the PCNI Model Village plan to include 75 homes and all other specifications for a sustainable economic community, standard fixtures and fitting included.	All Partners												
Finalize partnerships with all strategic partners.	All Partners												

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Two Quick Build Sustainable Economic Communities per State													
Develop a construction design and deployment plan that will deliver whole economic clusters within 3 months.	CBN/FMB/FHA												
Publicise the Programme through PCNI's media and communications platforms.	All Partners												
Target and verification of the village selected to be rebuilt by PCNI.	PCNI/NIAF												
Begin and conclude stakeholder engagements and partnerships for the selected village.													
Initiate Quality Assurance Assessment.													
Post-implementation review.													
Allocation of homes & resettlement of community members to populate the village.													
Launch the model village, publicity & strategic communications so potential partners adopt schools, hospitals, major social amenities such as roads, drainage, streetlights, running water & the establishment of a relevant economic cluster facilities to brand model villages.													
Match philanthropism and corporate social responsibility to other arising needs of model villages.													
Begin & conclude other construction Programmes/begin housing units allocation process.													
Hand over to beneficiaries.													

Initiative Summary (Two Quick Build Sustainable Economic Communities per State)



PARTNERS

- Central Bank of Nigeria.
- Federal Mortgage Bank.
- Federal Housing Authority.
- States Housing Authorities.
- Federal Ministry of Lands & Housing.
- States Ministries of Lands & Housing.
- State Governments.
- Private Sector.
- International Development Banks.
- Global Development Partners
- Private Sector Donors.



PROJECTS

- 2 Quick Build Sustainable Economic Clusters per State.
- Purchase and Distribution of Federal Housing Authority completed homes.
- Computerization of each State's Land Registry.
- Establishment of a digitized geographic information system in Borno State.
- Other State Priority Projects Subsumed into sustainable economic clusters.

DURATION

4 Years.



PROJECTED IMPACT

- Accelerated social and infrastructural development by adopting a concerted approach to the provision of supporting social infrastructure throughout the region.
- National housing stock will thus be rapidly increased.
- Adaptable and is designed to be rapidly replicated thus increasing the supply of quality and affordable houses
- Increased Federal visibility and presence at the grass roots to leave an enduring legacy of commitment to the welfare of the people.
- Establishment of sustainable and viable economic clusters is a mechanism to halt rural-urban drift. Indigenous youth talent is engaged in their various communities and contented with their locality while attractiveness and the presence of adequate support and social infrastructure invite investments from other areas.



PRIORITY

High priority

Given the direct economic activities generated and economic empowerment provided in disposable incomes



TOTAL BUDGET

₦58,600,000,000

Fast-track Repair, Reconstruction and Completion of Critical Strategic Federal Roads Programme Description

Nigeria generally relies heavily on road transport and over 90 % of surface transport of goods is by road. Ownership of roads in the country is 3-tiered, namely: Federal, State and Local Government. The road network also includes community roads and village tracks and paths. Its total length amounts to 200,000 kilometres, of which about 40,000 kilometres are paths and village tracks. 32,000 km of the national road network are Federal roads while the rest are shared between the States and LGA, with a greater %age for the LGA. The total length of paved roads is estimated at a little over 60,000 kilometres.

Undue bias towards new road construction and rehabilitation at the expense of maintenance over the last three decades has led to severe under-funding of road maintenance which has in turn resulted in heavy road maintenance backlog. Performance of the road infrastructure has been a challenge, as reflected in the condition of large %age of the road network in poor condition, especially at both State and LGA levels. Available estimates of the annual cost to maintain the existing road infrastructure, assuming it is in maintainable condition, are between 2.5 and 3.5 Billion US Dollars for all levels of roads combined, split between routine and periodic maintenance [Source RPBA 2016 Reports].

The road network situation in the North East has been severely compromised even before the Boko Haram crisis. While adequate transportation infrastructure will open up the region as a gateway to the land-locked neighbouring countries of the Sahel, according to the situation analysis submitted by the States in the NESTS report, as well as the RPBA 2016 Reports, there are many stalled road construction projects which have been severely affected by the insecurity, including the main Federal roads in the region.

In addition to stalled, uncompleted road projects, the RPBA 2016 indicates that various road assets were damaged during the conflict, specifically assessed were:

- Bridges, culverts retaining and slope protection structures.
- Potholes and ditches in pavements due to shelling or IEDs.
- Roads damaged due to bombing, fire, movements of tanks and heavy armed vehicles.
- Damaged pavements due to temporary blockages of the roads.
- Burned out and abandoned chassis of buses, cars, trucks, heavy vehicles such as bulldozers, pavers, asphalt plant and stone crushers, etc.

The reports indicated that Boko Haram extensively attacked and mined trunk roads and destroyed main bridges to disrupt movements of armed vehicles.

- About 11262 square meters of bridges are damaged in these four States, 50% of the damaged bridges need to be reconstructed and damages to bridges constitute an estimated 6% of the total losses reported to road infrastructure.
- Other extensive damages reported include: nearly 5574 buses, 11347 cars and 142 trucks gutted and abandoned on roads in these States over the past five years, seriously affecting mobility in the conflict affected local areas also damaged are heavy vehicles such as bulldozers, pavers, asphalt plant and stone crushers, etc.

- The total road network reported to have damage in Borno, Yobe, Adamawa and Gombe States is about 40386 km. Of this, nearly 60% of damage is to Federal roads, owned by the Federal Government, while the remaining damage is to State and LGA roads.

Thus the PCNI has identified the following critical Federal Roads projects as priorities under this Programme designed specifically to target fast-tracked support to the immediate repair, reconstruction and completion of the following:

- The prioritization and rapid reconstruction of all bridges on the Federal and connecting roads around Maiduguri and other major cities in the BAY States which were extensively destroyed in the past two years and have therefore not been budgeted for, currently estimated at about 31.5 Million US Dollars (6.3 Billion Naira).
- Fast-track completion of the Dualization of Kano-Maiduguri Road project, which the Federal Ministry of Works has verified is on-going in phases at various stages of completion:
 - ✓ Section I phase (Kano-Jigawa) has been completed.
 - ✓ Section II phase (Shauri – Azare in Bauchi State) estimated at about 65 Billion Naira is yet to be completed.
 - ✓ Section III (Azare to Potiskum) phase, estimated at about 45 Billion Naira has been stalled by the insecurities.
 - ✓ Section IV phase (Potiskum to Damaturu) considered critical to the development of the region is estimated at 51 Billion Naira.
 - ✓ Section V phase (Damaturu to Maiduguri) estimated at 67 Billion Naira is yet to be completed.
- Completion of the Gombe – Numan – Yola road, identified by the States as critical to the transport of people/goods and as a strategic road project that would connect the North East region with the relatively stable and thriving economy of the Kano/Kaduna metropolitan area, as well as the relatively more stable North West and North South regions.

Established Implementation Parameters

- The PCNI will maintain an Infrastructure Desk within its framework with the mandate to drive activities, flag impediments to speed and escalate situations promptly for the attention of the PCNI main governance and institutional framework. This Infrastructure Desk will actively pursue direct engagements with all relevant stakeholders, analysis and verification assessments for the identification and targeting of the road projects targeted and rapid redress actions to resolve administrative bottlenecks and other challenges. PCNI's goal of transforming agriculture, trade, commerce and all other industries in the region would be better achieved with the completion of these road projects.
- The Federal Ministry of Works has verified that funding for the Kano – Maiduguri outstanding projects has basically been undertaken by SURE-P. It reported that in 2014, 12.5 Billion was provided by SURE-P for Section 1 – 5, a fraction of the total cost to complete this major highway project, which is estimated at about 230 Billion Naira, by the Ministry of Works. Assessments conducted by PCNI in consultation with the Federal Ministry of Works and the State Governments themselves has determined that emergency budgetary releases as well as Executive/Ministerial Orders are needed to enable the

Ministry of Works to expedite execution of these projects, within the exiting budget implementation time frame of 5 years.

- PCNI will therefore pursue legislative provision and/or presidential directive to fast-track the completion of the targeted road projects within 2 years.
- A strong directive for military deployment has also been identified as critical and will be facilitated by PCNI at an estimated cost of 60 Million Naira.
- PCNI will be partnering with the DFID Nigerian Infrastructure Advisory Facility (NIAF) to implement a Programme that will empower the local youth, through training in road construction projects and also in monitoring the progress and success of each road construction. This employment and training process will be implemented by The Nigerian Directorate of Employment (NDE) at an administrative cost of about 200 Million Naira per annum. PCNI will ensure prioritization of this productive works component with each identified road contractor to write the employment of the indigenous workers under the productive works in each of the project contracts to be implemented for each road.



Projected Programme Outcomes

- High impact greater connectivity to commercial hubs and markets across the region and trans-regional.
- Improved access for all other socio-economic development deployments to rehabilitate and reinvigorate the region across all indicators.
- Nigeria has the largest road network in West Africa and the second largest south of the Sahara, with roughly 108,000 km of surfaced roads as at 1990. However poor maintenance of these roads is often cited as a cause for the country's high rate of traffic fatalities. Completion of the strategically placed roads identified under this initiative will ensure better safety for the transportation of good and persons across the region.
- Creation of employment and jumpstarting the return to productivity for the region's indigenous youth.

- Improved income per capital for a period of 24 months for those gainfully employed in road construction projects identified.
- The Federal road projects targeted in this initiative are those capable of being transformational to the region.

Programme Priority

The priority for this initiative is medium. Successful physical reconstruction in the North East depends on security.



Strategic investments in the reconstruction, repair and completion of the road networks destroyed across the region will increase regional integration and boost the rapid development of the market and communication sector of the region's economy.

Estimated Initiative Costs

The budgetary implications of this Programme are therefore as follows:

- To fast-track repair and reconstruction of damaged Bridges, Road Culverts retaining and slope protection structures are currently estimated at 6.3 Billion Naira.
- To fast track completion of the Kano - Maiduguri project as well as the newly prioritized Gombe-Numan-Yola road from 5 years to 2 years, an expanded budgeted allocation for 2015 and 2016 will be needed from the National Assembly. This is currently estimated at about 430.56 Billion Naira for the 2 years.
- For Military deployment for protection of Road Construction Contractors and Machinery is currently estimated at 60 Million Naira (20 Million Naira for full military deployment per State).
- To support the NIAF/NDE's Productive Workers Training and Worker Teams deployment activities, a budget allocation of 400 Million Naira over the next two years is also anticipated. (Programme administrative costs are estimated at 10%, an estimated 40

Million Naira). This brings the total Programme budget to 437.36 Billion Naira. [Budget figures are based on the Budget submitted by the Federal Ministry of Works].

Programme Development and Delivery Guidelines (Fast-track Repair, Reconstruction and Completion of Critical Strategic Federal Roads).

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
Fast-track Repair, Reconstruction and Completion of Critical Strategic Federal Roads														
Obtain information on implementation steps from Federal Ministry of Works.	PCNI/FMOW													
Articulate partnerships on the targeted projects with the Federal Ministry of Works.	PCNI/FMOW													
Articulate partnership and technical specifications with NIAF & NDE.	PCNI/NIAF													
Conduct a Situation Analysis of the various sections of each targeted project & surveys to cover integrity issues as to actual status of projects and identification of destroyed bridges.	PCNI/NIAF & States													
Determine employment criteria, terms and structures for NIAF unskilled labour component.	PCNI / NDE/ NIAF/FMOW/ States													
Define the terms of NDE & NIAF partnerships with PCNI on implementation of the training components and sign agreements.	PCNI/NDE													
Secure funding in the 2016 to 2018 budgets.	PCNI & States													
Target, identify and verify participating unemployed youths.	PCNI/NIAF/ NDE													
Implement budget facilitation and fast-tracking strategy.	PCNI/States													
Facilitate the quick disbursement of funds to contractors.	All Partners													
Arrange and provide security coverage at all road construction sites.	ONSA													
Oversee the training and implementation of the NIAF Programme for unemployed youths.	PCNI/FMOW/ NIAF													
Begin road reconstruction and completion activities.	FMOW/NIAF/ NDE													
Implement Monitoring and Evaluation/ Strategic Communication/Media and Publicity	PCNI/FMOW/ NDE/ NIAF													

Initiative Summary (Fast-track Repair, Reconstruction and Completion of Critical Strategic Federal Roads)



PARTNERS

- Federal Ministry of Works.
- State Ministry of Works.
- NIAF - DFID.
- NDE



PROJECTS

- Shauri – Azare Express Road (Section 2), Bauchi State.
- Azare – Potiskum Express Road (Section 3), Yobe State.
- Potiskum – Damaturu Express Road (Section 4), Yobe State.
- Damaturu – Maiduguri Express Road (Section 5) Borno State.
- Gombe-Numan-Yola Road
- Reconstruction of bridges on Federal Roads destroyed by Boko Haram.

DURATION

2 years.



PROJECTED IMPACT

- Completion of the major access highways open up the region in terms of trade, commerce and economic development.
- Connecting the region's States to the rest of the country improves security.
- Completion of the Federal roads is a major contribution from the centre to the region and will render the right message of Federal concern towards the promotion of national cohesion across the region.
- Access is a key component of security.



PRIORITY

High Priority.



TOTAL BUDGET

₦437,360,000,000:

Rehabilitation of State Roads

Programme Description

State roads provide critical connections between Federal and local roads. These are particularly important in agricultural, mining and market districts where products need to be moved to markets and raw materials need to be moved to production areas. The NESTS plan reports a characterization of majority of the State roads in the region as uncompleted and/or abandoned projects, while those that are in existence are in a bad State from lack of maintenance. The plan also indicates a regional decision for enhanced collaboration among Federal, State, Local Government Authorities, Private Sector Stakeholders and International Development Partners. In pursuing this goal the States further identify the encouragement of private sector participation and the creation of enabling environments for public private partnerships as a collective regional focus.

Under this NESTS plan, the State Governments also indicated their collective desire to repair and construct strategic State roads connecting to Federal highways as well as the intra-State road networks in each individual State. The major consideration is the provision of roads connecting their States to the South East region, to neighbouring urban centers as well as neighbouring countries and individual Governments have undertaken the costs estimated below for the roads targeted:

- **Adamawa State:**
 - ✓ Amy Barracks-Mayoinne-Mayobelwa Road at 9.6 Billion Naira.

- **Bauchi State:**
 - ✓ Ningi-Poura Road.
 - ✓ Burga-Kundak Road.
 - ✓ Burga-Dull Road.
 - ✓ Alkaleri –Gwaram-Gokaru Road.

- **Borno State:**
 - ✓ Damboa-Chibok-Mbalala at 1.5 Billion Naira Road.

- **Gombe State:**
 - ✓ Kanawa-Guyu-Jauro Gotel Road at 7.5 Billion Naira.
 - ✓ Kanawa-Deba-Jagali-Jauro Gotel Road at 7.5 Billion Naira.

- **Taraba State:**
 - ✓ Bali-Serti-Gembu Road at 17.6 Billion Naira.
 - ✓ Mararaban-Baissa-Abong Road with four bridges at 7.18 Billion Naira.
 - ✓ Gundali-Bachama-Nungha-Karim Lamido Road at 4 Billion Naira.
 - ✓ Takum-Lissam-Bissaula Road at 7.8 Billion Naira.

- **Yobe State:**
 - ✓ Potiskum-Damchuwa/Gorim Aliba-Garin Bengem Road at 68.7 Billion Naira.
 - ✓ Trans Sahara from Kanama-Bakarti-Yuowsari-Yusufari at 5.5 Billion Naira.

In addition to these targeted State Roads Completion projects, the 2016 RPBA also reports extensive damages to State Road infrastructures in 4 out of the 6 North East States.

Table 12: Total Damages to State Road

Infrastructure Components	Total Level of Damages Estimated	Responsible Partners
State Roads	3326 m2 of State/LGA road damaged	FMOW/FMOT/SMOW/SMOT
State Bridges	11262 m2 of bridges damaged	FMOW/FMOT/SMOW/SMOT

Source: RPBA 2016 Report

Table 13: Table 13: Damage to Roads, Individual States

State	Road Infrastructure Damaged	Estimated Cost in Damages
Adamawa State	State/LGA Road	207,000,000
	Bridges (6)	3,564,000,000
Borno State	State/LGA Road	30,024,000,000
	Bridges (6)	437,964,800
Gombe	State/LGA Road	712,600,000
	Bridges (3)	54,000,000
Yobe	State/LGA Road	3,108,000,000
	Bridges (3)	1,584,000,000
Total Estimated Damage in State Roads & Infrastructure		39,691,564,800

Source: RPBA 2016

Key Programme Components:

- Projects identified as critical to the road network connectivity being pursued by the States will be subjected to a criteria that qualifies roads for rehabilitation under this Programme: proximity to the sustainable economic communities, agricultural clusters, major markets and newly developed productivity clusters to be established under the other relevant initiatives of PCNI.
- Under this Initiative, PCNI will also be partnering with NIAF in implementing a training Programme for youth who will work with the States in implementing road repair projects. The NDE will work with NIAF to provide a list of available unemployed local youths and monitor the efficacy of the NDE training Programme. NIAF will deploy a team of experts to implement a Monitoring and Evaluation framework that will document the progress and successes in the construction of State roads. The Monitoring and Evaluation Report will document significant youth involvement, participation of regional and local community organizations, training outcomes, completion of critical roads, regional impacts and economic impact. Such reports will be provided every three months.
- Based on the proposed road agenda of each of the States, PCNI will facilitate Federal Government's offer of challenge grants to State Governments for them to fix these critical

State roads identified especially those that connect to Federal roads, border markets and major agricultural districts. This challenge grant is currently estimated at 1 Billion Naira per State, for a total of 6 Billion Naira for all 6 States. PCNI will facilitate and solicit for a total of 12 Billion Naira (2 Billion Naira per State) to be made available from the Federal Government over a 2 year period.

- It is anticipated that the 12 Billion Naira from the Federal Government will be matched by 12 Billion Naira total from the State Governments (2 Billion Naira per State in 2 years) for implementation of the specifically targeted State Road Projects. Private Sector Partnerships and investments opportunities will then be solicited to make up the rest of the required funding.
- PCNI will also work with the Military and Security Agencies to arrange and implement fixed security coverage for all road construction sites. This is delivered at an estimated additional cost of about 60 Million Naira per year (at 10 Million Naira per State), for a total of 120 Million Naira for the 2 year period.



Pic Sources Vanguardnig.com

Projected Programme Outcomes

- Strategic intra-State networks have profound positive effect on economic productivity and viable commercial activities. Increased economic activities encouraged by the improved access increases IGR (Internally Generated Revenue) as well as Income Multiplier Effects.
- Higher impact State Government initiatives: enabling the States to perform projected infrastructural responsibilities translates directly to the bottom-up executive responsibility target of PCNI, thereby enhancing State Government's responsibility positively.
- Rehabilitation of road connections within the States improves Government's visibility and presence thus contributing to the promotion of security in the areas most affected by the crisis.
- Economic impacts to be measured across identification of viable existing markets, economic densities and the matrix of inter-dependencies to be established by further PCNI planning efforts.

Programme Priority

The priority for this initiative is medium.

Estimated Initiative Costs

- The repair and reconstruction of roads damaged in the four States assessed is currently estimated at 39.7 Billion Naira.
- Working with the NDE/NIAF, PCNI will provide support for training equipment and is currently targeting about 3 Billion Naira for this purpose (500 Million Naira support to each State's NIAF/NDE training Programme). Another 400 Million Naira will be needed for NDE and NIAF related training Programmes, Monitoring & Evaluation and Programme administration, including strategic communication per year. This is a total of 3.4 Billion Naira for the Productive Workers component per year.
- PCNI will also facilitate, negotiate and otherwise support all State efforts to create enabling environments for Private Sector participation in the completion of all the other State roads development projects earlier identified as priorities by the States at a current estimate of about 138 Billion Naira.
- In addition to this, 60 Million Naira is anticipated from the Federal Government for Military Deployment to construction sites. The completion time frame is 2 years making a total of 120 Million Naira.
- This brings the budget currently estimated for State Roads to about 181.2 Billion Naira in the 1st year and 3.5 Billion in the subsequent year for a grand total of 184.620 Billion Naira [Budget estimates are based on projections of the current market prices and the figures estimated for each road in the NESTS Plan].

Programme Development and Delivery Guidelines (Rehabilitation of State Roads)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
REHABILITATION OF STATE ROADS													
Finalize Programme design and articulate necessary partnerships and collaborations.	All Partners												
Secure Federal funding of 12 Billion Naira.	PCNI/SMOW/States												
Define terms of reference to qualify for the challenge grants.	PCNI/NIAF/FMOW												
Review guidelines and terms of reference for project proposals.	PCNI/NIAF/FMOW												
Put out a request for State proposals that includes targeted feeder roads projects,	PCNI / FMOW/NIAF												
Hold a meeting of participating States and negotiate their participation.	PCNI/NIAF/FMOW/SMOW												
Finalize the financial plan for Federal and State counterpart funding.	PCNI/NIAF/States												
Constitute a review team of advisers and consultants to review State proposals.	PCNI/NIAF/FMOW												
Select State recipients of challenge grants, notify them and host a public	PCNI/NIAF/States												
Target, identify and register unemployed youth for NDE road construction skill	PCNI/NDE/NIAF												
Finalize employment terms and structure for NDE youths' participation in projects	PCNI/States/NDE/NIAF												
Facilitate the disbursement of the grants.	PCNI												
Arrange and implement security coverage of all road construction sites.	ONSA												
Oversee the NDE training of unemployed youths for Road Construction skills set.	PCNI/NIAF/NDE												
Begin road rehabilitation projects.	SMOW/NDE States/NIAF												
Implement Monitoring and Evaluation/Strategic Communication.	PCNI/NIAF												

Initiative Summary (Rehabilitation of State Roads)



PARTNERS

- State Governors.
- State Ministry of Works.
- Federal Ministry of Works.
- Nigerian Directorate of Employment.
- NIAF - DFID.



PROJECTS

- Critical State Roads/Bridges destroyed per State (to be determined).
- Amy Barracks-Mayoinne-Mayobelwa Road at 9.6 Billion Naira.
- Ningi-Poura Road
- Burga-Kundak Road
- Burga-Dull Road
- Alkaleri -Gwaram-Gokaru Road.
- Damboa-Chibok-Mbalala at 1.5 Billion Naira Road
- Kanawa-Guyu-Jauro Gotel Road at 7.5 Billion Naira
- Kanawa-Deba-Jagali-Jauro Gotel Road at 7.5 Billion Naira
- Bali-Serti-Gembu Road at 17.6 Billion Naira.
- Mararaban-Baissa-Abong Road with four bridges at 7.18 Billion Naira.
- Gundali-Bachama-Nungha-Karim Lamido Road at 4 Billion Naira
- Takum-Lissam-Bissaula Road at 7.8 Billion Naira.
- Potiskum-Damchuwa/Gorim Aliba-Garin Bengem Road at 68.7 Billion Naira
- Trans Sahara from Kanama-Bakarti-Yuowsari-Yusufari at 5.5 Billion Naira.
- NIAF/NDE Training & Empowerment Programme in road construction for all States.

DURATION

- 24 Months.



PROJECTED IMPACT

- Strategic intra-State networks have profound positive effect on economic productivity and viable commercial activities. Increased economic activities encouraged by the improved access increases IGR (Internally Generated Revenue) as well as Income Multiplier effects.
- Higher impact State Government initiatives: enabling the States to perform projected infrastructural responsibilities translates directly to the bottom-up executive responsibility target of PCNI, thereby enhancing State Government's responsibility positively.
- Rehabilitation of road connections within the States improves Government's visibility and presence thus contributing to the promotion of security in the areas most affected by the crisis.
- Economic impacts to be measured across identification of viable existing markets, economic densities and the matrix of inter-dependencies to be established by further PCNI planning efforts.



PRIORITY

High Priority



TOTAL BUDGET

₦184,620,000,000

Connecting Rural Roads to Agricultural Clusters

Programme Description

Much like State roads, rural roads are the responsibility of State Governments but they must coordinate reconstruction and rehabilitation of these critical roads with local Governments and stakeholders. A priority of PCNI is the connection of rural productive areas to State and Federal roads. Another is roads that connect rural areas to border towns. The latter can be critical in expanding trans-border trade and thereby expanding the viability of agriculture.

Some of the States in the region have indicated what rural roads are of priority to them in the NESTS Plan. According to the submission from Gombe State, 12 rural roads in 12 Local Government Areas are targeted. Other States have not finalized their targets for rural roads connectivity. Hence PCNI will negotiate with each State to generate their lists of priority feeder roads, obtain concurrence from the Federal Ministry of Agriculture, and fast track the States' submission of a grant proposal for the implementation of the construction of such roads. These proposals will be required to demonstrate local partnership and the involvement of NGOs.



Established Implementation Parameters

- Rural roads priority will also be subjected to the criteria of connectivity to newly established sustainable economic communities, agricultural clusters and other economic productivity zones such as Free Trade Zones and Border Markets targeted under the ERR.

- In implementation, PCNI will offer challenge grants to State Governments for them to fix these identified critical rural roads especially those that connect State roads to potential border markets and major agricultural districts. Each proposal is expected to involve a match fund from the State or Local Partners.
- As per the State roads initiative, PCNI will also be partnering with NIAF in implementing a Monitoring and Evaluation framework to ensure that local youth are trained and employed to take advantage of jobs available in feeder road construction. The NDE/NIAF arrangement related to State roads (see previous section) will apply, with respect to training, Monitoring and Evaluation and Programme administration, including strategic communication.
- This initiative would also provide simple light construction tools which will improve their access to jobs after their engagement in feeder roads construction.

Projected Programme Outcomes

- Strategic rural networks in critical agricultural and cottage industry rural clusters have profound positive effect on economic productivity and viable commercial activities.
- Enabling the States to perform projected infrastructural responsibilities at grass root level translates directly to the bottom-up executive responsibility target of PCNI, thereby enhancing State Government's responsibility positively.
- Rehabilitation of road connections with critical productivity bases in the State improves Government's visibility and presence thus contributing to the promotion of security in the areas most affected by the crisis.

Programme Priority

The priority for this initiative is medium.

Estimated Initiative Costs

- A total of 6 Billion Naira in Federal challenge grants (1 Billion Naira per State) will be provided via a competitive grant process whereby the State, as implementation partner, working with Local Government Authorities and NGOs, will apply for Federal funds to work on these projects.
- The States' contribution is currently estimated at a minimum of 500 Million Naira per State/participant local partners, for a total of 3 Billion Naira.
- In addition to this the NIAF/NDE productive works and training Programme is estimated at 400 Million Naira and Military Deployment to construction sites at 60 Million Naira.
- This brings the total cost of this initiative to 9.460 Billion Naira for the first year and a total of 37.84 Billion Naira in 4 years.

Programme Development and Delivery Guidelines (Rural Feeder Roads)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
CRITICAL RURAL FEEDER ROADS													
Finalize Programme design and articulate necessary partnerships and collaborations.	ALL PARTNERS												
Secure Federal funding of 6.06 billion Naira and finalize the financial plan for Federal	PCNI/LGAS/LNGOS												
Define terms of reference to qualify for the challenge grants.	PCNI/NIAF/SMOW												
Hold a meeting of participating States and negotiate their participation.	PCNI/NIAF/NDE												
Negotiate guidelines and terms of reference with the States for project proposals.	PCNI / STATES												
Put out a request for State proposals that includes targeted rural feeder roads projects, technical rehabilitation details and specifications, commitment to youth employment	PCNI/NDE/SMOW												
Constitute a review team of advisers and consultants to review State proposals.	PCNI/NIAF/STATES												
Verify and register critical rural feeder roads projects.	PCNI/STATES												
Determine technical rehabilitation details and specifications.	PCNI												
Target, identify and register unemployed youth for NDE road construction skill acquisition.	PCNI												
Finalize employment terms and structure for NDE youths' participation in projects identified.	PCNI/SMOW/STATES												
Facilitate and Solicit Private Sector Funding as Corporate Social Responsibility.	ONSA												
Select State recipients of challenge grants, notify them and host a public	PCNI												
Facilitate the disbursement of the grants.	PCNI												
Arrange and implement security coverage of all road construction sites.	PCNI/NIGERIAN SECURITY AGENCIES												
Begin road rehabilitation projects.	PCNI/NIAF												
Implement Monitoring and Evaluation/Strategic Communication.	SMOW/STATES												

Initiative Summary (Rural Feeder Roads)



PARTNERS

- State Governors.
- State Ministry of Works.
- Nigerian Directorate of Employment.
- Local NGOs.
- NIAF - DFID.

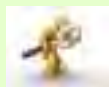


PROJECTS

To be determined.

DURATION

4 years.



PROJECTED IMPACT

- Strategic rural networks in critical agricultural and cottage industry rural clusters have profound positive effect on economic productivity and viable commercial activities.
- Enabling the States to perform projected infrastructural responsibilities at grass root level translates directly to the bottom-up executive responsibility target of PCNI, thereby enhancing State Government's responsibility positively.
- Rehabilitation of road connections with critical productivity bases in the State improves Government's visibility and presence thus contributing to the promotion of security in the areas most affected by the crisis.



PRIORITY

High Priority.



TOTAL BUDGET

₦37,840,000,000

Channelization of Waterways for Transportation of Goods and People

Programme Description

The channelization of critical water ways for water transportation can significantly enhance the economies of Taraba and Adamawa States. It will connect the agricultural produce of these States to markets south of the Benue River and facilitate inter-State trade and commerce. This will also facilitate the creation of a continuous nomadic livestock trail and supply chain that will enhance the marketability of livestock products and reduce transportation costs to economies in the Niger Delta and South East parts of Nigeria. To be sustainable the Programme must also build the capacity of water resource based entrepreneurs to operate in an invigorated waterways infrastructure while creating a framework for sustainable investment in waterways infrastructure.

Under the NESTS plan the dredging of the River Benue is indicated as a priority project currently at the advanced stages of procurement. A strong Global Development Partner (GDP) will be required to work with the States to provide them with a Monitoring & Evaluation framework as well as impact documentation support to ensure project accountability for dredging the River Benue.

PCNI will focus on additional strategic partnerships to facilitate the activation of economic activities along the river's corridor.

PCNI will also focus on Channelization projects along the corridor to ignite further economic activities for communities along the river and also for purposes of irrigation, cattle rearing water needs and for transportation.

The channelization exercise will accommodate medium sized boats and ferries while addressing environmental clean-up issues that plague that North-East segment of the Benue River. The Federal Government will actively seek an infrastructure development loan to actualize this project or make budgetary provisions in 2015 and 2016 to support this initiative.



Source: Aquatransit Services Ltd, Capetown SA



Projected Programme Outcomes

- Water transport services can be a profit-driven source of revenue for the economically disadvantaged North East States targeted by use of pay-by-the-distance fares.
- The reduction of road congestion, land use and automobile emissions
- The promotion of entrepreneurship, business productivity and viable economic growth along the river's corridor which consist mainly of rural areas
- Extended urban renewal in formerly deprived areas of nearby cities.
- Long term solution to agricultural water and irrigation problems.
- The ripple effect from opening up the region's inland water connectivity on economic activities and transportation is very high.
- The initiative link's access directly to entrepreneurship and private sector investments to result in exponential productivity.

Estimated Initiative Costs

- Based on the outcome of this plan, PCNI will solicit for the Federal Government to provide a grant of 4 Billion Naira for the dredging/channelization of the water way.
- PCNI will also provide a 50 Million Naira grant jointly to both State Governments to work with the Federal Ministry of Water Resources in planning the infrastructure and programming design components for the Channelization and Irrigation components of this Programme, as well as for the development of enabling PPP frameworks for Water Based Transport Entrepreneurship facilities to be solicited under this initiative.
- An estimated 1 Billion Naira will be provided in the form of grants to aid qualifying water transportation entrepreneurs on a competitive basis annually to fund barges, boats and vessels acquisition for 4 years.
- Another 1 Billion Naira will be provided to qualifying local companies to build commercial docks and jetties for ferrying goods and people. The cost for the 1st year is therefore estimated at 6.05 Billion Naira and all the subsequent years at 3 Billion Naira for a grand total of 9.050 Billion Naira. [Budget figures are based on provisionary estimates].

Programme Development and Delivery Guidelines (Channelization of Waterways)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
CHANNELIZATION OF WATERWAYS													
Identification of interested partners and stakeholders.	PCNI												
Completion of Proposals and Implementation Plans.	All Partners												
Facilitation of meeting between Ministry of Water Resources (FMWR) and the States of Adamawa and Taraba.	PCNI/FMWR/GDP												
Secure funding for the project through Federal appropriations and/or grants and loans from development partners.	PCNI/FMWR/States												
Provision of planning grants to the States and FMWR.	PCNI/States												
Review technical parameters and specifications details in the Planning and Engineering proposals from the States, including an Environmental Impact Study.	PCNI / States/ FMWR												
Develop a plan for affected stakeholders.	PCNI/States												
Mobilize FMWR and the States of Taraba and Adamawa after finalizing funding/grant agreements.	PCNI/States												
Define guidelines and terms of reference for participating private sector companies' project proposals.	PCNI/States												
Define qualifying criteria for local commercial companies participating in dock and jetties construction.	PCNI/States												
Publish the projects Request for Proposal (RFP) for private entities involved in project.	PCNI/States												
Select successful participants.	PCNI/STATES/ FMOWR												
Facilitate the quick disbursement of funds to qualifying local commercial contractors.	PCNI												
Begin dredging and channelization projects and the implementation of private sector projects.	Contractors												
Implement Monitoring and Evaluation/ Strategic Communication.	PCNI/ FMOWR												

Initiative Summary (Channelization of Waterways)



PARTNERS

- State Governors.
- Federal Ministry of Water Resources
- States Ministries of Water Resources.
- Global Development Partners.
- Private Sector.



PROJECTS

To be determined.

DURATION

12 Months.



PROJECTED IMPACT

- Water transport services can be a profit-driven source of revenue for the economically disadvantaged North East States targeted by use of pay-by-the-distance fares.
- The reduction of road congestion, land use and automobile emissions
- The promotion of entrepreneurship, business productivity and viable economic growth along the river's corridor which consist mainly of rural areas
- Extended urban renewal in formerly deprived areas of nearby cities.
- Long term solution to agricultural water and irrigation problems.
- The ripple effect from opening up the region's inland water connectivity on economic activities and transportation is very high.
- The initiative link's access directly to entrepreneurship and private sector investments to result in exponential productivity.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦ 9,050,000,000

Fast-Tracking completion of the North East Railway Lines Master-Plan

Background

The Nigerian railway system has suffered a long-term decline as a result of poor management, corruption and opacity in public contracts. The National rail system is managed by the Nigerian Railways Corporation (NRC). The rolling stock of the NRC is in very poor condition, with a most locomotives, wagons and carriage out of service because of lack of parts and servicing nationwide. The Nigerian rail network continues to operate essentially with much of its original facilities. Many structures and some of the track work are now over 100 years old. The declining quality of railway assets and train services has also led to the disappearance of intermodal transport nodes and further decline in traffic volumes. The situation has been exacerbated by management weaknesses and institutional arrangements of the railway system nationwide and has contributed significantly to the economic regression of the North East.

The railways today are a serious drain on Government resources, while still failing to provide a useful economic function. NRC's current performance is among the worst in Africa. In recent times however, the Government has embarked on some upgrades. The western line; Lagos – Kano, a 1,224 km line has been completed and now functional. The Eastern line; Port Harcourt – Maiduguri line was expected to be completed by 2013. The Itakpe – Ajaokuta – Warri standard gauge rail line is now reported to be 77% complete under a National Railway Master Plan. In addition, some 25 new locomotives are reported to have been procured nationwide. Some additional 200 coaches and wagons are reported to have been refurbished, the bulk of which is in Lagos State. As a result, available data currently shows that the number of passengers carried by the rail system has risen significantly, from about 1million in 2009 to about 4.2 million in 2012. Nevertheless this still accounts for less than 1 % of transport services in the country.

- Recognizing the importance of the rail system to the health of the transport sector, rehabilitation of the network so that rail services are commercially viable has become an important development target for Nigeria.
- In North East Nigeria rail transport is crucial to the cheap and efficient movement of bulk goods for the infrastructural, agricultural, trading and commercial sectors revamp necessitated by the crisis in the region as well as for the rejuvenation of several other industries.
- In light of the plan to develop the export capacity of the region and expand inter-regional trade and to connect commercial activities between key markets such as Kano, Aba, and Lagos metropolitan areas to the Sahelian economy, the rail capacity of the region needs to be enhanced.

Programme Description:

The Federal Government has articulated a strategic railway vision, which has a strong North East component in the National Railway Master-plan. Under this new master plan, which is part of 25-year development project for the rail system in the country covering the rehabilitation of the existing narrow gauge and construction of modern standard gauge, the Government intends to run a six structure plan for the introduction of high speed rail lines covering the length and breadth of the nation.

The North East Component of the National Railway Master-plan

This plan focuses on the rehabilitation of the existing North East Narrow Gauge Railway line from Port Harcourt - Aba - Umuahia - Enugu - Makurdi - Lafia - Kuru - Bauchi - Gombe - Ashaka - Maiduguri, with spurs at Kuru to Jos and Kafanchan to Kaduna. Other than the Gombe to Maiduguri segment other parts of this rail line have been completed. It is anticipated that the outstanding Gombe to Maiduguri segment will cover 1657 kilometres.

The States for their own parts have also indicated their undertakings in conducting feasibility studies and consultancies for the following Standard Gauge Lines:

- ✓ Calabar-Ikom-Obudu-Wukari-Yola-Maiduguri Line.
- ✓ Nguru-Gashua-Damaturu-Ngala Line.
- ✓ PortHarcourt-Abia-Umuahia-Enugu-Markurdi-Lafia-Kuru-Bauchi-Gombe-Bui-Markurdi Line.

Established Implementation Parameters

- PCNI will advocate for the fast-tracked completion of the existing railway tracks to be laid in the North East as earmarked under the master plan. Such advocacy will include negotiation of Federal executive orders removing administrative bottlenecks for the projects indicated as priority for the States.
- The railway initiative will be tied to economic outputs; hence the completed rail line will link agro economic clusters to local and export markets.
- PCNI will also solicit, negotiate and broker privatization of this transport sector for securing Public Private Partnerships investments and/or Global Development contributions that will provide:
 - ✓ State of the art train carriages and buses in the categories and technological standards that will ensure State of the art efficiency for both passenger and cargo trains (i.e. the actual trains).
 - ✓ An upscale transport facility management agency for the sustainable and profitable maintenance of the established line and train stations.
 - ✓ Funding to cover the budgetary gaps required for the actual constructive works as indicated by the Federal Ministry of Transport and/or the Nigerian Railways Authority.
- These upgrade components will ordinarily increase the service costs to end users in the region who currently lack the economic power to afford them. To prevent such high costs PCNI will solicit and advocate for listing of the Federal Government's investments on the Nigerian Stock Exchange. PCNI will also support this move by negotiating and ensuring that the administrative and accountability frameworks required for this listing are put in place. [Rail projects identified are based on the targets also set by the Nigerian Railways Authority].

Figure 7: Figure 7: The North East Line First Phase



Figure 8: Figure 8: Lagos Metro



Figure 9: The Proposed Nation Wide High Speed Plan



Pic Sources: Nigeria Railway Corporation, Federal Railways of Nigeria

Projected Programme Outcomes

- As part of its strategic plans for the development of rail infrastructure in Nigeria, the Federal Government developed this comprehensive master plan for high speed rail across the federation. The Vision 20:20-20 plans to launch the country into the league of one of the most 20 developed economies of the world come year 2020, and is committed to the development of transport infrastructure, which it described as catalyst for the development of any economy.
- Under the new master plan the Government intends to run a six structure plan for the high speed rail lines covering the length and breadth of the nation with four phases of implementation. The Federal Government's is currently on the second phase of the 25-year development project, most of which comprise of the development of standard and modern gauge, to be followed by the third phase, which covers strictly the standard gauge rail lines and then the fourth phase, which covers the high speed rail systems. By implementing this initiative PCNI proposes to leap-frog the region's railway transport plan by building it up from the foundation, thereby erasing the rapid regression the region currently suffers as well as the fall-backs to be suffered therefrom.
- An efficient, standardized and profitable transportation solution which serves as bedrock support for viable economic and commercial activity within the region and without. Railway transportation remains one of the most successful, cost effective transportation solutions in modern times. It will result in increased productivity, and enhanced local and intra-State trade.

Programme Priority

The priority for this initiative is medium.

The economic returns and standard of live values added by an upgraded, efficient transport system can only be ensured subsequent to economic development readiness.

Estimated Initiative Costs

- The proposed estimated cost for implementation of this Programme is 100 Billion Naira per year for 2 years for a grand total of 200 Billion Naira.
- PCNI anticipates its capacity to add value to this initiative through the pursuit and delivery of access to one of these funding options.
- Funding Sources identified by the AFDB are international project finance for infrastructure funds, non-recourse or project finance, project bond funding, guarantees or credit enhancement Programmes, joint ventures, and public private partnerships (PPPs). Large pension funds and insurance firms have also created a number of special purpose international investment funds for infrastructure projects. Quite a number of these facilities operate in Africa, include:
 - ✓ **the Africa Infrastructure Fund (AIIF),**
 - ✓ **The Emerging Africa Infrastructure Fund (EAIF)**
 - ✓ **The Pan-African Infrastructure Development Fund (PAIDF)**
 - ✓ **The EU-Africa Infrastructure Partnership Trust Fund.**
- Recently, the African Development Bank in 2013, proposed the roll out of an Africa 50 fund to explore opportunities for financing Africa's infrastructure.

Programme Development and Delivery Guidelines (Fast-Tracking the Completion of the North East Railway Master plan)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
FAST-TRACK NE RAILWAY LINE														
Work with the Federal Ministry of Transport and the Nigerian Railways Authority to finalize the fast-track and Executive Order needs of the Master Plan for the North East Railway Line.	All Partners													
Where necessary bring this Master Plan to the attention of relevant Ministers for support advocacy.	PCNI/FMOT/NRA													
Facilitate and fast track the making of a Supplemental Budget Request on behalf of Federal Ministry of Transport and /fast-track budget releases for prior appropriations.	PCNI/FMOT/STATES													
Review technical construction and rehabilitation details and specifications on existing plans for upgrading and standardization through PPPs and Global Development Partner Contributions.	PCNI/ Identified Technical Partners													
Fast track Federal funding releases and Access requirements for global funding.	PCNI/ All Partners													
Solicit and negotiate targeted partnerships and facilitate the finalization of models.	PCNI													
Facilitate the quick disbursement of Federal funds where they exist.	All Partners													
Ensure railway construction and rehabilitation projects begin and are concluded.	PCNI/FMOT/NRA													
Design the necessary accountability management and Monitoring & Evaluation frameworks. n.	PCNI													
Deploy strategic communications and strong global advocacy	PCNI													

Initiative Summary (Fast Tracking the North East Railway Line)



PARTNERS

- State Governors.
- Federal Ministry of Transport.
- State Ministry of Transport.
- Nigerian Railways Authority.
- Private Sector.
- Global Development Partners.

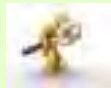


PROJECTS

- Completion of the Calabar/Ikom/Obudu/Yola/Maiduguri Rail Line.
- Construction and rehabilitation of the Maiduguri/Port-Harcourt Narrow Gauge Rail.
- Fast-tracking of the Calabar-Ikom-Obudu-Wukari-Yola-Maiduguri Line.
- Fast-tracking of the Nguru-Gashua-Damaturu-Ngala Line.
- Fast-tracking of the PortHarcourt-Abia-Umuahia-Enugu-Markurdi-Lafia-Kuru-Bauchi-Gombe-Bui-Markurdi Line.
- Advocacy Campaigns and Privatization Programming.
- Partnerships and Investment Models.
- Listing on the Nigerian Stock Exchange.
- Programme Development and Frameworks for Access to international funding options.

DURATION

- 24 Months.



PROJECTED IMPACT

- Leapfrogging the region's transportation vis-a-vis national strategic goals in the sector.
- An efficient, standardized and profitable transportation solution which serves as bedrock support for viable economic and commercial activity within the region and without.
- A successful, cost effective transportation solution that will result in increased productivity and enhanced living standards in the region.



PRIORITY

- Medium



TOTAL BUDGET

₦200,000,000,000 proposed based on comparative analysis with the Lagos - Calabar Rail

Transformation of the North East Capital Cities and Upgrade of existing State Airport Programme Description

Maiduguri airport is the central airport in the North East region. Adequate air transportation will provide a critical link because of the remoteness of the region to other centers of economic activity, especially in the emerging global economy. Maiduguri airport therefore needs to be transformed into an A rated status and designated an International Free Trade Zone. With this designation, a strong cargo component and an Inland Container Depot is to be established.

Working with the Federal Ministries of Transport, Aviation, Industry, Trade & Investment, and the Nigerian Investment Promotion Council (NIPC) PCNI will aggressively promote this project and facilitate accelerated planning for it. A presidential directive to mandate these three Ministries to work in conjunction with PCNI in brokering a financial model that will make the project a reality is critical. The following elements also will be focused upon under this initiative:

- Facilitation of the collaboration between the Ministry of Aviation and FAAN to fast-track the planning of the upscale renovation of the Maiduguri Airport stalled by the insecurity.
- Negotiations with the Federal Ministry of Transport to fast track the planning and implementation of the 10 ton inland container depot project proposed for the Airport.
- Partnering with the Federal Ministry of Industry, Trade and Investment to effect the implementation of the Free Trade Zone status for the Airport and the overall metropolitan area of Maiduguri.

PCNI will facilitate the establishment of a Fast Track Technical Committee by the Federal Government to shepherd these projects to a speedy completion. A PCNI representative will serve on the committee.

This initiative will also serve as launch pad for the transformation of the capital cities of the region into productivity hubs by application of the sustainable economic clustering parameters designed.

Projected Programme Outcomes

- Efficiency, convenience, improved access to social services, productivity facilities and High-tech industries infrastructure for enhanced value in social integration and stimulation of the region's economy.
- Concentration of resources for economic Improvement.
- Opportunity for revenue generation and foreign exchange generation.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs

PCNI currently estimates the following costs:

- 5 Billion Naira to transform and upscale the Maiduguri Airport.
- 2.5 Billion Naira for designation/ assignation of Free Trade Zone support infrastructure.
- 2.5 Billion Naira for establishment of a strong cargo component and Inland Container Depot.

- 200 Million Naira is also anticipated in allocation to NEPZA to facilitate the Free Trade Zone.
- Programme administrative costs are anticipated at 10% which brings the Programme total to 11.22 Billion Naira.

The States have indicated the following priorities for upgrade of existing airports and have likewise undertaken the costs thereof:

- Adamawa State has indicated interests in the establishment of a perishable cargo airport in Yola Airport and has undertaken the costs thereof.
- Taraba State has indicated interest in the upgrading of the Jalingo airport to a perishable cargo airport and has undertaken the costs thereof.
- Yobe State has indicated a priority for the construction of an Airport at Damaturu at an estimated cost of 74.1 Billion Naira.
 - ✓ While the Federal Government commitment is estimated at 10.2 Billion Naira as calculated by PCNI above, Borno State Government is expected to contribute 1 Billion Naira as counterpart funding because of the benefit to its immediate environment and the other 2 States in the immediate vicinity will contribute 500 Million Naira each. This will cover contingency planning and facility maintenance fees for 2 years.
 - ✓ PCNI will also source for Private Sector investment opportunities to cover the funding gap at an estimated 1.5 Billion Naira. The Fast Track Committee set up will serve as an ombudsman committee to facilitate the implementation of all its necessary findings. The estimated total cost of this initiative is therefore 13.9 Billion Naira.



*Projects identified are based on targets set by the PCNI Committee.
* Budget figures are provisional estimates.

Figure 10: Standard Airport Facilities

A – Z OF AIRPORT FACILITIES

The PCNI Airport and Capital Cities Upgrade Initiative will focus on the provision the required infrastructure to upscale up to international standards.

- Accessibility
- ATMs
- Arrivals
- Baby care
- Bag wrapping
- Baggage allowances\ reclaim
- Baggage storage
- Baggage trolleys
- Business services
- Bars and restaurants
- Cafés
- Cash machines
- Car hire
- Car parking
- Cellphone rental
- Chapel
- Check-in desks
- Children and families
- Concierge (Meet & Assist)
- Currency exchange
- Duty-free shopping
- Eating and drinking
- Emergencies
- Family facilities
- Fast track
- Flight information
- Flight connections
- Food and drink
- Free Trade Zones
- Gifts and souvenirs
- Hotel reservations
- Hotel transfer buses
- Information
- Internet and Wi-Fi
- Kids and family Spaces
- Left Baggage
- Lost property
- Lounges
- Luggage allowances
- Luggage storage
- Medical help and emergencies
- Meeting rooms
- Porters
- Prayer rooms and chapel
- Postal services
- Restaurants
- Rental cars
- Showers
- Social care
- Smoking areas
- Spectator areas
- Toilets
- Travellers Cheques
- Travel money
- Trolleys
- Upgrades
- VAT refunds
- VIP Service

Programme Development and Delivery Guidelines (Transformation of the Maiduguri Urban Area and Upgrade of existing State Airports)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
MAIDUGURI, CAPITAL CITIES & AIRPORTS													
Finalize Programme designs and status.	All Partners												
Articulate the partnerships and collaborations with the relevant participating Ministries, Departments and Agencies.	PCNI/FAAN/FMOA/FMOTAI												
Finalize partnerships and constitute the Fast Track Technical Committee.	PCNI/FAAN/FMOA/FMOTAI												
Secure Federal funding.	PCNI/FAAN/FMOA/FMOTAI												
Facilitate and solicit Private Sector funding as Corporate Social Responsibility.	PCNI/FMOA/FMOTAI												
Conduct situation analysis and needs assessment of the existing airports and the Maiduguri urban area.	PCNI/FAAN/FMOT/FMOTAI												
Determine technical construction and rehabilitation requirements and specifications for accountability purposes.	PCNI/FMOA/FMOT/FMOTAI												
Publish the projects' Request for Proposal (RFP).	Contractors/Private Sector Participants												
Select successful participants.	PCNI/FMOT/FMOA/FMOTAI												

Initiative Summary (Transformation of the Maiduguri Urban Area and Upgrade of existing State Airports)



PARTNERS

- State Governors.
- Federal Ministry of Transport.
- Federal Ministry of Aviation.
- Federal Ministry of Trade and Investment.
- FAAN



PROJECTS

- Upscale renovation of the Maiduguri Airport.
- Accelerated construction of a 10 ton inland container depot.
- Implementation of a Free Trade Zone status of the Maiduguri Urban and Airport.
- Completion of Yola Airport to Perishable Cargo.
- Completion of Jalingo Airport to Perishable Cargo.
- Construction of the Damaturu Airport, Yobe State.
- Establishment a Fast Track Technical Committee for the Initiative.

DURATION

12 Months.



PROJECTED IMPACT

- Efficiency, convenience, improved access to social services, productivity facilities and High-tech industries infrastructure for enhanced value in social integration and stimulation of the region's economy.
- Concentration of resources for economic improvement.
- Opportunity for revenue generation and foreign exchange generation.



PRIORITY

High Priority



TOTAL BUDGET

₦11,220,000,000

The Mambilla Corporate Social Responsibility Initiative

Programme Description

The Mambilla hydro power project is a 3050 megawatts project that is slated for the Mambilla plateau area of Taraba State. The project, which promises to be the largest ever power project to be awarded in Nigeria, is expected to create over 100,000 jobs during the 6 years of its execution. Nigeria's 30% local content provision will also ensure that indigenous firms will participate in the approximately 8 Billion Naira (currently estimated by PCNI) civil works and electromechanical installations estimated, further creating more jobs for residents of the region.

The Federal Government was scheduled to commence the project by September 30, 2014. PCNI has been facilitating the completion of this Public Private Partnership by soliciting for Presidential direction to the relevant Government Ministries Departments and Agencies to fast-track ground breaking of this massive infrastructural project deployed in the North East.

This Programme is designed to enable PCNI drive the Mambilla CSR Initiative to facilitate aggressive local content employment and training activities to empower indigenes in the region. International contractors will likewise be mandated to ensure that there is minimal international labor and population crowd-out effects.

PCNI is also negotiating the establishment of a business incubator with the Mambilla power project management during the implementation of the Programme to leverage on the job creation opportunities provided for the unemployed within the region.

Under the Mambilla CSR and LC Initiative, PCNI will also promote indigenous technology capability evolution and utilization by local engineers and fabricators in setting up mini and micro hydro power schemes adjunct to but away from the main power project as a deliberate capacity evolution strategy. This will feature design, construction and deployment of demonstration but functional turbines capable of powering micro communities and villages outside the main Mambilla Power Project. The overseas technical partners on the major project will be encouraged to provide technical collaboration, if needed, in line with the theme of the national local content laws on local capacity.

Projected Programme Outcomes

- This project is critical to the energy independence of the region as a whole, as well as that of the entire country and will provide a strong electricity base-load.
- Massive employment opportunities and income multiplier effect.
- Massive development construction, technology development and exchange opportunities for the region.
- The prospect of developing indigenous capability in hydroelectricity through embedded local contents opportunities that include actual design, fabrication and construction of micro and mini hydro plants.

Programme Priority

The priority for this initiative is high given the advanced stage of planning and the significant impact to be benefited therefrom.



Figure 11: Nigeria River Basins Large and Small Scale Hydropower Potentials



Picture Sources: <https://www.africa-eu-renewables.org>



Chinese Exim Bank is a Global Sponsor for Infrastructure

Estimate Initiative Costs

The estimated cost of the Mambilla CSR & LC initiative is currently pegged at 200 Million Naira per annum, disaggregated as 100 Million Naira for the main CSR projects and 300 Million Naira for the technology knowledge transfer component, for an initial project implementation life span of 4 years. This brings the total estimated budget for this initiative to 1.6 Billion Naira.

Programme Development and Delivery Guidelines (The Mambilla CRS Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
THE MAMBILLA CSR INITIATIVE													
Articulate the partnerships and collaborations with, relevant Government agencies, local NGOs and project implementation partners for ensuring that the indicated opportunities are realized.	All Partners												
Ensure Local Content provisions are taken advantage of for the region and reflected in every articulated partnership.	PCNI/FMOP/ NDE/FMOWR Mambilla Stakeholders.												
Identify and key into critical job creation opportunities for unemployed in the region.	PCNI/NDE/ Mambilla Contractors.												
Design a business incubation plan for the creation of a vibrant business economy from the project.	PCNI/NDE/ NIAF/ Other Interested Partners.												
Define guidelines and terms of reference for the Business Incubation Planning proposals/select successful proposal.	PCNI/NIAF												
Facilitate the quick disbursement of funds to contractors.	PCNI/FMOP/ FMOWR/ Mambilla Stakeholders												
Implement Business Incubator proposal.	PCNI/NIAF/ NDE/Mambilla Stakeholders												
Implement Monitoring and Evaluation/ Publicity and Strategic Communications.	PCNI/NIAF												

Initiative Summary (The Mambilla Corporate Social Responsibility Initiative)



PARTNERS

- Federal Ministry of Power.
- Mambilla Development Partners.
- Federal Ministry of Water Resources.
- Nigerian Directorate of Employment.
- Local NGOs/Private Sector Participants.
- NIAF - DFID.

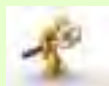


PROJECTS

- Dam Construction.
- Construction of Irrigations Schemes.
- Electricity Generation.
- Establishment of a Business Incubation Unit.
- Production of efficient and functional micro and mini hydro and steam turbines by Nigerian engineers as part of local content capacity development.
- Other spin-off projects to be determined.

DURATION

48 Months.



PROJECTED IMPACT

- Critical energy independence of the region as a whole, as well as that of the entire country and will provide a strong electricity base-load.
- Massive employment opportunities and income multiplier effect
- Massive development construction, technology development and exchange opportunities for the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦1, 600,000,000

Restricted.

The Clean Technology Fund

Programme Description

The World Bank has a clean technology fund of 100 Million Dollars. This is currently calculated to be the equivalent of 23 Billion Naira (calculated at 230 Naira to dollars). In addition, Nigeria has the potential to secure unclaimed carbon credits as well as key subsequent clean technology initiatives in the region into proper national emission inventory Programme. The outstanding value from carbon credit reclaim over the past 10 years is expected to be above 120 Million US Dollars and the reclaim derives legitimacy under the Kyoto Protocol on emissions while additional investments in Clean Development Mechanism (CDM) and afforestation projects in the North East corridor can further expand this window. Nigeria is a ratified signatory to the Kyoto protocol of the United Nations Framework Convention on Climate Change (UNFCCC). The nation is thus able to employ the CDM as an instrument to unilaterally or bilaterally initiate Certified Emissions Reduction (CER) yielding projects that can earn additional revenue for Nigeria and aid sustainable growth and development. The Clean Technology Fund (CTF) facility is part of the Climate Investment Fund, which provides middle-income countries with resources to scale up the demonstration, deployment and transfer of low-carbon, clean technologies. The CTF facility has a 40 year maturity, 10 years moratorium and an interest rate of 0.25%. This development objective of the project will be thus targeted to increase renewable energy-based power generation capacity in Nigeria.

Key Programme Elements

- The PCNI planning effort is aware of this loan and will support interested State Governments or private partnership efforts to access the loan.
- The Clean Technology Fund financing and reclaims from outstanding carbon credits will be used to support the development of an estimated 100 MW of grid-converted solar-generated power.
- The fund will also be used to finance a 5MW waste-to-energy biomass conversion project with potential for rapid expansion. It will leverage existing distribution and transmission networks in the region.

Established Implementation Parameters

- The PCNI plans to locate the **5MW waste-to-energy biomass conversion project in Borno** and seeks to expand this across the region upon its success. Nigerian engineers and North East regional entrepreneurs will be targeted for implementation of this captive power project. PCNI will also help develop the country's national inventory reporting obligations on emissions using the North East as primary anchor.
- Twelve (12) hospitals) at two (2) public hospitals per State in Adamawa, Bauchi, Yobe, Borno, Gombe and Taraba will also benefit from this scheme through the installation of sola photovoltaic to power critical operational areas of the hospital.
- Production of energy efficient clean cook stoves by young entrepreneurs and their wide use will be targeted to reduce the use of fire wood and reduce the time and drudgery women and children in the region are subjected to in sourcing for fire wood.
- In the absence of reliable grid connection indigenous youth in the North East will be trained in the assembly and installation of solar lighting for houses, roads and public areas

lighting under this project and this will provide additional security for women and girls. Rapidly improving the conditions of roads through solar lightening will likewise improve transport links and support women to reach markets and basic service centers.

- PCNI will also support individual State Governments to develop accountability and Programme management frameworks to access funds as determined by the World Bank. PCNI will activate its partnership with this Global Development Partner to facilitate negotiations as well as to fast track disbursement and implementation phases of clean technology for targeted renewable energy infrastructural development across the region. The Programme will be implemented for 2 years.

Projected Programme Outcomes

- Rapid access to power and electricity in rural areas.
- Decreased pollution from fossil fuels and wood consumption and consequent improved public health indices.
- Power designated economic clusters in the North East.
- Captive power generation.
- Develop a national inventory reporting obligations on emissions.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs

The total estimated budget for PCNI under this initiative is currently 10.2 Billion Naira per annum, a grand total of 20.4 Billion Naira for 2 years.

Programme Development and Delivery Guidelines (The Clean Technology Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
THE CLEAN TECHNOLOGY INITIATIVE														
Articulate the partnerships & collaborations, project implementation partners for ensuring that the indicated opportunities are realized.	All Partners													
Ensure Local Content provisions are taken advantage of for the region and reflected in every articulated partnership.	PCNI/FMOP/ Other Stakeholders.													
Identify and key into critical job creation opportunities for unemployed in the region in contracts/projects negotiated	PCNI/NDE/ Contractors.													
Facilitate the quick disbursement of funds to contractors.	PCNI/FMOP/ State Stakeholders													
Implement Monitoring and Evaluation/ Publicity and Strategic Communications.	PCNI/NIAF													

Initiative Summary (The Clean Technology Initiative)



PARTNERS

- The World Bank.
- The State Governments.
- Nigerian Directorate of Employment.
- Local NGOs/Private Sector Participants.
- NIAF - DFID.



PROJECTS

- Electricity Generation.
- Other spin-off projects to be determined.
- Emission reduction
- Solar photovoltaic for selected public hospitals.

DURATION

- 2 years



PROJECTED IMPACT

- Decreased pollution.
- Improved public health indices.
- Power designated economic clusters in the North East .
- Captive power generation.
- Develop a national inventory reporting obligations on emissions.



PRIORITY

High Priority.



TOTAL BUDGET

₦20,400,000,000

The Yankari Independent Power Project

Programme Description

The Yankari Independent Power Project the 110MW Yankari Power Project in Bauchi State is a major development project registering on-going success, with emphasis on a renewable energy supply source to off-grid rural communities in the State. The Project when completed will also provide a total of 120 Megawatts and Complimentary Supply from Renewable Energy Source to the entire State. It also involves the provision of two 55 MVA transmitters, six oil reservoirs of 10,000 metric tons, transmission and control room, water treatment section and the construction of an administrative block. This project is being funded from the Chinese Exim Bank Loan facility.

The Bauchi State Government has a plan to access the Federal Government's counterpart cash contribution of 7.0 Billion Naira from the Bank of Industry managed Power Sector Intervention Fund. The project is expected to generate 125 megawatts of electricity when completed.

PCNI will support this State effort through facilitation of the negotiation of the Loan Facility from Chinese Exim Bank and will also fast track the release of Counterpart funding from the Federal Government. PCNI will assist with the provision of publicity, Monitoring and Evaluations as well as the strategic management of other partners to aid the speedy completion of the project [Culled from the NESTS Plan, Zungurpresscenter.com].

Projected Programme Outcomes

- Increased capacity to the National Grid.
- Power designated economic clusters in the North East.

Programme Priority

The priority of this initiative is high given the advanced stages of negotiation and the high impact to be achieved as low hanging fruits of whatever required facilitation PCNI provides.


Estimated Initiative Costs

The total cost of the project as estimated by Bauchi State is 14.3 Billion Naira.

Programme Development and Delivery Guidelines (The Yankari Independent Power Project)


Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
THE YANKARI INDEPENDENT POWER PROJECT													
Negotiate and articulate the partnerships and collaborations with, relevant Federal Government agencies, State Government agencies and project implementation partners for ensuring that all indicated opportunities are realized.	All Partners												
Ensure Local Content provisions are taken advantage of for the State/region and reflected in every articulated partnership.	PCNI/SMOP/ Other Stakeholders.												
Identify and key into critical job creation and training opportunities for unemployed in the region.	PCNI												
Facilitate the quick disbursement of funds to contractors.	PCNI/ Stakeholders												
Implement Monitoring and Evaluation/ Publicity and Strategic Communications.	PCNI/NIAF/ Bauchi State												

Initiative Summary (The Yankari Independent Power Project)




PARTNERS

- The Chinese Exim Bank.
- The Bauchi State Government.
- Local International/Private Sector Participants.
- NIAF - DFID.




PROJECTS

- Electricity Generation.
- Other spin-off projects to be determined.




DURATION

5 years.




PROJECTED IMPACT

- Increased capacity to the National Grid.
- Power designated economic clusters in the North East.



PRIORITY

High Priority.



TOTAL BUDGET

₦14,300,000,000 *estimated.

The Green Cowrie Yobe State Solar Power Initiative

Programme Description

Leveraging on the solar resources of the region, Green Cowrie, an international private sector investor is pursuing the development of a 1000 megawatt network of solar farms. The Pilot project will be located near Damaturu in Yobe State and will feature the provision of 10 megawatts, a Free Trade Zone and supply of free electricity to locals and production industries within the area, with the balance being sold to the grid.

The Green Cowrie project was endorsed by the FG North East planning effort as critical to attracting foreign investments in the abundant renewable energy resources of the region. The introduction of renewal energy generation was also identified by the regional planning effort of the North East State Governments as a crucial target; hence the adoption and endorsement of this significantly impactful solar generation project by PCNI.

- The PCNI will endorse this project as a flagship project and will continue to interface with the Power Market operators, regulatory agencies and policy authorities to ensure the kick-off of the project in 2016.
- The Yobe State has committed 5000 hectares of land to the project.
- PCNI will liaise with the Federal Ministry of Power and the Federal Ministry of Trade and Investment to solidify the planning for the establishment of an PCNI will also be negotiating a Public Private Partnership agreement for the establishment of the plant that will target unemployed persons in the region through the Nigerian Local Content policy.



*Renewable Energy
An undiminished natural resource
Unique to the North East
Targeted to jumpstart global economic
competitiveness and development.*



A North East International Free Trade Zone, self-sustained: a regional and national asset.

Projected Programme Outcomes

- Renewable energy to decrease pollution for environmental preservation as well as cost of energy generation.
- Improved public health indices.
- Power designated economic clusters in the North East.
- Job multiplier effect.
- Income multiplier effect in the region.

Programme Priority

The priority for this initiative is high. It is at advanced development stages.

Estimated Initiative Costs

- The project cost is currently estimated at about 3.1 Billion Dollars, which is equivalent to 868 Billion Naira (calculated at 280 Naira to dollars).
- The necessary PCNI budget for the establishment of an International Free Trade Zone around the plant and also negotiating a Public Private Partnership agreement that will target unemployed persons in the region for the establishment of the plant is estimated at 30 Million Naira for a total of 60 Million Naira in 2 years. This budget will also cover staffing for project and Programme development to support other spin off projects anticipated.

Programme Development and Delivery Guidelines (The Green Cowrie Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
THE GREEN COWRIE INITIATIVE													
Articulate the partnerships and collaborations with local NGOs, the relevant Ministries and Government Authorities, Stakeholders and Private Sector investors participating.	All Partners												
Identify and liaise with communities around the project and other stakeholders.	PCNI/FMOP/ Yobe State												
Devise the Green Cowrie promotion plan.	PCNI/Green Cowrie												
Define technical specifications, required facilities, infrastructure and implementation details for establishment of the free trade zone.	PCNI/FMOTAI/F MOP												
Execute promotion plan.	PCNI/FMOP/ FMOTAI/ Green Cowrie												
Begin and conclude the Pilot phase.	All Partners												
Begin and conclude the project.	Green Cowrie												
Establish and promote the Free Trade Zone.	PCNI/FMOTAI												
Implement Monitoring and Evaluation/ Strategic Communication.	PCNI												

Initiative Summary (The Green Cowrie Initiative)



PARTNERS

- Green Cowrie International
- Feedback Infra (India) & Other International Investors.
- Federal Ministry of Power.
- State Governor Yobe State.
- State Ministry of Lands.
- Local NGOs.

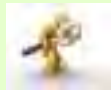


PROJECTS

- 10 Megawatts Stand Alone Solar Station Pilot project.
- 1000 Megawatts Stand Alone Solar Station Pilot project.
- Establishment of the International Free Trade Zone.
- Evacuation of power for free electricity to the surrounding local communities.
- Other projects to be determined.

DURATION

2 years.



PROJECTED IMPACT

- Renewable energy to decrease pollution for environmental preservation as well as cost of energy generation.
- Improved public health indices.
- Power designated economic clusters in the North East .
- Job multiplier effect.
- Income multiplier effect in the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦60,000,000

The Light Up Rural Nigeria Initiative for the North East

Programme Description

The Federal Ministry of Power floated the idea of an operation light up rural Nigeria, an idea based on electricity generated by renewable means being used to power mobile phones, interior lighting and fans for rural homes. The founding designs were based on the idea that the provision of basic lighting can positively impact child learning, encouraging reading in the evenings; that power can be supplied to key parts of communities for communal benefits such as the local clinics, schools, and community centers; that boreholes can be operated with solar power generated, cutting down on diesel and other generator costs, which can be applied towards other key development projects in rural, economically depressed communities. The President commissioned one of such projects in Durumi amidst significant fanfare as a pilot.

There are two models designed by the Federal Ministry of Power to be used:

- The Micro-Grid model.
- The Individual Stand Alone Solutions.

Key Programme Components

- As part of the nationwide Programme, implementation of this project in the North East will be facilitated under PCNI. The Programme intends to demonstrate the solution in the Mass Renovation of Homes Programme of PCNI whereby standalone solar fittings are installed in each home under the design and installation parameters developed through this initiative.
- Models will be selected depending on the size and nature of each rural settlement, as well as the power generation capacity based on solar and wind power analysis of the selected community. However given the abundance of solar energy in the region, solar technology will be the primary one deployed. PCNI will adopt the individual standalone solutions to deploy solutions to unconnected communities in the North East.
- Each installation unit of the Individual Stand Alone technology can be deployed and operational as quickly as within one month and is easy to maintain with community members being trained in the maintenance of the products by the Federal Ministries in conjunction with the National Directorate of Employment, thereby providing jobs and skills acquisition opportunities. These Individual Stand Alone Solutions are cheaper to install at an estimated cost of 250 Million Naira per unit.
- Each State will be required to match this Programme with one rural project per State.
- PCNI will showcase these projects as model initiatives for rural electrification and will solicit the adoption of similar projects by Local and International Donor Foundations and Development Partners.
- The PCNI website will be used to market for and solicit donor support for existing rural communities not connected to the national grid.

- PCNI will ensure that all building construction projects facilitated or supported by PCNI Programming will come modelled with The Individual Stand Alone Solar Solutions.
- PCNI will also leverage the technical installation frameworks of this initiative for the provision of constant power to aid productivity and rapid development in the sustainable economic communities, agricultural clusters as well as Free Trade Zones and upgraded market centers targeted by this ERR plan.
- **PCNI will implement the Stand alone solutions in 3 senatorial zones in each of the States i.e. 18 solutions in the region as the North East pilot.** The Stand Alone installations will lay the source for greater cost effective solar installations per home and to power targeted clusters.
- **This demonstration of the comparative advantages of renewable, independent power sources in the North East will serve as a template for soliciting donor and NGO partners to replicate other solar energy technology deployment for development across the region.**



Projected Programme Outcomes

- The provision of unfailing electricity at very little cost to communities at rural level will drastically improve living standards.
- Access to technology and create the enabling environment for indigenous productivity.

- Power will serve as the foundation for the growth and improvement of economic activity in each of the villages served.

Programme Priority

The priority for this initiative is very high.

Estimated Initiative Costs

- The estimated cost for the stand-alone installation per senatorial zone is 250 Million Naira per unit. This is a total of 4.5 Billion Naira for the 18 installations to be deployed at 3 per State per year. This is a total 2.25 Billion Naira per year for 2 years.
- Programme administrative cost per year is estimated at 225 Million Naira bringing the total Programme cost per year to 2.475 Billion Naira per year for a grand total of 4.95 Billion Naira for the 2 years.

Programme Development and Delivery Guidelines (The Light Up Rural Nigeria Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
LIGHT UP RURAL NIGERIA													
Articulate the partnerships and collaborations with Government Authorities and States participating.	All Partners												
Conduct/ consolidate Resource Assessment Studies to determine most ideal sites for projects.	PCNI/FMOP												
Conduct Site Analysis to determine most appropriate model to adopt in each community.	PCNI/NIAF FMOP												
Identify and liaise with technical partners for projects implementation.	PCNI/FMOP/ NIAF												
Facilitate technical development and planning completion.	PCNI/FMOP/ NIAF												
Determine procurement standards and framework.	PCNI / FMOP/ States												
Sensitize, train and empower community stakeholders on the project effect and equipment maintenance.	PCNI/NDE/ FMOP/ FMOSD												
Solicit donor funding and private sector funding.	PCNI/States/FM OP												
Fast track the disbursement of funds to Contractors and vendors	PCNI												
Implement projects in targeted communities.	FMOP/FMOSD												
Implement Monitoring and Evaluation/ Strategic Communication.	PCNI/FMOP												

Initiative Summary (The Light up Rural Nigeria Initiative)



PARTNERS

- Federal Ministry of Power
- State Ministry of Power.
- Federal Ministry of Special Duties.
- Nigerian Directorate of Employment.
- Local NGOs.
- NIAF - DFID.
- NDE

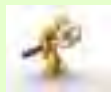


PROJECTS

To be determined

DURATION

4 years.



PROJECTED IMPACT

- The provision of unfailing electricity at very little cost to communities at rural level will drastically improve living standards.
- Access to technology and create the enabling environment for indigenous productivity.
- Power will serve as the foundation for the growth and improvement of economic activity in each of the villages served.



PRIORITY

High Priority.



TOTAL BUDGET

₦4,950,000,000

Completion/Reconstruction of Transmission Power Lines and Sub-Stations

Programme Description

Historically, power supply in Nigeria was provided by a vertically-integrated government monopoly that generated, transmitted and distributed electricity. Reform began in 2001 with the adoption of the National Electric Power Policy, followed by the Electric Power Sector Reform Act (EPSRA) in 2005. In accordance with EPSRA, the Power Holding Company of Nigeria (PHCN) was unbundled into six generation companies (GenCos), one transmission company (TransCo), and eleven distribution companies (DisCos). These were to operate as separate companies in preparation for eventual privatization (DisCo coverage areas are illustrated below). EPSRA also mandated the creation of an independent regulator and so the Nigerian Electricity Regulatory Commission (NERC) was formed in 2007. The Transmission Company of Nigeria (TCN) remains government-owned but has been placed under a management contract awarded to Manitoba Hydro International (MHI).

Evacuation and distribution of power generated both to and from the National Grid has been the bane of the power sector in Nigeria for several years. Equipment shortages and malfunctioning of installed electrical facilities have resulted in severe damage and depletion of transmission power lines and other distribution facilities. The completion of new installations of these sorts of equipment as well as upgrading of existing substations has therefore been the focus of the Federal Ministry of Power and its agencies in effecting the national transformation agenda.

The RPBA 2016 Reports indicate that in the NE region, two DisCos cover the six States: Yola covers Borno, Adamawa, Taraba and Yobe, while Jos covers Bauchi and Gombe. Baseline conditions of 2010 reflect an already challenging situation for electricity delivery, with inadequate infrastructures and load wheeling capacity. Allocation of energy from the grid to the northern DisCos is less than 37% of the energy supplied; and structural and operational issues with the grid typically mean that the northern DisCos receive much less energy than what has been allocated to them. For example, in 2009, the energy consumption for Jos and Yola was only 4.9% and 1.8 % of the total energy supplied respectively. In 2010 resources across the six States consisted of 9,649 km of transmission lines (4,336 km of 33 kV; 1,008 km of 11 kV; and 4,305 km of 415-230 V) connecting 92 33/11 kV substations, 1,844 11 kV/415 V substations, and 948 33 kV/415 V substations. A large %age of the distribution substation transformers were overloaded and in need of reinforcement. Many customers were not metered and others received estimated bills – resulting in customers either being over or under-billed. Since the 1980s, the available power has not significantly increased in the region; thus industrial customers depend primarily on diesel generators and the comparatively high cost has forced the shutdown of many factories particularly in the textile industry which used to be a major employer of labour.

The RPBA further reports the crisis impacts to the power supply sector to include damage to medium voltage (MV) and low voltage (LV) assets, managed by the respective distribution companies, and damage to high voltage transmission assets (HV), managed at Federal level by the Transmission Company of Nigeria (TCN). In terms of State level assets, Borno has the most damaged or destroyed substations (46%), followed by Adamawa (14%) and Yobe (11%). For damage to State level distribution lines, Adamawa reported the highest damage (79%) followed by Borno (19%) and Yobe (6%).

The direct damages to the State level distribution sector are as indicated below: Taraba reported no damage to substations or distribution lines, some diesel generators and petrol stations were partially damaged and destroyed. The States of Gombe and Bauchi recorded no direct damage to the energy sector as a result of the crisis.

On the transmission side, the assets are owned and operated at the Federal level, and include all equipment and infrastructures with voltages above 66 kV (substations, transmission lines, control building etc.). Accounting for 69% of the costs, the impact at the Federal level is higher than the impact on the distribution (State) level. This is largely because HV assets are much more expensive than MV or LV. Significant damages were reported in HV substations and lines in Borno and Taraba States, with almost 300km of affected lines and thirteen substations. Additionally, one control center in Borno State was completely destroyed.

Figure 12: RPBA 2016 ESTIMATED DAMAGES TO NORTH EAST ENERGY SECTOR

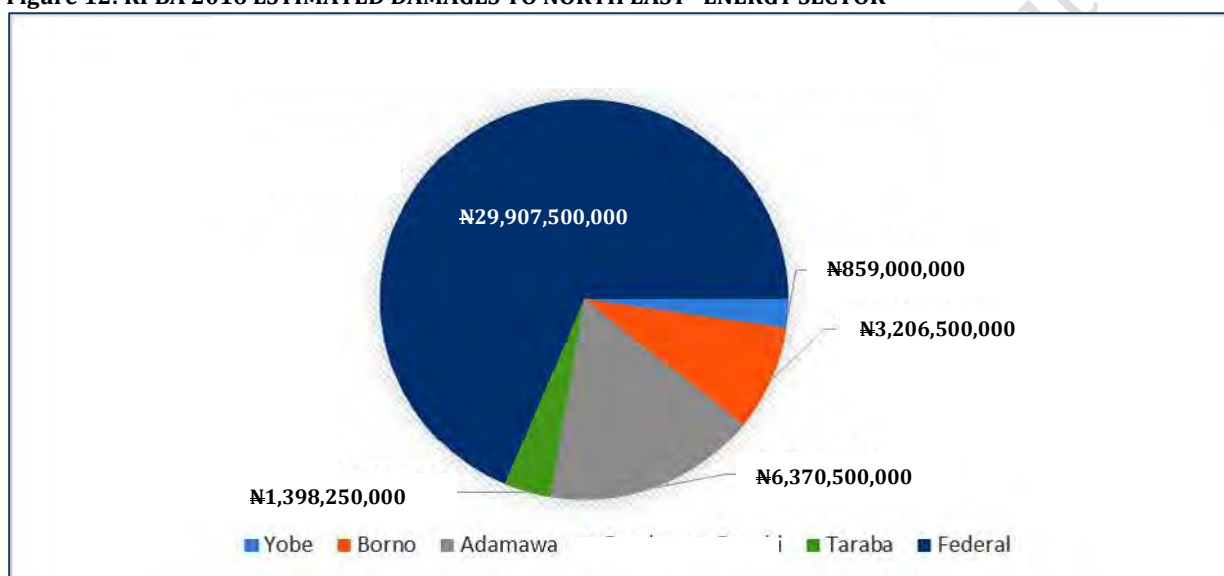



Figure 13: KEY PROGRAMME COMPONENTS

	Reconstruction of distribution substations	28% destroyed
	Reconstruction of distribution lines	29% destroyed
	Reconstruction of transmission substations	16 substation destroyed
	Reconstruction of transmission lines	257 km of lines destroyed
	FGN Completion of a 20W Network composed of the Mambilla – Markurdi 330KV DC Quad Conductor	1 Quad Conductor
	States Completion Projects	8 Substations & Transformers Across all 6 States.

PCNI will undertake the facilitation and fast-tracking of key transmission power lines and sub-stations within the North-East region, in conjunction with the Federal Ministry of Power, the State Governments and well as key private participants in the power and electricity sector.

- PCNI will conduct valuation exercises for all the projects identified as priorities by the States to verify budgeting figures indicated by the States.
- PCNI will then endorse and adopt these projects which have been verified, although being at various stages of completion, as crucial to the transformation of the power industry in the region, for fast-tracking of budget releases, facilitation, negotiation and liaison with the relevant FG as well as Private Sector Agencies instrumental to the fast completion of each one.
- PCNI will also solicit and negotiate conditional funding covenants to access independent funding sources for those reconstruction of transmission lines, distribution stations and sub-stations amongst these listed by each State which have been stalled by lack of funding or budgeting constraints.
- PCNI will facilitate and directly implement a complete accountability, transparency and M & E framework per State.

Figure 14: DISCO COVERAGE AREAS

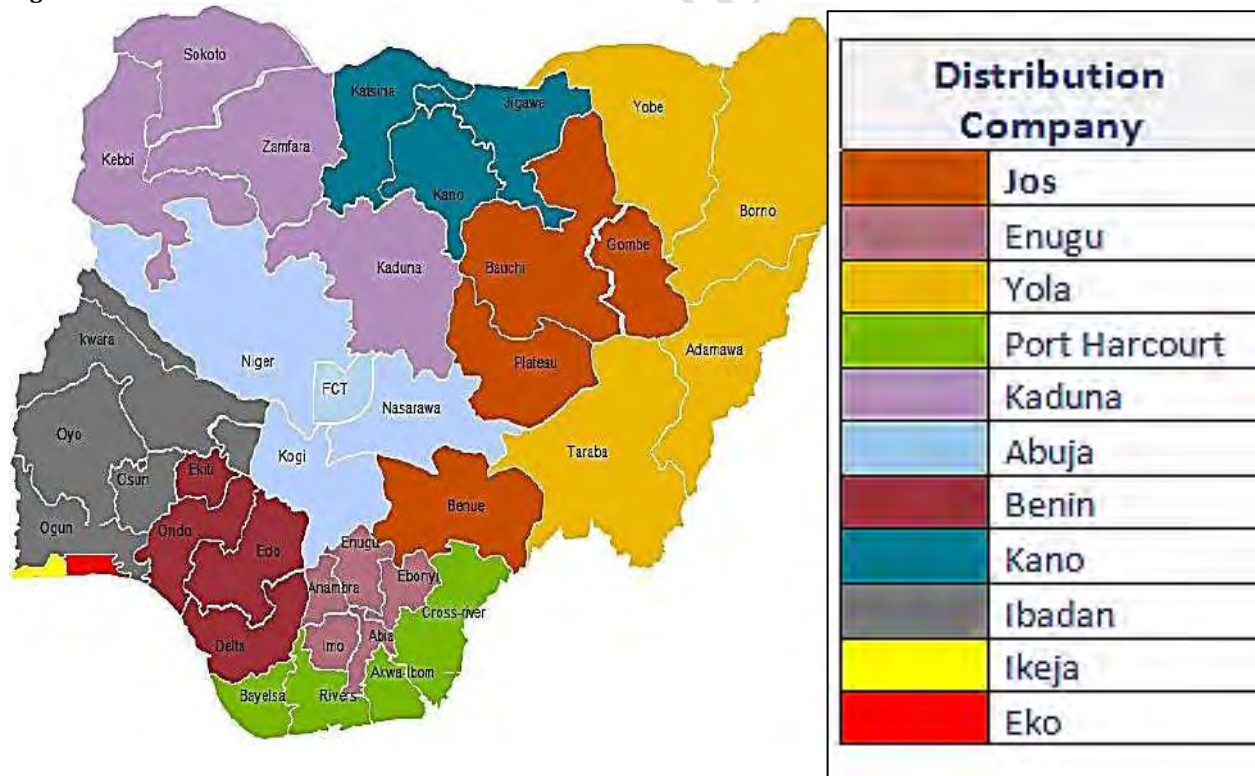


Figure 15: ESTIMATED PROGRAMME TARGETS AND COST – SOURCE RPBA 2016.

State	Priority actions	Involved Entities	Estimated Costs
Adamawa	Fast track restoration of distribution substations 33/LV and 11/LV and MV and LV lines.	Yola DisCo Adamawa State	6,370,500,000
Borno	Fast track restoration of transmission lines and substation (132 kV) In parallel, the MV and LV infrastructure can be developed, but the energy has to be provisionally generated from diesel groups.	Yola DisCo Borno State TCN	3,206,500,000
Taraba	Fast track restoration of transmission lines and substation (132 kV) In parallel, the MV and LV infrastructure can be developed, but the energy has to be provisionally generated from diesel groups	Yola DisCo Taraba State TCN	859,000,000
Yobe	Fast track restoration of distribution substations 33/LV and 11/LV and MV and LV lines.	Yola DisCo Yobe State	1,398,250,000
Federal	Fast Track repair of damage to high voltage transmission assets (HV), managed at Federal level by the Transmission Company of Nigeria (TCN).	TCN, FMOP, NBET,NERC	11,834,250,000

Projected Programme Outcomes

This project is critical to the industrialization of the region. Reliable power supply and increased capacity will open up more economic opportunities in the region thereby spurring entrepreneurship and creating jobs in the region.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs

- The Federal Ministry of Power has identified the completion of a 20W Network composed of the Mambilla – Markurdi 330KV DC Quad Conductor as a crucial transformational project estimated at a total cost of about 540 Million Naira.
- The total combined cost of repair and reconstruction of the HV damaged Federal transmission and distribution lines is currently estimated at 11.84 Billion Naira.
- The States have identified in the NESTS plan other priority projects. These will also be targeted under this arm of PCNI’s long term planning for the power sector in the North-East region. They are:
 - ✓ The construction of the Gombe/Maiduguri 330kVA transmission line.
 - ✓ The construction of fifteen 33/11KV Transformer at MMC, Borno State estimated at 84 Million Naira.
 - ✓ The construction of the Maiduguri 1x150 MVA 330/132 KV sub-station in Borno State, estimated at about 2.8 Billion Naira.
 - ✓ Construction of the second 15 MVA 33/11KV sub-station at Jambutu, Adamawa State, estimated at about 143 Million Naira.
 - ✓ Rehabilitation of the Jabbi Lamba to Song 33KV transmission line, in Adamawa State, estimated at about 100 Million Naira.
 - ✓ Construction of the 7.5 MVA 33/11KV injection sub-station at Gashu’a, Yobe State, estimated at about 270 Million Naira.
 - ✓ Construction of the 330/132KV Sub-station at Damaturu, Yobe State, estimated at about 2.5 Billion Naira.

- ✓ Completion of the Sandiya and Dalwa Electrification, Konduga LGA, Borno, estimated at about 50 Million Naira.
 - ✓ Electrification of Kubchi Ba-aje and Multe Villages, Damboa LGA, Borno, estimated at about 100 Million Naira.
 - ✓ Completion of Lassa, Mousa, Ribadu, Sabon Gari, Huyum in Borno.
 - ✓ Completion of Sugundare Electrification Nganzah, Borno.
 - ✓ Completion of Gombe State University Electrification estimated at 89 Million Naira.
 - ✓ Provision of electrification (33KVA lines) to 40 communities in Taraba.
- The States have identified other individual power transmission projects to the tune of 2.499 Billion Naira.
 - This brings the currently estimated budget for this initiative to an estimated 14.9 Billion Naira. [Budget estimated will be verified and fed back into the plan at further development stages. Projects identified are based on the targets set by the North East regional planning efforts, the RPBA 2016 Reports and the Federal Ministry of Power].

Programme Development and Delivery Guidelines (Completion of Transmission Power Lines and Sub-Stations)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
COMPLETION OF TRANSMISSION LINES & SUB-STATIONS													
Articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	All Partners												
Determine technical rehabilitation/completion or construction details and specific critical gaps to be covered on each project.	PCNI/FMOP/SMOP												
Design fast-tracking of budget releases, facilitation and liaison models to implement for rapid completion	PCNI/FMOP												
Facilitate and Solicit Private Sector Funding and investments.	PCNI/States												
Facilitate fast tracked release of funds to project contractors and vendors.	PCNI / States												
Begin and conclude fast tracked projects.	PCNI/FMOP/SMOP												
Implement Monitoring & Evaluations/Strategic communications.	PCNI/FMOP												

Initiative Summary (Completion of Transmission Power Lines and Sub-Stations)



PARTNERS

- State Governors.
- Federal Ministry of Power.
- State Ministry of Power.
- Private Sector Investors.

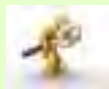


PROJECTS

- 20W Network composed of the Mambila – Markurdi 330KV DC Quad Conductor.
- Construction of the Gombe/Maiduguri 330kVA transmission line.
- Construction of fifteen 33/11KV Transformer at MMC, Borno State estimated at 84 Million Naira.
- Construction of the Maiduguri 1x150 MVA 330/132 KV sub-station in Borno State, estimated at about 2.8 Billion Naira.
- Construction of the second 15 MVA 33/11KV sub-station at Jambutu, Adamawa State, estimated at about 143 Million Naira.
- Rehabilitation of the Jabbi Lamba to Song 33KV transmission line, in Adamawa State, estimated at about 100 Million Naira.
- Construction of the 7.5 MVA 33/11KV injection sub-station at Gashu'a, Yobe State, estimated at about 270 Million Naira.
- Construction of the 330/132KV Sub-station at Damaturu, Yobe State, estimated at about 2.5 Billion Naira.
- Completion of the Sandiya and Dalwa Electrification, Konduga LGA, Borno, estimated at about 50 Million Naira
- Electrification of Kubchi Ba-aje and Multe Villages, Damboa LGA, Borno, estimated at about 100 Million Naira.
- Completion of Lassa, Mousa, Ribadu, Sabon Gari, Huyum in Borno
- Completion of Sugundare Electrification Nganzah, Borno
- Completion of Gombe State University Electrification estimated at 89 Million Naira.
- Provision of electrification (33KVA lines) to 40 communities in Taraba

DURATION

1 year.



PROJECTED IMPACT

- This project is critical to the industrialization of the region. Reliable power supply and increased capacity will open up more economic opportunities in the region thereby spurring entrepreneurship and creating jobs in the region.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦14,900,000,000

Establishment of a Joint Centre of Excellence for ICT and Renewable Energy

Programme Description

Nigeria is one of the most progressive information and communications technology markets in Africa. With an internet penetration rate of 28% it currently represents about 29% of internet usage in the continent. Information and Communication's technology today contributes about 8.0% of the nation's Gross Domestic Revenue and is the fastest growing sector at a rate recorded at 24% per annum. However, the North East ranks lowest in Information and Communication Technologies (ICT) across all regions of the country. Comparative studies conducted by the Nigerian Broadcasting Society reveals a large gap between this region and the rest of the nation in information and communication's technology. Added to this is the dearth caused by the North East region's regression in education and institutional infrastructure over the years.

According to the NESTS Plan, the ICT Sector in this region suffers challenges ranging from the ever present lack of security to low investments indices, high costs of connectivity and lack of policy protection for ICT producers as well as consumers. The regional planning effort further recognizes that telecommunications infrastructure forms the baseline on which innovative digital applications and local IT industry can be developed because ICT's multi-functionality can facilitate fast and reliable means of exchanging information and knowledge sharing. Hence a unique boost in this area of redevelopment will serve as a complete model for demonstrating how academic research hand in hand with technological advancement can impact positively on the lives of people.

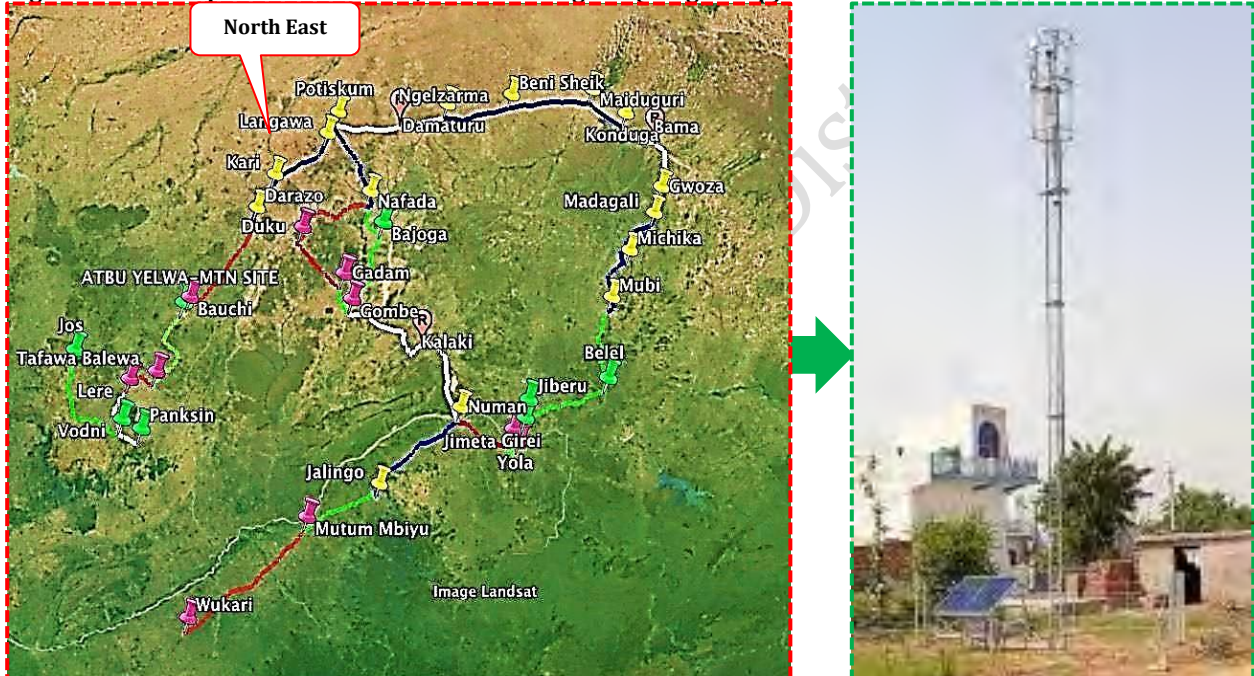
More recently, the RPBA 2016 reports that the availability and affordability of high-quality telecom services, including broadband and mobile phone, is a necessary precondition for economic development, job creation, recovery and peace-building the region. To develop the telecommunications sector across the region, the RBPA thus recommends:

- Refurbishing approximately 480 base stations and towers damaged across the 6 States.
- Strengthening the enabling environment: A supportive policy and regulatory environment is necessary to provide relief and incentives to the private to invest in telecommunications infrastructure in NE and conflict-affected States. Legislation may be considered for protecting critical infrastructure. The use of Universal Service Provision Fund (USPF) and output-based aid (OBA) may help address the access gap for telecom services in remote and rural parts of the North East States. Building policymaking and regulatory capacity at the Federal and State levels would be important in strengthening the enabling environment.
- Developing telecommunications infrastructure: consider supporting the refurbishment and modernization of telecom infrastructure in the region, in partnership with the private sector. The development of telecom backbones (such as with fiber networks or microwaves) can help provide high-speed internet to communities in the region and link the under-developed areas with major metropolitan centers of the country. The development and use of internet exchange points (IXPs) can help aggregate and route internet traffic, improving efficiency and availability of internet services. Greater adoption and use of mobile phones and internet can support economic and social development in the North East States.

Key Programme Components

- To accomplish the above recommendations, PCNI will solicit, endorse and promote a comprehensive ICT Digital Fibre Optic Platform already being implemented in the region through a Public-Private Regional Partnership jointly owned by the North East State Governments and Backbone Connectivity Network (BCN) Nig. Ltd. The proposal for this Digital Fibre Optic Platform is for the implementation of an ICT hub that will provide comprehensive ICT services to the FG in delivery and deployment of Programmes, the States in ensuring rapid uptake of interventions to citizens at local community levels and to all other Stakeholders deploying interventions to the region. The Digital Fibre Optic Platform BCN will provide extensive & pervasive fibre coverage in the North East covering the States and interconnecting them to the North West and the South; extensive base communications networks and will also lease State of the art ICT infrastructure to all telecommunications operators, carriers and private business who require them.

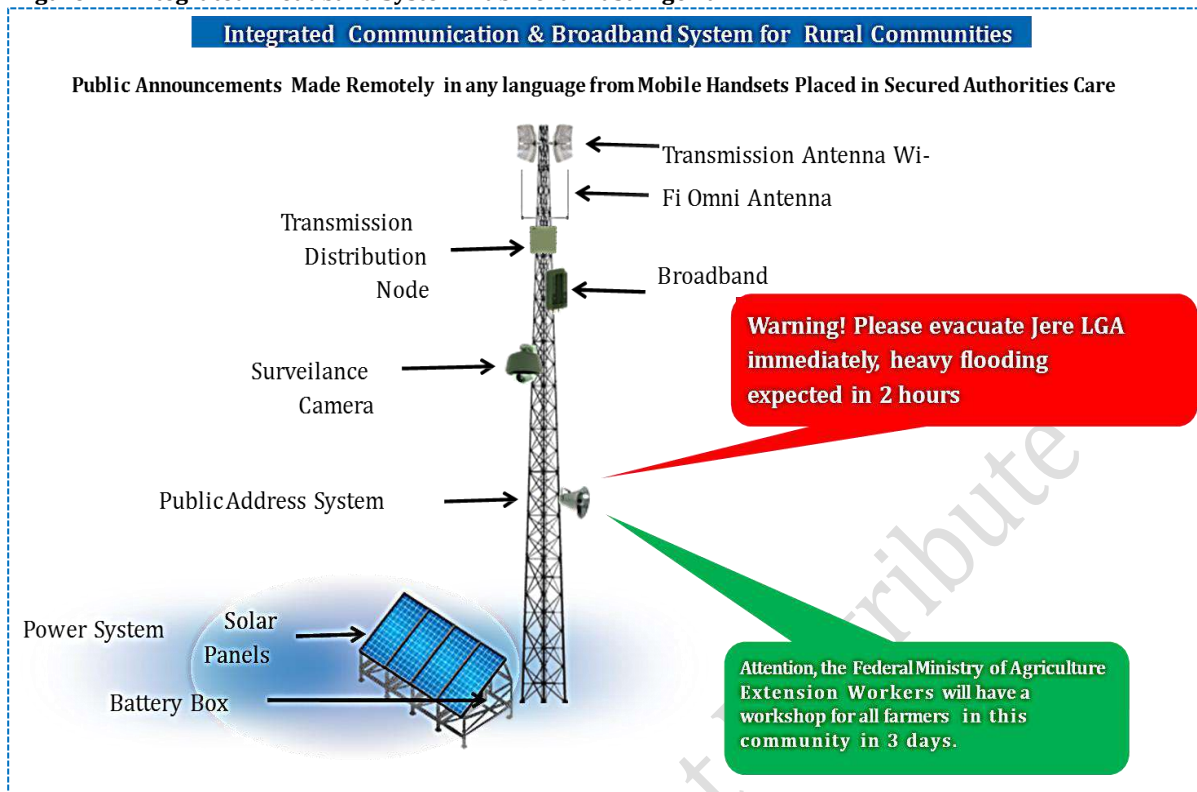
Figure 16: Fibre Optic Cable Network, North East Nigeria (Google Map)



Source: BCN Nigeria Limited.

- Core components of the BCN Digital Fibre Optic Platform will also include
 - ✓ High Speed Internet Broadband and connectivity.
 - ✓ Telecommunication Services and universal access to mobile phones.
 - ✓ Mobile Payment & Cash Transfer Solutions.
 - ✓ Mobile & e-Health Communication Solutions.
 - ✓ Smart Street Lighting Solutions.
 - ✓ Public Safety and Surveillance Systems.
 - ✓ Traffic Management.
 - ✓ E-Government Solutions for Local and State Government MDAs.

Figure 17: Integrated Broadband System Hub North East Nigeria



- To ensure the implementation of this transformational ICT initiative, the PCNI will facilitate the provision of a Unified Right of Way by the North East States Governments as their collective input into the implementation of Information Technology Infrastructure and Platform, while BCN and its delivery partners secure the funding and technologies required for all installations and construction of the network and service delivery equipment.
- In further support of this collective undertaking, PCNI will solicit funding to create a joint centre of excellence for ICT and Renewable Energy which will be dedicated to research, training and technology development to leapfrog the region's paradigms for sustainable development.
 - ✓ The University of Maiduguri will host the Joint ICT Centre of Excellence for research which will serve as a resource centre that offers around the year teaching, training workshops and conferences on ICT;
 - ✓ The Centre will also resource a Renewable Energy Component which will liaise with the National Power Training Institute of Nigeria (NAPTIN) to train researchers, scientists, and practitioners in renewable energy and transform renewable energy capacities in the region; as well as assist in the deployment of :
 - Renewable energy technology to rural communities.
 - Local community outreach, sensitization and demonstration Programmes on renewable energy deployments being implemented across the region to ensure rapid uptake and adoption.
 - Monitoring of the development and deployment of renewable energy.

- ✓ PCNI will facilitate a partnership between the Computer Science Departments of the University and a similar world class Center in order to enable access to cutting edge knowledge in the field; and with identified foreign universities, global ICT players, the local and international Private sector, Federal & States Ministries of Communications & Technology, etc. to rapidly develop and enhance the ICT sector in the region.
- ✓ Thereafter, PCNI will act as facilitator making the case and creating the partnerships required for ICT to become the backbone of healthcare, education and infrastructure (road, water, power and sanitation) sectors in the region and to ensure that ICT is an easily accessible tool for global competitiveness at local, national and international levels across the region.
- To further leapfrog the region’s economic prospects and create an ICT savvy economy, PCNI will work with the Federal, State and Local Government to ensure:
 - ✓ the establishment of at least one standard ICT Services facility in each State using existing infrastructure through renovations or by building new facilities as a pilot. A team of ICT specialists coordinated through the centers established and supported by both the States and Federal Government will train indigenes of each State in advanced ICT skills to populate the related service delivery sectors, especially in the areas of computer engineering, hardware and software, mobile application development, repairs and installations. The State ICT Centers will also engage local entrepreneurs, State and Local Government Workers and Staff in ICT training and rapid skills development. These six separate facilities have been estimated by the States to cost about 200 Million Naira per center per State by the States;
 - ✓ the rapid deployment of ICT facilities/centers in all secondary schools in the BAY area to empower school children and ensure their inclusion at National Education Levels.
- Lastly, PCNI will solicit for and actively support the rapid repair and reconstruction of the considerable ICT infrastructure losses suffered from the crisis by liaising directly with the ICT Technology Sector Participants and the Telecommunications industry:

Figure 18: RPBA 2016 Report on Damage to ICT Infrastructure in the North East

<i>Cost of Damaged ICT Infrastructure</i>	
Mobile Operators HTN Towers	4,937,526,400
IHS Nigeria	52,413,000
<i>Cost of Disruption of Service</i>	
Mobile Operators	29,850,000
Total	5,019,789,400

Projected Programme Outcomes

- The sustainable and diversified use of ICT to establish a transparent, responsive and accountable Government.

- Rapid regional growth and policy direction to ensure that the other socio-economic sectors in the region leverage on the new ICT resources being deployed through this initiative.
- Leveraging of the considerable potential renewable energy resources of the region, which include solar, wind, and any other renewable energy appropriate for the region. In doing so, the region's access to power will be enhanced, as will the nation's power self-sufficiency.
- Rapid improvement of knowledge bases across the region through the transfer of technology and information hereby enhanced.

Programme Priority

The priority for this initiative is medium.



**Energy, Information,
Technology and Research
are powerful drivers of
socio-economic turnaround
and productive dynamism.**



Estimated Initiative Costs

- The renovation of damaged ICT Infrastructure (Base Station and Towers) is currently estimated at 5.02 Billion Naira.
- A Programme administration, partnerships/participation cultivation, solicitation and facilitation of Universal Right of Way and implementation of the BCN Digital Fiber Optic Platform at an estimated cost of 10 Million Naira.
- PCNI is the creation of the Joint Centre in Maiduguri at a total set up cost of 1.5 Billion Naira.
- PCNI anticipates a facility, equipment; staffing and maintenance cost of 100 Million Naira per annum for the Joint Centre in Maiduguri and is budgeting for the first two years at 200 Million Naira.

- The establishment of one standard ICT Centre per State as pilot at 200 Million Naira per centre for a total of 1.2 Billion Naira for all six States.
- The other ICT Centre targets indicated as priorities by the States are currently being estimated at a total cost of about 3 Billion Naira across the 2 years.
- The introduction of ICT syllabus and units into all secondary schools as indicated by the States at a total of 905 Million Naira.
- The total, currently estimated cost for this initiative is therefore 10.24 Billion Naira in the first year and an estimated 1.7 Billion Naira for 2 years making a total of 11.94 Billion Naira.
- ✓ PCNI is proposing a 500 Million Naira Challenge Grant for establishment of ICT centers in the BAY area States/Federal Universities interested, who will be required to work with all three State Governments in contributing a 1 Billion Naira matching grant towards the creation of the Joint Centre in Maiduguri, at a total set up cost of 1.5 Billion Naira.
- ✓ PCNI will solicit for funding to support other components of this Programme.

Programme Development and Delivery Guidelines (Establishment of a Joint Centre for Renewable Energy and ICT)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
JOINT CENTER FOR RE & ICT													
Solicit, facilitate and endorse the Digital													
Identify, target & liaise with the key players and stakeholders required to develop the centre.	PCNI/UNIMAID FMOP/NAPTIN												
Articulate & finalize the partnerships and collaborations with University of Maiduguri, NAPTIN, other relevant Government Authorities, international centers and universities as well as stakeholders preferred to participate.	All Partners												
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to established the centre and make it fully functional.	All Partners												
Facilitate and solicit local and international Private Sector Funding.	PCNI/FMOP/ NAPTIN/NIAF												
Define terms of reference qualifying the challenge grants.	PCNI/States/ FMOP												
Finalize the financial plan for implementing the challenge grant.	PCNI/States/ FMOP												
Finalize financial plan for disbursement of the planning grant.	PCNI/States/ FMOP												
Define guidelines and terms of reference for the project proposal.	PCNI/FMOP/ NIAF												
Request for proposal for design and establishment of the centre.	PCNI/FMOP/ NAPTIN/ States												
Select successful proposal.	PCNI/NAPTIN/ FMOP												
Fast track the disbursement of funds to successful Contractor/Vendor.	PCNI/FMOP												
Define guidelines for procurement/Initiate Procurement process.	PCNI/FMOP												
Begin establishment of and operational mechanism for the centre.	All Partners												
Hand over to the University of Maiduguri.	All Partners												
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/NAPTIN/ FMOP/NIAF												

Initiative Summary (Establishment of a Joint Centre for Renewable Energy & ICT)



PARTNERS

- State Governors BAY States.
- Federal Ministry of Power.
- NAPTIN.
- University of Maiduguri.
- NIAF - DFID.
- Local and International Private Sector Investors.
- International Centers/Universities on Renewable Energy & ICT.
- BCN Nig. Ltd.



PROJECTS

- Renovation of damaged ICT Infrastructure across the 6 States.
- Establishment of a Joint Centre for Renewable Energy & ICT in University of Maiduguri.
- Pilot establishment of 1ICT Training and Computer Resource Centre per State.
- The establishment of 5 ICT Centres per State.
- Provision of 10,000 Computer tablets and units to secondary and tertiary schools across the region.
- Introduction of ICT into the secondary and tertiary school curricula across the region.
- General Development of broad band connectivity/Expansion of Fibre Optic Networks.
- Establishment of hardware fabrication centres.
- Establishment of ICT enabled incubation centres.
- Provision of enabling environment for private sector development of ICT:
- Facilitating the right of way for access to lay basic ICT infrastructure such as fibre optic cables and masts.
- Elimination of multiple taxation and arbitrary charges for ICT.
- Eliminating/Subsidizing high consumer charges.
- Encouraging and enhancing private sector participation in the ICT Sector.

DURATION

3 years.



PROJECTED IMPACT

- Diversifies the use of ICTs to establish a transparent, responsive and accountable Government.
- Other socio-economic sectors in the region leverage on the new ICT resources.
- The considerable potential renewable energy resources of the region, particularly solar and wind are gainfully exploited.
- Power, Research and IT result in the rapid improvement of knowledge bases through the transfer of technology and information thereby enhanced.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦11,940,000,000

The Water, Sanitization and Hygiene Initiative

Programme Description

Water, next to air, is one of the most important basic requirements for human existence. In spite of this, a large %age of the Nigerian population does not have access to adequate water and sanitation, in quantity and quality. It is estimated that about 71 per cent of the rural population does not have access to safe water supply and adequate sanitation while only about 40% of the urban population has access to safe water and adequate sanitation. Access to clean water and sanitation can reduce substantially the incidence of water borne diseases and increase the average life expectancy of Nigerians.

The responsibility for water supply and sanitation in the region is shared among the three tiers of Government, with the Federal Government being responsible for Water Resources Management, the State Governments for Urban Water Supply and Sanitation and the Local Governments for Rural Water Supply. Currently however, this sector is currently dominated by pockets of interventions Spearheaded by several International Development Partners, including the World Bank, African Development Bank, European Union, United Nations Children's Fund (UNICEF) and other bilateral donors, such as China, Japan International Cooperation Agency (JICA), United States Agency for International Development (USAID) and Water Aid.

In the context of the North East Region, it is estimated that less than one-third of the population use water from improved sources. The most recent situation analysis conducted in the region (the RPBA) and statistics documented by the North East regional planning effort in the NESTS Plan (also as reviewed earlier) indicate that water supply and sanitation in the North East region is characterized by very low levels of access, low and uncoordinated investment and poor cost recovery, even before the crisis which has now exacerbated access to water, sanitization and proper hygiene, especially among the population of the most affected States, Borno Adamawa and Yobe.

The National Policy on Water and Sanitation was recently approved, with a number of reforms aimed at repositioning the sector for investment. These included:

- Institutional Reforms
- Decentralization of the water distribution and sanitization services sector.
- Public Private Partnership.

Incidentally, 14 years after the approval of the Policy, stakeholders reports that very few of the institutional reforms envisaged have taken place and that the decentralization envisaged in the policy has also not happened. The Local Governments which have responsibility for rural water and sanitation under the Policy, lack the capacity to plan and carry out investments and to operate and maintain water and sanitation systems.

Although Nigeria is a party to the passage of the United Nations resolution in 2011 making access to water a human right, the resolution is yet to be domesticated in Nigeria.

The Buhari plan, in its earlier interventions has extensively targeted WASH related interventions to reclaimed communities being rebuilt for resettling and returning IDPs (See Chapter 7). However, the interventions deployed under that framework are only designed to run for a maximum of 1 year. Therefore, the PCNI has focused this longer term Programme

component to ensure the continuity of the measures already put in place to sustainably address the lack of water, sanitation and hygiene across the BAY States (in first priority) and then subsequently across all the 6 States of the region.

To begin with, the PCNI has reviewed a number of FG water supply and sanitation projects spread across the six States of the Region, some of which have been on-going for over one decade. The challenges stalling the completion of these projects include low level of investment, poor tariffs/revenue collection, poor technology advancement and zero maintenance/management of water infrastructure.

Key Programme Components

- The first recommended intervention by the PCNI in the water sector is the facilitation and solicitation of a revamped policy thrust for the sector.
- PCNI will also target the expansion of water supply and sanitation facilities through a rapid modern regulatory framework achieved by soliciting more investments into the existing FG/State owned facilities within the region; and by promoting participatory investment by the private sector and beneficiary businesses within the target areas.
- The PCNI targets in the Water and Sanitation Sector for the next 4 year period includes the following:
 - ✓ 20 per cent increase in access to improved water and sanitation facilities.
 - ✓ 30 per cent reduction in the incidence of water-borne diseases.
 - ✓ 40 per cent increase in number of installed Pre-paid Meters.
 - ✓ 50 per cent increase in water rate collection.
- To receive priority are the following water supply projects which have been identified at both Federal and State level:

Federal Water Supply Projects:

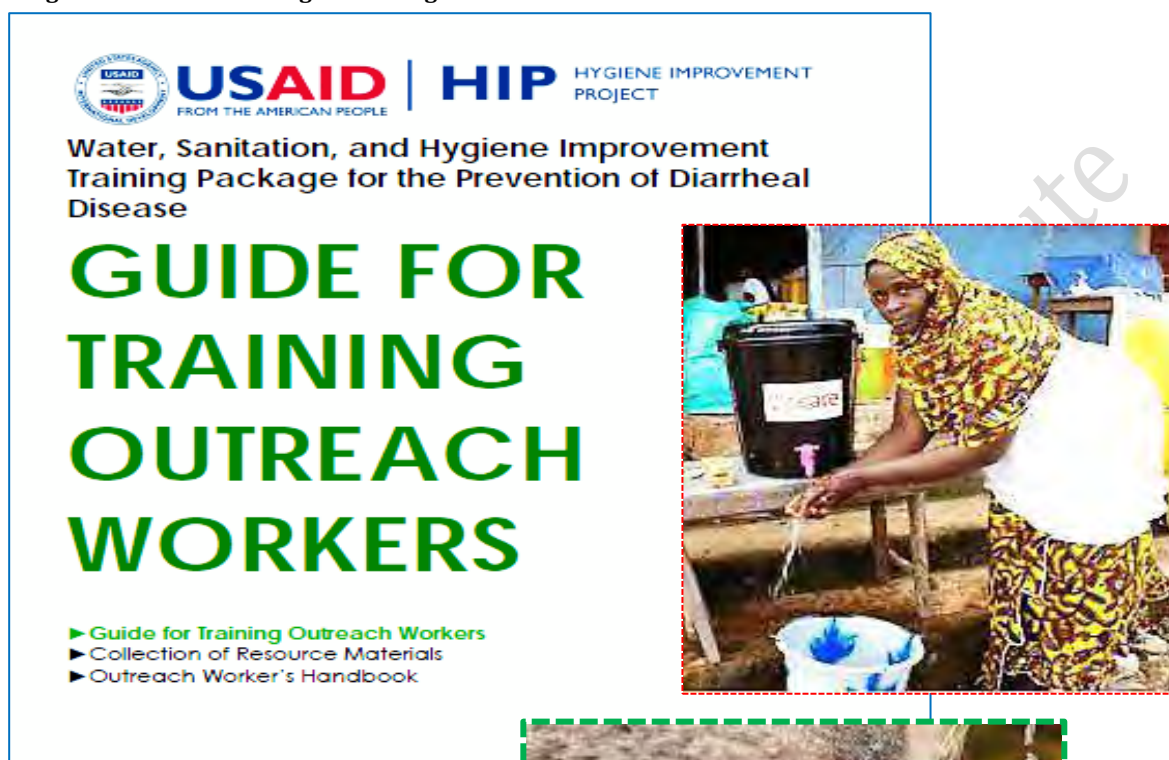
- ✓ Borno/Bui Water Supply Project.
- ✓ Fika/Gadaka Water Supply Project.
- ✓ Potiskum Water Supply Project.
- ✓ Damaturu Water Supply Project.
- ✓ Nguru Water Supply Project.
- ✓ Gashua Water Supply Project.
- ✓ Gombe Regional Water Supply Project.
- ✓ Small Town Water Supply Projects in Adamawa (4 towns).

State Water Supply Projects:

- ✓ Adamawa Construction of water treatment plants & Rehabilitation of broken down hand pumps and installation of boreholes and hand pumps in rural areas.
- ✓ Bauchi Construction of solar powered and motorized boreholes and hand pumps. (Estimated 5 hand pumps, 3 Solar and 2 Motorised).
- ✓ Gombe Reticulation and extension of water supply to towns and villages.
- ✓ Taraba Provision of water supply to 168 wards.
- ✓ Yobe Construction of water supply facilities.
- ✓ The Gombe State Environmental Sanitation Exercises.

- Each of the identified FG projects will receive a comprehensive solicitation and facilitation support framework launched by the PCNI to ensure its fast-tracked completion, revamp and upgrades through the above listed interventions.
- Budgetary estimates have been submitted through the NESTS plan but remain to be reviewed for comprehensiveness and adequacy. [Culled from the NEESG NESTS Plan].

Figure 19: WASH Training for the Region



Projected Programme Outcomes

- Improved health and hygiene conditions in rural areas.
- Prevention of the spread of illness
- Better quality of life and humanita

Programme Priority

The priority for this initiative is high. The sustainability of access to water, sanitation and hygiene is a fundamental need identified for the North East.

Estimated Initiative Costs

- Total estimated costs for the Federal water supply projects indicated above is 17.8 Billion Naira.
- PCNI will give funding grant for the upgrade; modernization and technological revamp/Public Private maintenance partnership of one FG owned WASH facility in each State, to be implemented at a total of 90 Million Naira for all 6 States.

- PCNI also estimates a fast-track Programme admin, facilitation and solicitation cost of about 10 Million Naira which brings the PCNI cost component for this to an estimated 100 Million Naira
- This brings the total Programme costs to 17.9 Billion Naira.

Programme Development and Delivery Guidelines (The Water Sanitation and Hygiene Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
Water , Sanitation & Hygiene Initiative														
Identify, target, liaise with key players & stakeholders required to develop a full comprehensive Implementation plan.	PCNI/ All Stakeholders													
Articulate and finalize the partnerships and collaborations with all relevant Government Authorities, international as well as global development stakeholders and Private Sector Contributors who wish to participate.	PCNI													
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to implement the priority projects identified.	All Partners													
Define guidelines and terms of reference for the projects management and Monitoring & Evaluation.	All Partners													
Begin establishment of an operational mechanism/framework for continuity of delivery in water, sanitation and environmental protection services.	Interested Technical Delivery Partners													
Finalize financial plan and budgetary requirements for implementation.	PCNI													
Facilitate and solicit local and international Private Sector Funding.	PCNI													
Implement Monitoring & Evaluations/Strategic Communications.	PCNI													

Initiative Summary (The Water, Sanitation and Hygiene Initiative)



PARTNERS

- Global Development Partners.
- States
- Local and International Private Sector Investors

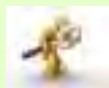


PROJECTS

- Borno/Bui Water Supply Project.
- Fika/Gadaka Water Supply Project.
- Potiskum Water Supply Project.
- Damaturu Water Supply Project.
- Nguru Water Supply Project.
- Gashua Water Supply Project.
- Gombe Regional Water Supply Project.
- Small Town Water Supply Projects in Adamawa (4 towns).
- Adamawa Construction of water treatment plants & Rehabilitation of broken down hand pumps and installation of boreholes and hand pumps in rural areas.
- Bauchi Construction of solar powered and motorized boreholes and hand pumps. (Estimated 5 hand pumps, 3 Solar and 2 Motorised).
- Gombe Reticulation and extension of water supply to towns and villages.
- Taraba Provision of water supply to 168 wards.
- Yobe Construction of water supply facilities.
- Empowerment WASH Programmes.

DURATION

1 year.



PROJECTED IMPACT

- Improved health and hygiene conditions in rural areas.
- Prevention of the spread of illness and disease.
- Better quality of life and humanitarian conditions.



PRIORITY

High Priority.



TOTAL BUDGET

₦17,900,000,000

SUMMARY BUDGET FOR THE INFRASTRUCTURE REDEVELOPMENT PLAN

S/N	INITIATIVES	YEAR 1 COSTS (₦)	DELIVERIES/ YEARS	TOTAL COSTS (₦)
1.	Mass renovation of homes destroyed by BH.(2.3B in 1 st year, and 18.5B)	2,466,750,000.	1	2,466,750,000.
2.	10,000 Quick Build Sustainable Economic Communities. Per State.	15,420,000,000	4	58,600,000,000
3.	Dualization of Critical Strategic Federal Roads (Kano – Maiduguri Express Road).	218,680,000,000	2	437,360,000,000
4.	Rehabilitation of State Roads.	92,310,000,000	2	184,620,000,000
5.	Connecting Rural Agricultural Clusters.	9,460,000,000	4	37,840,000,000
6.	Channelization of Water Ways for Transportation of Goods & People, (year 1 = 6.05B, year 2-4 = 3B)	6,050,000,000	4	9,050,000,000
7.	Fast-Track Completion of the North East Railway Line Master Plan.	100,000,000,000	2	200,000,000,000
8.	Transformation of the Maiduguri Urban Area & Airport.	11,220,000,000	1	11,220,000,000
9.	The Mambilla CSR Initiative.	400,000,000	4	1,600,000,000
10.	The Clean Technology Fund Initiative	10,200,000,000	2	20,400,000,000
11.	The Yankari Independent Power Project	14,300,000,000	1	14,300,000,000
12.	The Green Cowrie Initiative.	30,000,000	2	60,000,000
13.	The Light Up Rural Nigeria Initiative, (10.8B over 4 years, & 1B for solar energy initiative)	23,700,000,000	4	11,800,000,000
14.	Completion of Transmission Power Lines and Sub-Stations.	14,900,000,000	1	14,900,000,000
15.	Establishment of Joint Center of Excellence for Renewable Energy & ICT Research, (year 1 = 10.24B, & 1.7B over 2 years)	10,240,000,000	3	11,940,000,000
16.	The Water, Sanitation and Hygiene Initiative	17,900,000,000	1	17,900,000,000
TOTAL FOR INFRASTRUCTURE PROJECTS		350526,110,000,000	1- 4 years	1,054,890,000,000
TOTAL ADMINISTRATIVE COSTS FOR PCNI/OTHER IMPLEMENTER				
TOTAL FEDERAL FUNDING APPROPRIATED		215,957,000,000	1- 4 years	215,957,000,000
TOTAL FEDERAL FUNDING GAP		385,703,000,000	1- 4 years	838,893,000,000

Figure 20: Infrastructure Redevelopment Programmes Expenditure Comparison

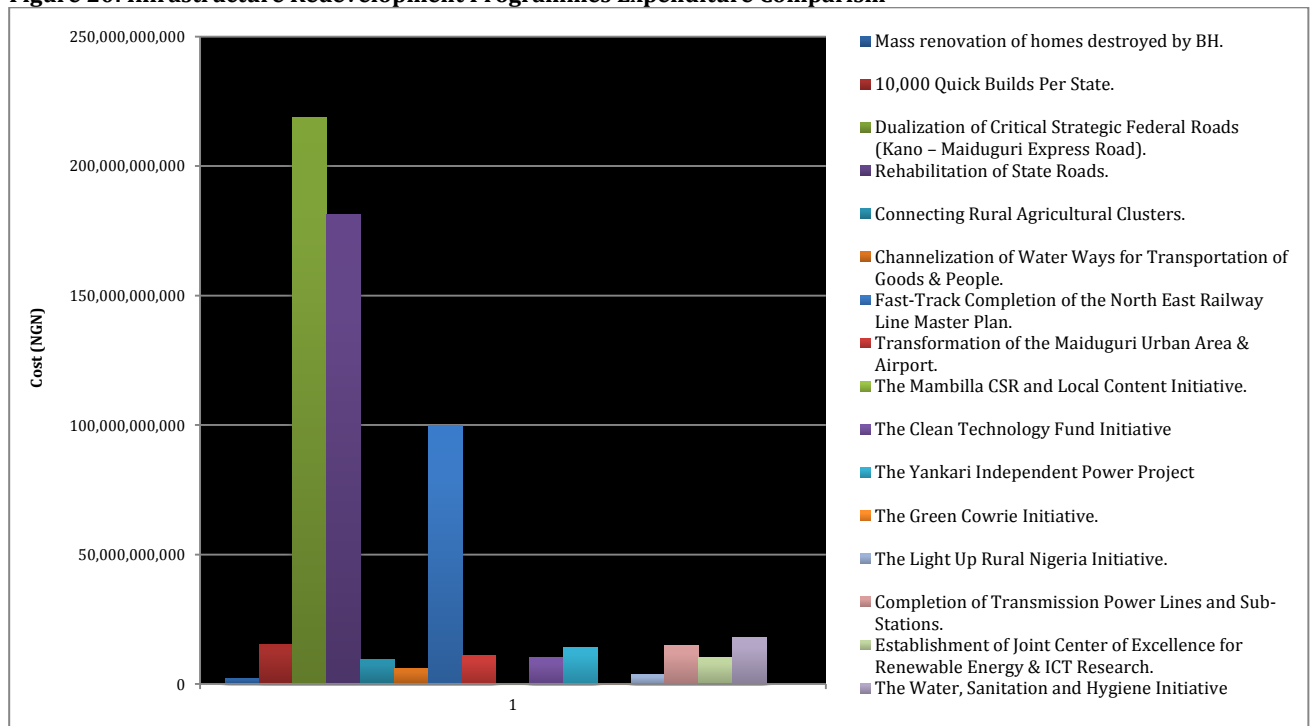
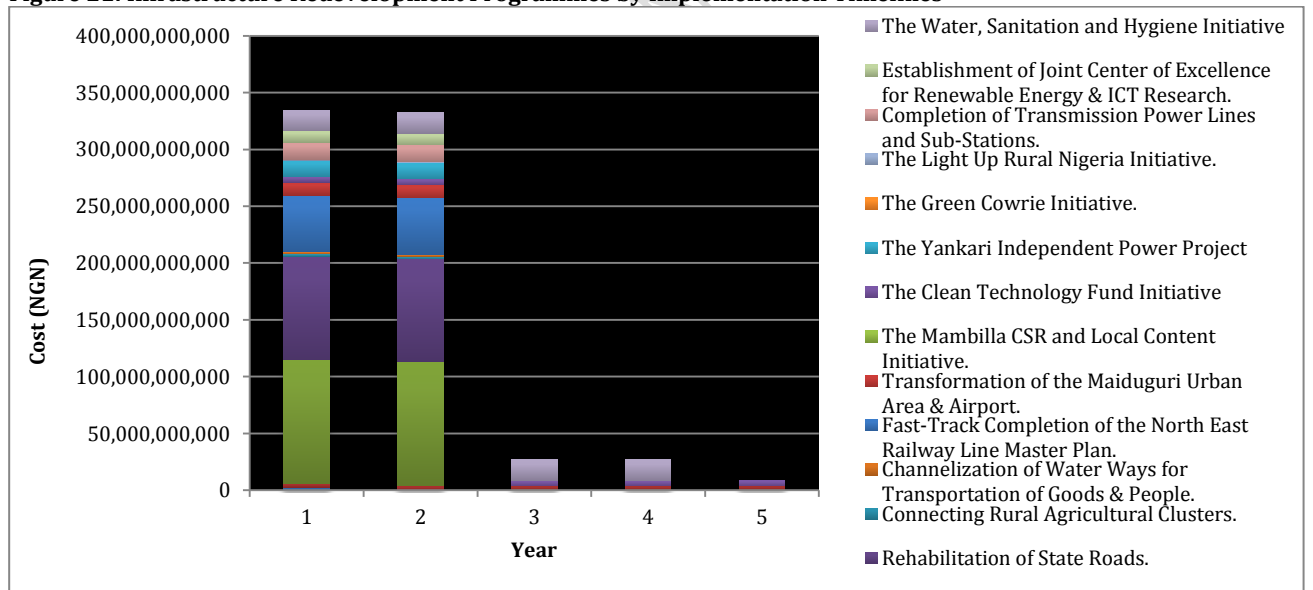


Figure 21: Infrastructure Redevelopment Programmes by Implementation Timelines



Chapter 17
The Agricultural Revitalisation
Plan



Chapter 17 Agricultural Revitalization

SUMMARY OF THE AGRICULTURAL REVITALIZATION PLAN



8
 Initiatives



10+
 Programs



24+
 Partners



Total Budget
 ₦22.3 Billion



Total Existing
 Funding
 TBD

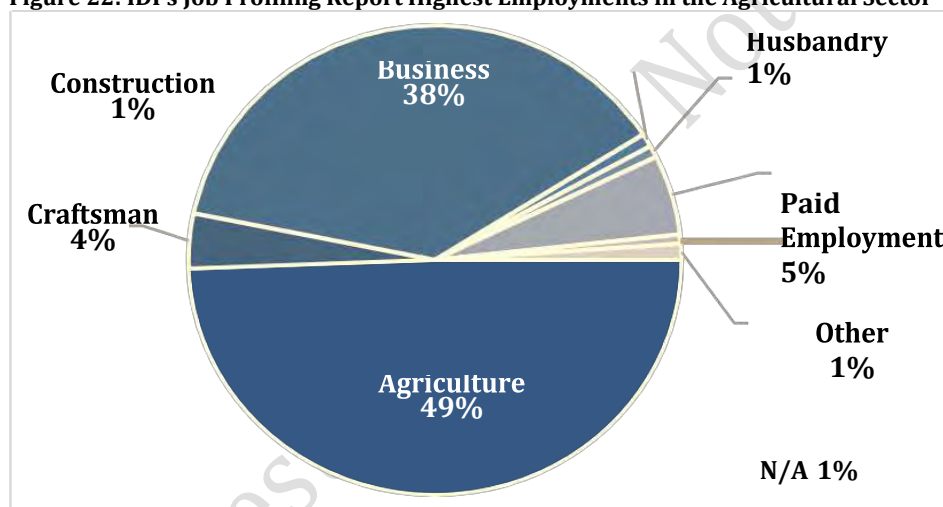


Total
 Funding Gap
 TBD

Introduction

Historically, agriculture was the mainstay of the economy of the North-East region of Nigeria. The region was prominent in beef products, millet, corn, cassava, rice, yams, tomatoes and groundnut production. However, in recent times, Boko Haram has directly attacked farms, shot at tractors and displaced farm owners and workers, severely disrupting the planting cycle and negatively impacting on food security.

Figure 22: IDPs Job Profiling Report Highest Employments in the Agricultural Sector



Sources: RPBA 2016.

Nonetheless agriculture today still remains by far the most important sector in the region's economy, engaging about 85% of the total labour force. However violence and conflict has displaced significant portions of the population, disrupted normal market activities and restricted agricultural activities all together. Also, it is evident that the %age of the young aged 5-14 years for both sexes, participated more in agricultural activity, however, participation reduces steadily until there is a turn around after 50 years and above. The active participation of the young (5-14yrs) can be attributed to their not attending formal, western education, a trend that is likely to be reversed, when the several initiatives outlined in the plan are effectively implemented. The policy implication is that the youths between the ages of 25 and 44 years are encouraged to take to agriculture, in order to augment the contribution of the aged farmers' population.

The consequences of these statistics is that the region now requires strong interventions in agriculture based on coherent development guidelines, policies and plans to boost agricultural production. The region needs to achieve competitiveness amongst the world's top producers of cash crop. To ensure food security for the population of the North East and Nigeria, the region's agricultural sector also requires harnessing the best of pro-poor agricultural research, innovative technology outreach and climate-resilient solutions (such as seeds that are more tolerant to drought or floods and the availability of these seeds to resource-poor farmers) in order for agriculture to drive the economy of the region.

In order to revamp the agricultural economy, the region must therefore:

- Collaborate more with Federal Ministries, Departments and Agencies (MDAs) involved in agriculture, Global Development Partners, Private Sector Donors, NGOs and CBOs.
- Attract investors into products such as rice, maize, cotton, groundnut, millet, wheat, sorghum, sugarcane, onions and process cassava in which the region has comparative advantage.
- Invest in water supply and channelization for irrigation projects for major farming growth centers.
- Develop an agricultural trade promotion Programme targeting the SAHEL and a long term plan for international agriculture exports.
- Invest in rural roads connecting agricultural supply communities to food markets.
- Re-energize the animal husbandry value chain and establish a major meat processing facility managed and financed by the private sector participation.
- Develop one agricultural district per State to target agricultural capacity building programs and favorable policies to enhance business climate.
- Intensify dry season farming through the upgrade and completion of several significant irrigation facilities in the region.
- Rehabilitate strategic agricultural industries such as the tomato, fresh vegetables and leather processing industries by the establishment and maintenance of agro-processing centers and agricultural industrial parks.
- Provide critical agricultural equipment and materials to qualified farmers at subsidized rates.
- Effect international food processing quality standards to enhance access to international markets.

Following from the situation analysis and reports from stakeholders on the developmental requirements of the Region, there are key issues and challenges that need to be addressed for the agricultural sector to be an effective channel for the transformation of the Region. The North Recovery and Peace Building Assessment (RPBA) affirmed that recovery strategies in

the agriculture sector are critical to ensuring food security in the region and restoring livelihoods of affected families.

Some of the challenges currently affecting the region’s agricultural sector include:

- Low productivity due in part to an aging farming population and the drift of population from rural to urban areas, as well as reliance on rudimentary tools, as animal power (oxen) remains the popular land preparation mechanism.
- The methods of farming in the Region are rudimentary and rely on out-dated techniques. Modern, mechanized appliances such as tractors are highly uncommon, as only 1.1 % of farmers in the Region own a tractor, while the use of cutlasses (71.9%) and hoes (96.8%) remain the predominant farming tools as shown in the table.
- According to the RPBA, low crop yields and production, food prices have risen notably especially in Bauchi State as a result of lower crop yields. The conflict and displacement have also increased unemployment.

The assessment also confirmed that many famers that fled their land are now unemployed. Some of the farmland has been taken over by the IDPs to stay without purchasing. These farmers whose land was taken by IDPs for settlements have been deprived from using the land for agricultural purposes. Gombe once served as the commercial hub for the six North Eastern States, as well as Cameroon, losses an 80 % in the trade business.

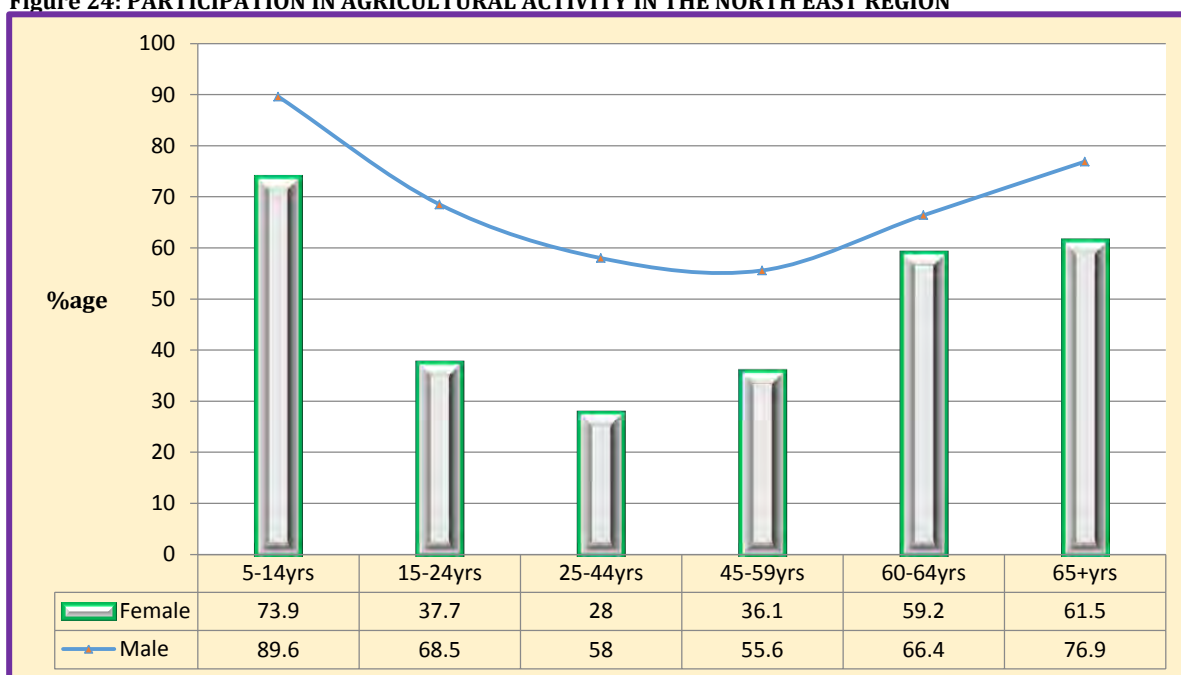
The RPBA affirmed that all the six States recorded varying degrees of infrastructural damage, loss and impact on service delivery. The total cost of damage and the population affected are summarized in the table below. The vast majority of damage was sustained in Borno State (64%), followed by Yobe (23%) and Adamawa (12%). Across the six States, damages to farmlands, buildings, equipment and livestock account for a majority of the damage. The total amount of damage in the region based on the recent World Bank assessment is about \$3,728.72 million equivalent to ₦714 million.

Figure 23: DAMAGES RECORDED TO THE NORTH EAST AGRICULTURAL SECTOR



Source: RPBA 2016

Figure 24: PARTICIPATION IN AGRICULTURAL ACTIVITY IN THE NORTH EAST REGION



Source: National Bureau of Statistics (NBS) General Household Survey 2010/11

Figure 25: AGRICULTURAL ASSETS BY RESIDENCE (%AGE)

Assets	North Central	North East	North West	South East	South South	South West	Urban	Rural	NGA
Tractor	1.8	1.1	1.5	0.2	1.6	4.9	1.9	1.6	1.6
Plough	2.1	10.0	5.2	0.2	1.6	4.9	2.2	4.3	4.0
Trailer/cart	1.8	2.9	0.6	0.2	1.6	4.9	1.9	1.6	1.6
Ridger	1.8	3.0	1.5	0.2	1.6	4.9	1.9	1.9	1.9
Planter	1.8	0.7	0.7	0.2	1.6	4.9	1.9	1.2	1.3
Pickup	2.2	0.9	0.4	0.2	1.6	8.4	3.6	1.4	1.7
Harvester	1.8	0.7	0.7	0.2	1.6	4.9	1.9	1.2	1.3
Water pump	2.4	2.3	2.4	0.4	1.7	6.0	3.7	2.0	2.3
Sprinkler	2.0	1.2	0.6	0.3	1.6	4.4	1.9	1.3	1.4
Other animal drawn equipment	2.4	12.8	5.1	0.2	1.6	4.4	2.4	4.7	4.4
Other tractor drawn equipment	1.8	0.8	2.0	0.2	1.6	4.4	1.9	1.6	1.6
Sprayer	12.0	9.9	0.7	0.2	1.6	10.7	5.4	4.9	5.0
Outboard motor	1.8	1.3	0.3	0.2	1.8	4.4	1.9	1.2	1.3
Canoe	1.8	0.7	0.8	0.2	4.6	5.7	2.6	1.7	1.8
Boat	1.8	0.7	0.4	0.2	1.6	5.7	2.2	1.2	1.3
Fishing net	1.8	1.0	0.6	0.2	3.5	5.4	2.6	1.5	1.6
Safety equipment (fish)	2.0	1.0	0.3	0.2	1.6	4.6	2.0	1.1	1.3
Wheelbarrow	10.6	6.2	1.3	38.9	20.7	9.9	18.8	13.1	14.0
Cutlass	94.1	71.9	77.2	100.0	97.8	98.0	89.8	88.0	88.3
Hoe	98.1	96.8	97.0	96.1	89.6	93.4	94.8	95.8	95.7
Other	5.4	12.0	12.0	15.9	18.9	21.4	13.4	13.5	13.5

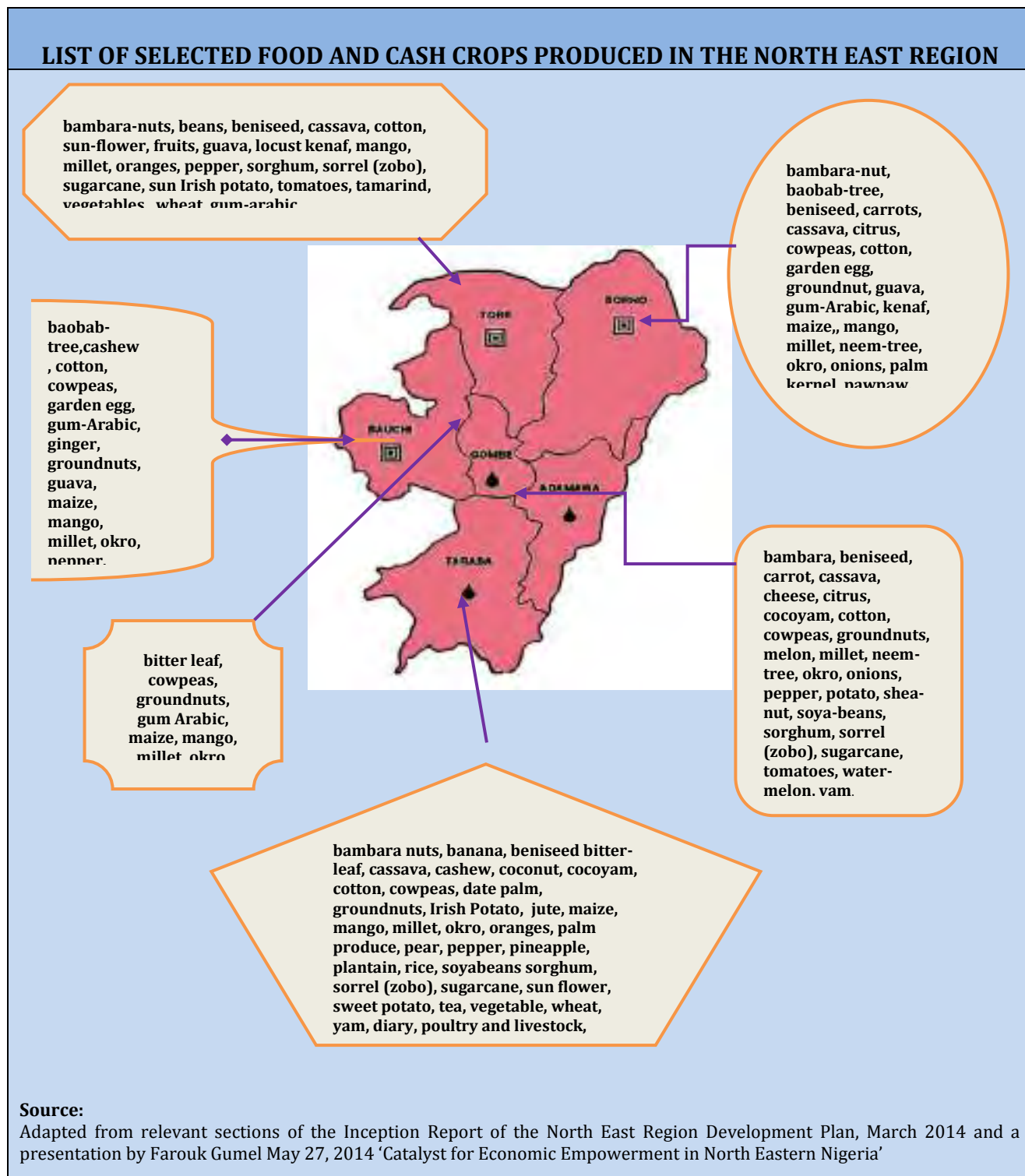
Source: National Bureau of Statistics (NBS) General Household Survey 2010/11

Goals for the North East Agricultural Revitalization Plan

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

- Improve agricultural infrastructure and equipment.
- Improve irrigation through channelization.

Figure 26: LIST OF SELECTED FOOD AND CASH CROPS PRODUCED IN THE NORTH EAST REGION



Agricultural Revitalization Initiatives

The North East Growth Enhancement Support Scheme (GES)

Programme Description

The GES is a component of the Federal Government's Agricultural Transformation Agenda (ATA) under the Federal Ministry of Agriculture and Rural Development (FMARD).

It was launched in 2012 to provide seed and fertilizers at subsidized rate to registered smallholder farmers across the country over a period of four years. The Programme was designed to provide these inputs through an electronic wallet system, which allows farmers to receive subsidized electronic vouchers on their mobile phones. The GES Programme has recorded success especially in the North West and North East region in the distribution of farm inputs.

As a result of its success, the extension of the Programme in the NE region is necessary to facilitate economic activities. The scheme would be expanded to cover not just seeds and fertilizers but other farming equipment such as pesticides, herbicides, fungicides, protective boots, raincoats, protective garments, etc. These items will be provided to about 1000 registered farmers in the six NE States at subsidized rates. The registration of farmers will be on-going for new farmers and those yet to be registered. The registration of farmers is paramount, as it spurs all other programs being advocated for in the Agricultural Revitalization Plan. FMARD, along with government and Non-governmental agencies will develop, implement, monitor and ensure the overall success of the Programme in the region.

PCNI, along with other stakeholders will conduct periodic monitoring and evaluation to reduce and eventually eliminate gaps such as; inputs being sold to non-beneficiaries and neighboring countries, inputs incorrectly used, etc. The Programme will also have a training/capacity building and sensitization component to be implemented by the extension agents. This will assist farmers on the usage of improved seedlings, fertilizers and all other inputs to maximize agricultural outputs.

All implementation parameters will be determined by FMARD and other partner agencies directly involved in the program.

Programme Objective

To rapidly increase agricultural production and productivity in the region.

Projected Programme Outcomes

- Increased Productivity in agricultural sector in the region.
- Increased Employment opportunities.
- Other Economic activities will also kick start due to increase in per capita income.
- Reduction of food insecurity in the region.

Programme Priority

The Programme priority is high as it is a major step to ensuring food security and is also part of the national ATA program.

Estimated Initiative Costs

- The eventual cost of the Programme will be determined by FMARD.
- However, the budget is estimated at 7 Million Naira per year for each State (42 Million Naira per year for all 6 States).
- Administration fees for the agencies overseeing the project are currently estimated at 8 Million Naira per year per State (48 Million Naira per year for all 6 States).
- The overall cost of the Programme is therefore an estimated 90 Million Naira for 1 year and at grand total of 450 Million Naira for 5 years.

Programme Development and Delivery Guidelines (The North East Growth Enhancement Support Scheme - GES)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
The NE GES Programme													
Initial Meeting with Programme partners to discuss the NE Programme Strategy for GES and Farmer's registration	FMARD/ATA Team/State Governors/Local Govt/IPs (NGOs & CBOs)												
Design the fast tracking and expansion of the Programs and M&E with stakeholders	FMARD/ATA Team/State Govs/Local Govs/IPs (NGOs & CBOs)												
Commence registration of Beneficiaries	FMARD/IPs												
Commence the redesigned GES Programme with new beneficiaries and increase inputs of old beneficiaries	FMARD/IPs												
Commence training in each of the six States	FMARD/IPs												
Commence periodic M&E	FMARD/IPs												

Initiative Summary (The North East Growth Enhancement Support Scheme (GES))



PARTNERS

- State Governors.
- Local Government Agency
- NAIC
- National Agricultural Seed Council
- Agric Research Council of Nigeria
- FMARD.
- ATA.
- Local NGOs.
- NIAS.
- L&Z Farms.



PROJECTS

- The Growth Enhancement Support Scheme (GES)
- The Farmer's Registration Programme
- Training and Sensitization of beneficiaries

DURATION

5 years.



PROJECTED IMPACT

- Increased Productivity in agricultural sector in the region
- Increased Employment opportunities.
- Other Economic activities will also kick start due to increase in per capita income.
- Reduction in food insecurity in the region.



PRIORITY

High Priority.



TOTAL BUDGET

N450,000,000

Integrated Cattle Breeding and Dairy Processing Communities for Dairy and Beef Production

Programme Description

The dairy industry in Nigeria is highly underdeveloped, relying heavily on the importation of dairy products. Companies either import and repackage milk powder or reconstitute imported milk powder into liquid milk and other dairy products. Currently, the local production of milk is less than 1% of the total annual demand, estimated at 1.45 billion and the current estimated number of heads of cattle is about 19 million.

According to the Agricultural Transformation Agenda (ATA) end of Programme report 2014, total beef demand in Nigeria as at 2014 is estimated at 2.8 million MT while the total national beef supply is at 448,000 MT per year. This indicates that the Nigerian population is growing faster than rise in animal per capita production and production is in the hands of smallholders and nomadic herdsman, who rely on small local breeds. This means the country has serious deficiency of daily per capita protein intake, requiring the importation of livestock and livestock products, at up to 25% of beef to meet local demand.

The ATA 2014 report also confirmed that the national production of milk is estimated at 469,000 Metric Tons per year while the demand for milk is estimated at 1.1 Million Metric Tons per year. The average output per Indigenous Fulani cow is about 1.2 litre /per day compared to about 20 liters' per day of improved breeds. The quality of milk is also low due to poor nutrition of the animals. The report also States that milk production under modern intensive and semi intensive systems in Nigeria contributes only about 3% of the national output of milk and is limited to only a few private sectors. Hence, Nigeria heavily depends on imported milk.

This Initiative seeks to bridge this gap through a paradigm shift in dairy development and cattle breeding. This will done through the creation of cattle breeding hubs and localized processing dairy facilities, which will result in empowering local communities and will create jobs.

The Programme will also transform the nomadic cattle breeding processes currently employed in Nigeria closer to the more profitable and developed cattle ranching model. This will also help in greatly reducing age-long communal clashes between nomadic herdsman and local farmers.

In order to accomplish this, the following constraints will be addressed:

- Low levels of productivity due to poor animal breeds, inadequate feeds and poor application of animal husbandry technology.
- Shortage of beef cold chains
- Inefficient processing and marketing
- Insufficient access to credit institutions, markets and feed suppliers.
- Low level milk productivity
- Low levels of genetic improvement using artificial insemination.
- Lack of strengthened extension delivery mechanism.
- Lack of capacity building of livestock farmers.

Due to the region's comparative advantage in cattle rearing, the Programme will address these gaps by resuscitating major FMARD Grazing Reserve Centers in the region and ensuring that there is collaboration with local pastoralists in the communities, through public-private partnerships (PPPs). Currently, there are about 260 grazing reserves in the region. The grazing centers will address the identified constraints through the key Programme components delivered under this initiative:

- Support to smallholder pastoralists to encourage them to keep their cattle in the grazing centers throughout the year.
- The comprehensive upscale of each Grazing Reserve Centre into an Integrated Agriculture Cluster with State of the art facilities and modernized infrastructural support required for large scale beef and dairy processing within each centre.
- Provision of an immediate market uptake for milk and beef processed from the centers by creating direct linkages with urban markets and major agri-food distributors across the nation.
- Artificial insemination of cattle breeds to rapidly improve growth, yield and resistance to disease, which will be implemented through a public private partnership model.
- Improved feeds Programme in all Grazing Reserve Centers.
- Around the clock veterinary services.
- Modernized dairy processing plants.
- Training and capacity building for the management and maintenance of each Grazing Reserve Integrated Agricultural Cluster.

The Programme will also have the following components to protect small holder pastoralists and ensure sustainability:

- **Women Empowerment:** The cultural norm is that the cows belong to the men and the milk belongs to the women. This Programme will empower women by setting up a production-purchase agreement with the women who extract milk in the community. The agreement will ensure that there is available market for their milk
- **Agricultural Cooperatives:** The smallholder pastoralists in each community comprising the Grazing Reserve Agricultural Cluster will be pooled into cooperatives to enable them access credit and other emerging opportunities.
- **Training/Capacity Building:** The dairy Processing plant will train Programme officers as trainers to educate women associations on milk extraction and simple record keeping.. The Herdsmen will also be trained on better ways to maintain their herds of cattle.
- **Education Project:** To ensure that the community is beneficial to the participating households, PCNI will provide a community school/mobile schools for the children of the herdsmen that settle in these communities. The women are incentivized with a premium for their milk, if their children enrol in the community schools/Mobile schools. Hence, the Mobile schools Programme will feed into this.
- **Health Project:** The community members will benefit from the PCNI Primary Health Care Programme and other PCNI health Programs.
- **Housing Project:** the Integrated Cattle and Dairy Processing community is a part of the sustainable economic community initiative and will benefit from the housing projects in that initiative.
- **Irrigation Systems/Boreholes:** The cattle will have access to clean fresh water. This will be provided through simple, rapid irrigation channels and boreholes.






Projected Programme Outcomes

- As a result of this program, about 60% of the country's beef and dairy requirements can be sourced locally. This is in line with the Federal Government's efforts to reduce importation of dairy products, while desiring to make the country one of the largest producers of livestock by 2020.
- The Programme will encourage the production of beef and dairy products such as; yoghurt, fresh milk, cheese, ice cream and butter in the North-East region. This Programme will be based on already successful models of Integrated Agricultural Clustering. The model ensures that pastoral families are encouraged to keep their cattle in one place (new communities) throughout the year, offering them an immediate market for all the milk they produce, greatly minimized production costs and all the facilities and infrastructural support required for successful production.
- Normadic Cattle Breeders and Herdsmen are currently embroiled in raging conflict across the country over farmlands and grazing routes, which has resulted in thousands of deaths. This program, aimed at mitigating a lot of the drivers of this conflict, ensuring that

successful alternative provisions are made and local cattle breeders are engaged positively to gradually change the mind-set against cattle ranching and the preservation, growth and success of the cattle grazing reserves.

Figure 27: Record of Normadic Cattle Herders Conflict



<p>About 1,750 results (0.38 seconds) Search Results Sacred cows and the rest of us <i>The Punch</i>-27 Jun 2016: It is increasingly looking as if cows are sacred while human life is cheap in Nigeria. The frequency and scale that predatory Fulani herdsmen ...</p>  <p>Nigeria's sovereignty is negotiable, says Soyinka <i>The Punch</i>-28 Jun 2016 Soyinka said the intrusive nature of Fulani herdsmen was no longer a ... it suggests that people can bring cattle from Futa Djallon, Senegal... Fulani herdsmen: FG should be sincere, says Catholic priest <i>The Punch</i> -26 Jun 2016 <i>Punch Newspapers</i> ... Fulani herdsmen: FG should be sincere, says Catholic priest. June 26, 2016. 258.</p>	<p>Tweet on Twitter. Peul (Fulani)herdsmen from Macina cross the Niger river with their cattle. ... The cleric said, "The problem of Fulani herdsmen is Nigeria is dicey, nobody knows where the problem ... Curtailing Fulani herdsmen's murderous onslaughts <i>The Punch</i>-1 Jun 2016: It is fair enough for well-meaning Nigerians to sympathise with the nomadic Fulani cattle rearers with respect to their pitiable lifestyle. Better put ... Why we can't stop non-Nigerian herdsmen - FG <i>The Punch</i>-9 Jun 2016 The minister noted that pastoralists who provide bulk of livestock and ... The Fulani Herdsmen come from an aggregate of eight countries in the ... Again, suspected herdsmen kill 13 in Benue <i>The Punch</i>-22 Jun 2016 Again, suspected herdsmen kill 13 in Benue. June 23, 2016.</p>	<p>Peul (Fulani) herdsmen from Macina cross the Niger river with their cattle. ... his reaction, the State Coordinator of Myetti Allah Cattle Breeders Association of Nigeria, Garus Gololo, Copyright 2015 - <i>Punch Newspapers</i>. Clerics raise alarm over alleged herdsmen invasion of Rivers' forests <i>Vanguard</i>-16 Jun 2016: "That the Fulani herdsmen are still roaming the forests and ... Comments expressed here do not reflect the opinions of vanguard newspapers or any employee thereof. ... What they are pushing for in the south-eastern Nigeria is launching ...their cattle has started destroying farm lands in Rivers State by just ... Police didn't connive with killer herdsmen - Nasarawa CP <i>The Punch</i>-19 Jun 2016 Recently, the army arrested some Fulani herdsmen in possession of ...</p>	<p>Group begins campaign to end herdsmen, farmers' clashes in Bayelsa <i>The Punch</i>-18 Jun 2016 <i>The Nigeria</i> Reconciliation and Stability Project, facilitated by the ... the government to provide a grazing field for Fulani herdsmen in the State." A farmer, Mrs Margret Samuel, suggested that a law should be enacted, banning cows from moving from place to place. ... Copyright 2015 - <i>Punch Newspapers</i>. Tears as victims of Enugu herdsmen attack are buried <i>The Punch</i>-17 Jun 2016 <i>Punch Newspapers</i> ... Tears flowed freely on Friday as nine victims of Fulani herdsmen attack on Ukpabi Nimbo, ... another attack in Ukpabi Nimbo and other communities where herdsmen graze their cattle. ... sad and solemn day in the memory of the people of Enugu State and</p>	<p>About 5,700 results (0.44 seconds) Search Results</p>  <p>Fulani Herdsmen; Cattle rearers allegedly killed 3 people in Ogun <i>Pulse Nigeria</i>-20 Jun 2016 The recent killings raise more tension concerning the activities of the cattle rearers, who have been making the news for attacks on innocent ...</p>  <p>Fulani Herdsmen; Cattle rearers on another killing rampage in Delta ... <i>Pulse Nigeria</i>-20 Jun 2016 The victim was returning from his farm when he was attacked and killed with a gun. The police are currently looking into the matter according to ... Allocate grazing land for our cattle - Fulani herdsmen beg Cross ... <i>Daily Post Nigeria</i>-1 Jun 2016 Fulani herdsmen in Cross River State on Wednesday urged the State Governor, Prof. Ben Ayade to allocate grazing land for their cattle. Fulani herdsmen beg for grazing land in Cross River <i>YNaija</i>-1 Jun 2016 Explore in depth (7 more articles)</p>
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Established Implementation Parameters

- This Programme will be designed and implemented by PCNI in collaboration with FMARD, Nigerian Institute of Animal Science (NIAS), the private sector and Global Development Partners.

- The Programme will be replicated in the six North East States, in which new communities will be established around the old communities. These communities will have a dairy processing plant, grazing areas for cattle rearing and social amenities such as; housing units for participating Households, schools, Primary Health care centers (PHC), water systems/boreholes, electricity supply, etc. Through this initiative, over 40% of Nigeria's milk requirements can be sourced locally as well as meet 25% gap in beef consumption. This is in line with the Federal Government's efforts to reduce importation of dairy products, while desiring to make the country one of the largest producers of livestock by 2020.
- The Programme will be implemented in three communities in Gombe State as a pilot study. The success within a year will determine the next phase of the program.
- The Programme requirements and implementation scales will be finalized by FMARD and other related Federal/State MDAs, Private Sectors Participants and Interested Development Partners.

Programme Objectives

- Boost the overall production of dairy products:
 - ✓ Increase production of milk from the North East region to meet 40% of the 1.45billion estimated demand in the country.
 - ✓ Increase the intake of protein in the region especially in children. Protein is essential in the development of mental and physical capacity in humans.
- Boost livestock production in the region:
 - ✓ Increased cattle breeding by feeding into the Genetic Engineering of Cattle Breeds Programme to meet the 25% needs of the population.
 - ✓ Providing Fattening centers, Feed lots, all-year-round grazing areas, Vet facilities to keep cattle healthy.

Programme Priority

The Programme is very high priority due to the following reasons:

- Increase in diary production to stop high importation and to meet local demand.
- Increase in cattle breeding to meet demand in beef consumption.
- Increase in per capita income in the society and overall increase in GDP.
- Increase in standard of living in targeted communities and neighbouring communities.
- Resolution of the on-going battles between nomadic cattle breeders and farmers.

Estimated Initiative Costs

- The final cost and scales of the Programme will be determined by FMARD.
- The currently estimated cost is about 300 Million Naira in the first year for the pilot cases.
- The Programme is estimated to run for 5 years at a total cost of 1.5 Billion Naira.
- The Administrative cost for this Programme is estimated at 150 Million Naira making the grand total for this Programme 1.65 Billion Naira.

Programme Development and Delivery Guidelines (Integrated Cattle Breeding and Dairy Processing Communities)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+ 12
The Integrated Cattle Breeding Programme													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, NIAS, L&Z farms, NDE, State & Local Govts and NGOs												
Initial Meeting with Programme partners to discuss Programme strategy and cost	PCNI, FMARD, NIAS and L&Z farms												
Define guidelines and terms of reference for project proposals	PCNI, FMARD, NIAS and L&Z farms												
Mobilize and Sensitize farmers and Fulani herdsmen in the region	PCNI, FMARD, NIAS, L&Z farms, NDE and NGOs												
Commence pilot program.	PCNI, FMARD, NIAS, L&Z farms, NDE and NGOs												
Monitor and evaluate the success of the pilot program	PCNI, FMARD, NIAS and L&Z farms												
Commence full Programme and make necessary adjustment based on the program.	PCNI, FMARD, NIAS and L&Z farms												
Monitor and evaluate the success of the program	PCNI, FMARD, NIAS and L&Z farms												

Initiative Summary (Integrated Cattle Breeding and Dairy Processing Communities)



PARTNERS

- PCNI
- FMARD
- NIAS
- NDE
- Association for Dairy Production
- NAPRI
- L&Z Farms
- Miyetti Allah Cattle Herders Association of Nigeria.
- FCW
- MILCOPAL

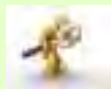


PROJECTS

- Integrated Cattle Breeding.
- Dairy Processing.
- Women Empowerment.
- Training and Capacity Building
- Agricultural Cooperatives

DURATION

5 years.



PROJECTED IMPACT

- Boost the overall production of dairy products.
- Boost livestock production in the region.
- Improve food security rapidly.
- Increased productivity and job creation
- Increase Beef and dairy production from a subsistence level production to a viable and profitable commercial enterprise



PRIORITY

High Priority.



TOTAL BUDGET

₦1,650,000,000

The Channelization for Agriculture Initiative

Programme Description

As part of the long term planning for the rapid transformational development of agriculture in the North East, PCNI has facilitated and promoted collaboration between the Federal Ministry of Agriculture and Rural Development (FMARD), the Federal Ministry of Water Resources (FMWR), some global Development Partners and NGO's whose foci are irrigation and channelization. This collaboration helped identify critically needed irrigation and channelization projects in the region.

In the most recent assessments conducted across the region, the 2016 RPBA indicates very critical reliance on irrigation across the region, given the rapid desertification currently being experienced across the region and the long dry weather seasons typical across the States.

The RPBA extensively recommends the provision of comprehensive support, especially needed for dry season and irrigated farming, as well as reconstruction and/or rehabilitation of Irrigation facilities as a priority for the region.

According to the FMWR, lack of channelization is the biggest challenge currently faced by irrigation schemes in the region. Therefore, this initiative is designed to operate as a quick win exercise through the employment of indigenous youths in each community for quick channelization exercises under the supervision of the FMWR, in conjunction with an NGO or Development Partner who has expertise in the area of channelization per project.

Key Programme Components

- The channelization initiative will first focus on completing and promoting the following already existing irrigation schemes:
 - ✓ The South Chad Irrigation Programme (49,000 hectares of irrigated land).
 - ✓ The Yobe River Scheme (10,000 hectares of irrigation land).
 - ✓ The Hadejia Valley Irrigation Programme (12,500 hectares of irrigated lands).
 - ✓ The Dadin Kowa Irrigation Scheme in Gombe State. (6,600 hectares of Land)
 - ✓ The Chochi Irrigation Scheme in Yobe State.

- The Programme will then focus on the development of permanent cattle grazing zones for the North East region in sustainable and integrated agricultural ranching clusters centred around the irrigation schemes targeted. To accomplish this PCNI will champion the inauguration of a technical sub - committee for cattle grazing which will be set up to primarily research the current indices, related issues, problems and challenges triggering crises between Fulani herdsmen and local farmers, assess the urgent/priority needs, analyse all secondary drivers of this conflict and finalise recommended implementation parameters through comprehensive Stakeholder engagements. This Technical Committee will be composed of all strategic stakeholders and technical partners related and interested in the cattle rearers sectors for a period of three months.

- As part of the Programme deliverables, there will be rapid construction of supporting infrastructure for enhancing other agricultural activities around each irrigation scheme, targeting specifically cattle watering facilities and other ranching structures and amenities such as such as water evacuation and control equipment (pumps), independent solar power and stand-by electricity generation plants, housing units, schools, primary

healthcare centers, ICT and produce processing facilities on each Irrigation Scheme. This arrangement will create a means for ameliorating some of the on-going tensions between Fulani herdsmen and the local farmers as well as minimizing the competition for water. Infrastructure construction and installation projects will be required to prioritise the employment of local indigenous youths already trained through the Productive Worker Programme of this plan.

- Lastly, the Programme will support the provision of technical assistance, skilled supervision and training, with a comprehensive Monitoring and Evaluation Framework to ensure sustainability, proper management and maintenance of the facilities invested in.

Programme Outcomes

- About 80 Hectares of irrigated land for agriculture.
- The channelled river for irrigation will increase agricultural productivity.
- Stable and constant agricultural yields to meet increased demand in agricultural products.
- Reduces fluctuations in the year-to-year yields and the risk of crop failure due to drought.
- Increased jobs for youths
- Increased income due to constant agricultural yields.
- Increased exports and income for the region and the country.
- Organized and systematic targeting of the drivers of conflicts between nomadic cattlemen within the region and local farmers.

Programme Priority

The priority of Programme is high as it spurs the development of further agricultural programs across the region. While concerns at the high costs of implementing Irrigation Schemes may warrant a step down of full scale implementation, PCNI has prioritized a phased implementation framework which will allow critical components to kick off and then grow self sustainably to the full scale.

Estimated Initiative Cost

- Costs are currently estimated at 500 Million Naira per channelization project; that is a total of 2.5 Billion Naira for the fast track completion and upgrade of the five prioritized existing Irrigation Schemes across the region.
- An additional 100 Million Naira per scheme is currently estimated as the cost for developing support infrastructure and ranching facilities around each is needed to develop support infrastructure around each Irrigation scheme. This is a total estimated 500 Million Naira.
- Also, it is currently estimated that each channelization project will require a minimum of 200 skilled and unskilled workers. These will be leveraged from indigenous workers already participating in the Productive Workers Program [Chapter 3] for a monthly salary of 8,000 Thousand Naira per month per worker over a period of 24 months. The total salary for the 24 months is thus estimated at 38 Million Naira.
- Facility maintenance, equipment and management costs are currently estimated at 4 Million Naira per annum per completed Irrigation Scheme, a total of 40 Million Naira for 2 years support.
- Administrative costs for both the Cattle Rearer's Crisis Technical Sub-Committee and Programme implementation is currently estimated at 10% bringing the total cost of this initiative to 3.386 Billion Naira.

Programme Development and Delivery Guidelines (Channelization for Agriculture)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
Channelization for Agriculture													
Establish partnerships with critical stake holders	PCNI, FMARD, Min of Water Resources, NDE, State & Local Govts, NGOs, Banks												
Establish a Committee comprising of critical stakeholders and technical partners on developing cattle grazing and watering zones.	PCNI, FMARD, NIAF and L&Z farms												
Committee will commence assessment and analysis of the project areas	Research Committee												
The Committee will develop a complete proposition and project proposal based on the outcome of the research	Research Committee												
Mobilize and Sensitize farmers and Fulani herdsmen in the region	PCNI, FMARD, Mins of Water Resources, NDE, State & Local Govts, NGOs												
Update already laid out plans currently in the Ministries of Agric and Water Resources	PCNI, FMARD, Min of Water Resources, NDE, State Govts												
Create the Programmatic linkages for unemployed youths in the intervention communities with the Productive Worker Training Programs.	PCNI/NDE												
Register, train and profile youths needed for the Programme and commence selection of 200 youths for the program.	PCNI/ NIAF/FMARD/FMOW/SMOW												
Ensure selected youths are directly engaged to execute the program.	All Partners												
Commence pilot Programme in selected sites.	All Partners												
Monitor and evaluate the success of the pilot program.	PCNI, FMOW/SMOW/ NDE, NGOs												
Commence full Programme and make necessary adjustment based on the on field modalities.	All Partners												
Monitor and evaluate the success of the program	PCNI, NIHSA/RDBAs/NIAF												

Initiative Summary (Channelization for Agriculture)



PARTNERS

- State Governors.
- Local Govt.
- Private Sector.
- FMARD.
- Local NGOs.
- NDE.
- NIAF.
- Fed Min of Water Resources.
- States Ministry of Water Resources.
- Private Sector Partners.
- States River Basin Development Authorities (RDBAs).
- The Nigeria Hydrological Services Agency (NIHSA).



PROJECTS

- Channelization for Irrigation.
- Training and Sensitization Program.
- Cattle Grazing Area Program.

DURATION

2 years.



PROJECTED IMPACT

About 80 Hectares of irrigated land for agriculture.

- The channelled river for irrigation will increase agricultural Productivity.
- Stable and constant agricultural yields to meet increased demand in agricultural products.
- Reduces fluctuations in the year-to-year yields and the risk of crop failure due to drought.
- Increased jobs for youths.
- Increased income due to constant agricultural yields.
- Increased exports and income for the region and the country.
- Reduced conflicts between Fulani Herdsmen and farmers.



PRIORITY

High Priority.



TOTAL BUDGET

₦3,385, 800,000

The Promotion of Fishing and Aqua Culture Program

Programme Description

Globally, fish farming development has been viewed as a measure of increasing and improving food security, improved income earnings and raise fish farmers' socio economic standards. According to ATA report, Nigeria produces 600,000 tons of fish and imports 700,000 tons each year but it still does not meet its projected demand for fish at 2.6 million tons. Given that the North East region is well endowed with rivers and streams, it has potentials for large fish farming industry. The Federal Government in collaboration with State Government will focus on the North East region to fulfil some of the country's demand and reduce reliance on imports. The intervention will increase income of local fish farmers and boost the overall standard of living in the region.

Currently, aquaculture in the North East is carried out at subsistence level with little or no surplus production to be sold at the rural markets. To ensure fish production reaches its potential, attention will be paid to production, processing and marketing of fish value chain. Activities in the production category include; fish fingerling hatcheries, fish feed production and fish farm supplies. Processing activities include; filleting, drying, gutting, scaling, deboning smoking, etc. The following strategies will need to be adopted under this Programme to rapidly increase fishery production:

- Diversifying the production of fish from artisanal to aquaculture.
- Creating an enabling environment for increased and sustainable production.
- Increased the production of fingerlings by boosting the capacity of fingerling production in the region.
- Increase the production of fish feed.
- Promote foreign direct investment in large scale fish processing plant.

Key Programme Components

- The establishment of a U.S Food and Drug Administration (USFDA) quality control laboratory in North East Nigeria, a requirement of the AGOA initiative, will ensure fish and other seafood meet the required international standard for shipping to other countries, given that fish and fishery products represent one of the most important product groups traded internationally.
- The industry in the region will be targeted to benefit from duty and quota free access to the United States under the AGOA Initiative.
- PCNI will facilitate rapid training and research for improved fishery processes and production to be undertaken in conjunction with IITA Ibadan as implementation partner.

Established Implementation Parameters

- FMARD, other MDAs, Private Sector organizations, NGOs and all targeted partners will develop a comprehensive Programme and management system for rapidly improving the fish farming industry in the region with direct focus on training and empowerment of individual fish farmers at community levels.

- Beneficiaries of the Early Recovery Fisheries Production Inputs (Backyard Fish Farming) Programme will be targeted for further support under this Programme for growth and sustainability of their businesses.

Programme Objective

To increase fish production from a subsistence level production to a viable and profitable commercial enterprise.

Projected Programme Outcomes

- Uplifting the standard of living of fish farmers in the region.
- Increase the number of jobless youths willing to become fish farmers.
- Increased capacity of aquaculture due to trainings and seminars.
- The farmers will access to credit facilities.
- Productivity of farmed table fish enhanced due to better fishing techniques.
- Increased GDP due to rapidly increased export.

Programme Priority

The Priority is high because the region is endowed with water bodies and can earn significant amount of income from the fishing industry. It can also be a major source of employment for the youths.

Estimated Initiative Cost

- Research and training from IITA Ibadan is currently estimated 10 Million Naira per annum.
- 100 Thousand Naira grants will be provided to 600 farmers across the region yearly at a total cost of 60 Million Naira per year.
- 1000 fishing nets and other equipment estimated at 125 Thousand Naira will be given to 1000 farmers at a total cost of 125 Million Naira per annum.
- Restocking of water bodies is estimated at a total cost of 30 Million Naira.
- Programme admin costs are currently estimated at 10% which is a total of 22.5 Million Naira per annum and 112.5 Million Naira for 5 years
- This brings the total, less admin fee, to an annual total cost of 225 Million Naira per annum and 1.125 Billion for the 5 years.

Programme Development and Delivery Guidelines (Promotion of Fishing and Aqua Culture)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+ 12
The Fishing & Aquaculture Initiative													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, University of Makurdi, IITA, NEPC, NGOs, State and Local Govts.												
Initial Meeting with Programme partners to discuss Programme strategy	PCNI, FMARD, University of Makurdi, IITA, NEPC, NGOs, State and Local Govts.												
Define guidelines and terms of reference	PCNI, FMARD, NEPC												
Mobilize and Sensitize fish farmers	FMARD, NEPC, NGOs, Local Govt agents												
Commence pilot program	FMARD, NEPC, NGOs, Local Govt agents												
Monitor and evaluate the success of the pilot	PCNI, FMARD, NEPC, NGOs,												
Commence full Programme and make necessary adjustment based on the program.	FMARD, NEPC, NGOs, Local Govt agents												
Monitor and evaluate the success of the program	PCNI, FMARD, NEPC, NGOs												

Initiative Summary (The Fishing and Aqua Culture Initiative)



PARTNERS

- PCNI
- State Governors.
- Local Govts
- FMARD
- IITA Ibadan
- University of Makurdi
- NEPC
- Local NGOs
- Federal College of Fresh Water Fisheries – Baga
- Lake Chad Research Insitute
- Nigeria Institute of Oceanography and Marine Research

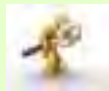


PROJECTS

- Fishing and Aqua Fishing Culture.
- Training and Sensitizing Fish farmers.
- Provision of grants and Fishing Inputs.

DURATION

5 years



PROJECTED IMPACT

- Uplifting the standard of living of fish farmers in the region.
- **The success of the Programme in the first year will increase the number of jobless youths who will be willing to become fish farmers.**
- Increased capacity of aquaculture due to trainings and seminars.
- The farmers will access to credit facilities.
- Increased productivity due to better fishing techniques.
- Increased GDP due to increase in export.



PRIORITY

High Priority.



TOTAL BUDGET

₦1,125,000,000

Restricted

North East Agricultural Mechanization

Programme Background

To meet the local and international demand for agricultural products, there is need for farmers to have access to tools, equipment and machinery to carry out farms operations efficiently and to increase output of food and non- food products while improving labour productivity on-farm and in the value chains. Agricultural mechanization has retrogressed in the North East region and the region is currently experiencing low productivity of agricultural products and acute food insecurity due to the insurgency and other factors. To improve on agricultural production and eliminate food insecurity in the region while promoting export, the new mechanization policy which is a joint collaboration of public and private sector participants will be leveraged to provide the required platforms for ensuring access of localized farmers to tools, equipment and machinery.

The policy to be leveraged is known as the Private Sector Driven Agricultural Mechanization Framework (PSDAMF). PSDAMF is a PPP involving FMARD, some Financial Institutions, Agro Machinery Manufacturers and Service Provider Operators (SPOs).

Key Programme Components:

- The PSDAMF framework is built on SPOs owning Agricultural Equipment leasing Enterprise (AELE) at strategic locations. Currently, the FGN only finances 35% of the scheme as loans to the SPOs while the private sector partners fund 65%. The PCNI will leverage existing Private Sector Partnerships and linkages to rapidly improve SPO funding for agricultural mechanization under this framework in the North East, which has a comparative advantage in agriculture.
- PCNI will then target farmers around each location with strategic communication and sensitization campaigns to ensure they are aware that they can hire or lease readily available equipment for farming operations for a fee, which will be subsidized by the government.
- PCNI will also target the following challenges in order for the Programme to achieve its objectives:
 - ✓ Rapid resuscitation and upgrade of the AELE centers in those LGAs which already have them and more built in LGAs that do not have these centers.
 - ✓ Rapid standardization of the quantity, State and maintenance levels of tractors, power tillers, rice reapers, grain threshold, cassava planters, harvesters, etc. for land preparation, harvesting, post harvesting.
 - ✓ The region has a number of equipment lying dormant, hence, moribund or dormant agricultural equipment, such as tractors need to be identified, refurbished and domiciled with AELE.
 - ✓ AELE will lease equipment to registered farming cooperatives in the region, in which members, through a rotational arrangement, will have access to the equipment on a timeshare basis. This way, farmers will have the advantage of mechanized equipment without the financial burden of outright purchase and maintenance.
 - ✓ The lease and maintenance cost will be shared by the cooperative.
 - ✓ The need to clear virgin lands for agricultural production in order to jumpstart agricultural production and eliminate food insecurity in the region while promoting export.

- ✓ The AELE SPOs can be domiciled in FMARD Operated One Stop Shops across the region.



Established Implementation Parameters

- The Programme will adopt a participatory planning model to ensure the power of decision making, planning and implementation is transferred to the farmers to guarantee a sense of belonging.
- PCNI in conjunction with FMARD will identify moribund or dormant agricultural equipment, such as tractors, refurbish and domicile them with AELE SPO facilities set up across each State.
- Other value added services, such as land preparation, harvesting and post-harvesting services; repairs and maintenance of such equipment will also be provided.
- PCNI will leverage on this Programme by partnering with manufacturers of hand drawn tillers to procure an initial 1000 tillers on a lease basis to AELE who will in turn lease to the cooperatives at affordable prices. Hand drawn tillers are low cost miniature equipment with easy operational design and requirements that is easily operated, easy to manoeuvre and generally convenient for small rural farms.
- Technical components of the Programme will be designed and implemented by FMARD in collaboration with the States MDAs, interested Private Sector participants and Food Security Development Partners.



Projected Programme Outcomes

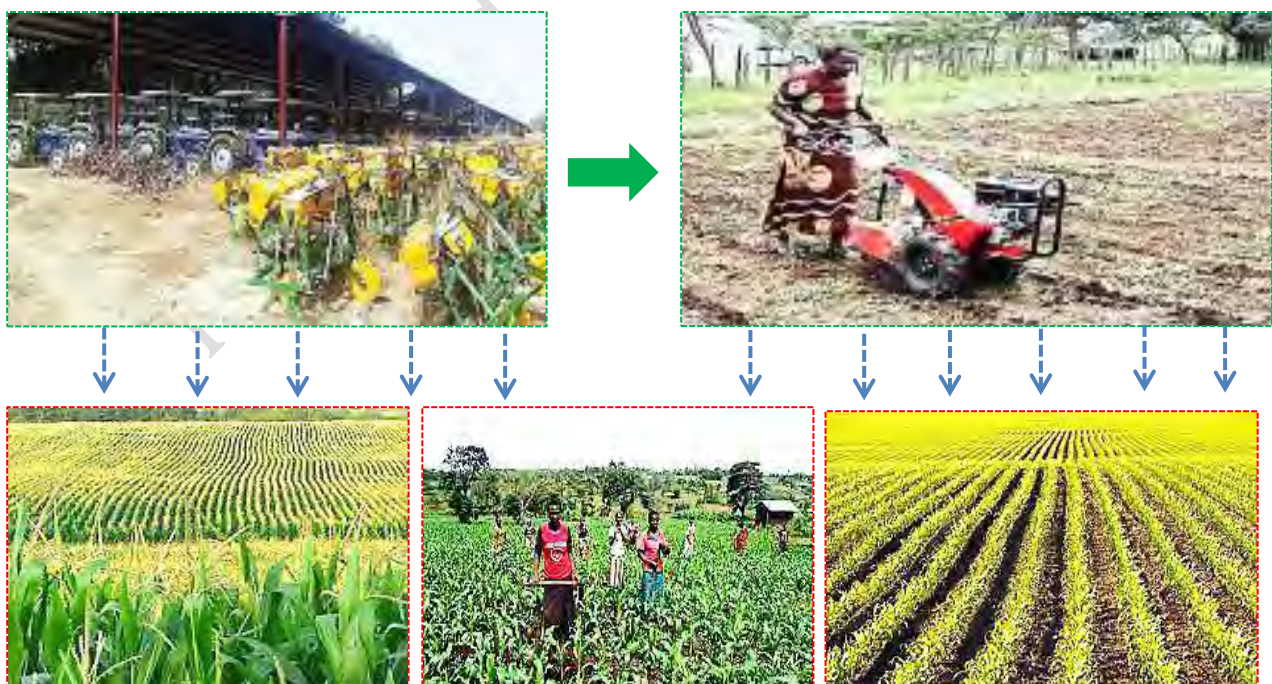
- Direct Jobs will be created for unemployed youths in the region.
- The Programme will boost food production and enhance large scale/ greater area cultivation.
- Farmers will have access to mechanized technology and also develop improved skills.

Programme Priority

The priority of the Programme is high because the region needs to be revamped using mechanized farming to boost food productivity, reduce unemployment, increase income, reduce food insecurity, etc.

Estimated Initiative Costs


- PCNI will supplement the North East allotment under this Programme with an estimated 10 Billion Naira in the first year, which will cover the set-up of AELE facilities in each State, as well as the rapid resuscitation and revamp of moribund agricultural equipment around the region.
- Facilities' management and maintenance costs as well as subsidies are estimated at 300 Million Naira for each subsequent year, the Programme will run for 4 years, bringing the total cost to 1.2 Billion Naira.
- The cost of 1000 Habgito hand drawn tillers supplied to AELE is currently estimated at 300 Million Naira (300 Thousand Naira each).
- This brings the total costs for the agricultural mechanization Programme in the first year to 10.3 Billion Naira and a total of 11.8 Billion Naira in 4 years.



Programme Development and Delivery Guidelines (North East Agricultural Mechanization)


Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
North East Agricultural Mechanization													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, Financial Institutions, Agro-Machinery Vendors/Manufacturers, farmer's cooperatives												
Initial Meeting with Programme partners to discuss Programme strategy	PCNI, FMARD, Financial Institutions, Agro-Machinery Manufacturers												
Define guidelines and terms of reference for project proposals	PCNI, FMARD,												
Establish AELE	PCNI, FMARD												
Mobilize and Sensitize farmers on the program	FMARD/AELE and other IPS												
Commence full Programme	PCNI, FMARD and other IPS												
Monitor and Evaluate Program	PCNI, FMARD and other IPS												

Initiative Summary (The Agricultural Mechanization Program)




PARTNERS

- PCNI
- FMARD
- State and Local Govt
- Financial Institutions
- Agro-Machinery Vendors/Manufacturers
- farmers, farmer's cooperatives
- NGOs




PROJECTS

Mass Agricultural Mechanization in all 6 States.




DURATION

5 years.




PROJECTED IMPACT

- Direct Jobs created for unemployed youths in the region
- The Programme will boost food production and greater area under cultivation.
- Farmers will develop.



PRIORITY

High Priority.



TOTAL BUDGET

₦11,800,000,000

The One Stop Shop Agro-Output Centers

Programme Background

The One-stop-shops agro-input centers are agricultural facilities set up in all LGAs in Nigeria by the Federal Ministry of Agriculture and Rural Development (FMARD) in all Local Government Area in Nigeria. The centers ensure availability, accessibility and affordability of agricultural inputs, as well as serve as singular access point for inputs and market for small scale farmers. The Programme is meant to ensure access to agricultural inputs such as; fertilizer, agro chemical, quality seeds, livestock feeds, veterinary drugs, tractor hire and extension services. These facilities are meant to provide free preservation units for perishable farm products and storage space for products not sold. The facilities will have about 2000 tons of storage capacity for fertilizer, seeds and agro-chemicals.

These facilities are recommended by the United Nations Food and Agricultural Organization (FAO), which estimated that at least five of such agro-inputs centers be constructed in each State to facilitate adequate food production and food security. The National Council on Agriculture (NCA) has endorsed the construction of one-agro-inputs Centre in each Local Government Area (LGA) of the Federation.

Key Programme Components

- Currently 14 One-stop-shops agro-input centers are operational in the North East region. PCNI will facilitate the speedy upgrade of these facilities to solar powered cold rooms and freezers, storage and processing of markets for all agricultural products, internet facilities, training centers, financial institutions, etc.
- It has been proposed that the completion of an addition 86 One Stop Shops over 4 years, in all the LGAs across the region be undertaken to rapidly rejuvenate agriculture and agri-food business economies at community levels. Also anticipated is the completion of 6 mega capacity One Stop Shops (one in each State within the next 2 years). PCNI will endorse and facilitate the rapid completion of these targets.
- A key component to the success of this Programme is community sensitization and awareness campaigns targeted at local farmers to ensure they are aware of the benefits and advantages of using the One Stop Shops.

To ensure the Programme meets the desired objectives, FMARD will work with other MDAs and private sectors to:

- Assess the region to determine which LGAs require more One Stop Shops.
- Assess the existing centers to determine what upgrades are needed
- Ensure independent power for each centre including the provision of generators and water pumps/plants.
- Ensure rapid procurement processes for supplies to the centers.
- Facilitate awareness of the Programme by training, sensitizing and mobilizing the farmers towards use of the centers.
- Ensure Periodic Monitoring and Evaluation of the centers by the FMARD, NPC and other agencies.
- Ensure that upgraded centers serve as a central location for agro-allied activity in each State.

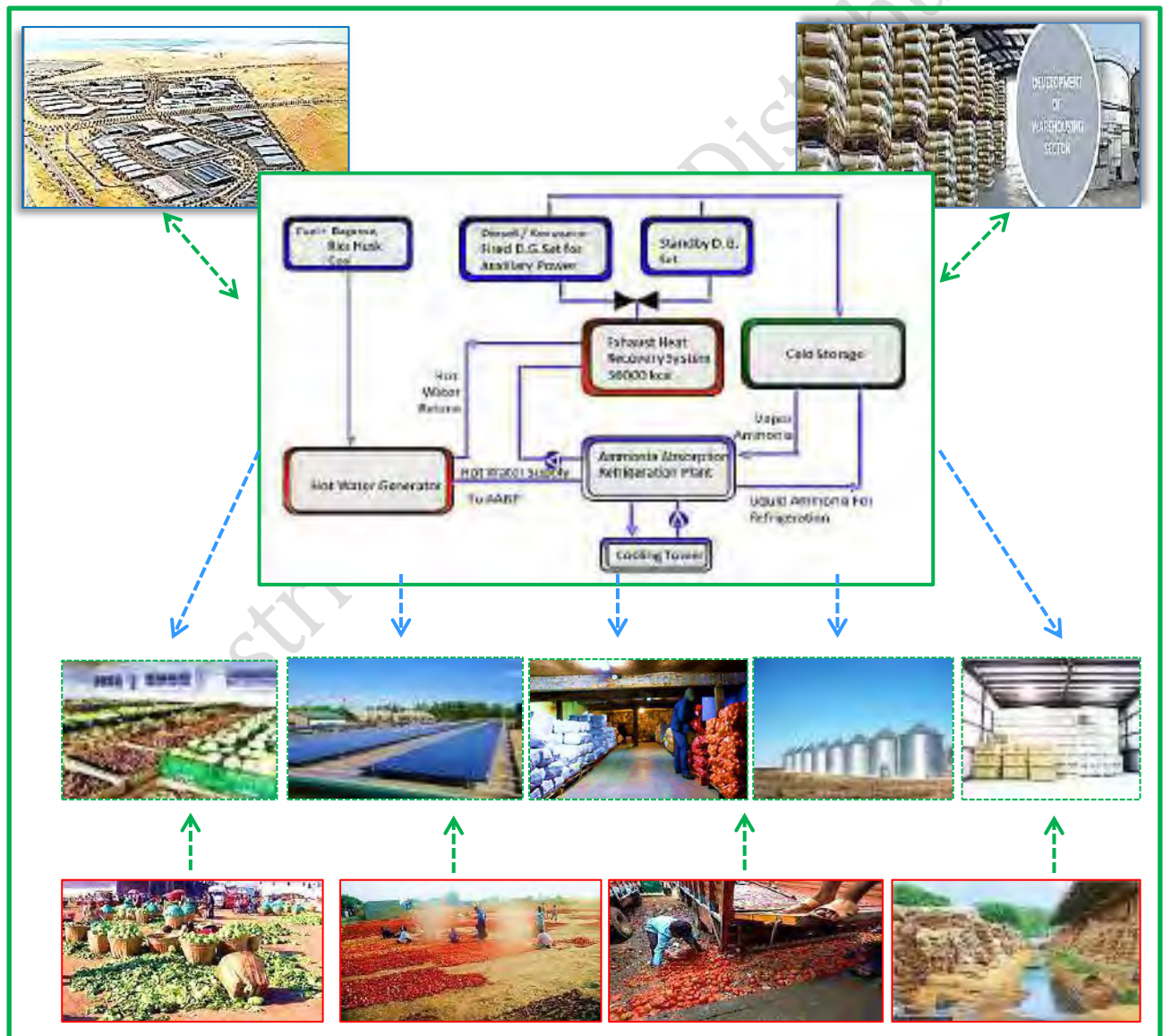
Projected Programme Outcome

- Create employment opportunities for youths in the region.
- Increased private sector investment.
- Easy access to market information services.
- Farmers’ storage and value added processing capacity is improved.
- Losses of farmers’ output reduced.

Programme Priority

The priority for this Programme is high as it is critical to jumpstarting the Agro-allied industry in the region. The Programme needs to be fast tracked in the North East region and supplemented with PCNI’s proposed addition in order to maximize impact across the region.

Figure 28: Upgraded, advanced facilities in the One Stop Shops will protect local farmers from post-harvest waste and loss of livelihoods.



Estimated Initiative Costs

- An estimated 70 Million Naira is anticipated to cover the upgrade, rebuilding, equipping and maintenance of 14 existing One Stop Shop facilities (5 Million Naira per facility).
- The cost of facility and equipment maintenance at the 14 One Stop Shops across the region is estimated at 28 Million Naira per year, (2 Million Naira per facility); the Programme support is designed to last for 5 years which gives a total estimated 140 Million for the 14 centers.
- Community Awareness and sensitization to facilitate active use of the facilities is currently estimated at 3 Million Naira per State for a total of 18 Million Naira for the 6 States for 1 year.
- The cost of completing 86 One Stop Shops over 4 years, in all the LGAs in the region is currently estimated at 55.04 Million Naira; the cost of completing 6 mega capacity One Stop Shops over a period of 2 years is estimated at 120 Million Naira.
- The Programme admin costs are estimated at 10% which brings the total cost of the Programme to an estimated 291.04 Million Naira in the first year and a grand total of 366.344 Million Naira for the entire 5 year period.

Programme Development and Delivery Guidelines (The One Stop Shop Agro-Output Centers)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
The One Stop Shops													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, UNFAO, NCA, NGOs												
Initial Meeting with Programme partners to discuss Programme strategy	PCNI, FMARD, UNFAO, NCA, NGOs,												
Define guidelines and terms of reference for project proposals	PCNI, FMARD, UNFAO, NCA, NGOs,												
Commence construction of one stop shops	FMARD and other partners												
Mobilize and Sensitize farmers cooperatives	PCNI, FMARD, UNFAO, NCA, NGOs												
Commence full Programme	PCNI, FMARD												
Monitor and Evaluate Program	PCNI, FMARD												

Initiative Summary (The One Stop Shop Agro-Output Centers)



PARTNERS

- State Governors.
- Local Govt
- Private Sector
- FMARD
- NCA
- UNFAO
- Local NGOs.



PROJECTS

- The AGOA Capacity Building Program
- The AGOA North East support Fund
- The AGOA USFDA Quality Control Laboratory

DURATION

4 years.



PROJECTED IMPACT

Create employment opportunities for youths in the region.

- Increased private sector investment.
- Easy access to market information services.



PRIORITY

High Priority.



TOTAL BUDGET

₦366,344,000

The Staple Crops Processing Zones

Programme Description

The FMARD under its Agricultural Transformation Agenda has launched the Staple Crop Processing Zone (SCPZ) Programme in Nigeria. SCPZ are agro-processing clusters located in the middle of high productive areas where investors enjoy a competitive operating environment and cost advantages. The FMARD national target is to construct one SCPZ in the six geographical locations in Nigeria. PCNI will solicit for 6 SCPZ to be established in each of the North East States, in close proximity to the Mega One Stop Shops. The Zones will be used for processing not only staple crops but other raw food produced by farmers into finished foods to benefit the regions.

The establishment of SCPZ in NE will take advantage of the region's comparative advantage in the production of staples to create prosperity. This will also attract private sector investment into local production and processing of staples. Every investor located in an SCPZ will receive standard offer SCPZ incentive package aimed directly at addressing investment challenges. The Zones will also link farmers to food manufacturing plants, multinational organizations and will also provide farmers with markets and storage facilities, effectively operating as agricultural clusters. FMARD recommends collaboration with MDAs, private sector and Development partners to enhance rapid implementation of the program. Currently, the facility has not been constructed; therefore, the government needs to speed up its construction to avoid huge post-harvest loss, low productivity and low imports.

Key Programme Components

- PCNI will facilitate the establishment of one Staple Crop Processing Zone in close proximity with the Mega One Stop Shops as proposed thereby establishing vibrantly productive and therefore sustainable agricultural clusters in each State.
- Under this initiative, FMARD will also ensure that fully equipped State of the art Agro-Processing Centers are operative in each of the One Stop Shops facilitated by PCNI. These processing centers will feed finished and semi-finished products to region at very subsidized production costs achieved by the clustering of the facilities and infrastructure required for all stages of the production value chain through this initiative.
- All Programme delivery partners will collaborate to ensure direct linkages to markets and product uptake are guaranteed and increased to provide the region's producers access to national and international markets.

Programme Objective

- To boost sustainable employment.
- To enhance import substitution and improve the competitiveness of agro-industrial production.
- To rapidly enhance agri-food processing and value added production from the region.

Projected Programme Outcomes

- Attract Private Sector food processing companies into rural areas
- Add value chains to all staple crops.
- Reduction in post-harvest losses.
- Agro production, processing and rapidly enhanced food value chains will protect the nation from food insecurity and related losses.
- Better quality of life.

Programme Priority

The priority is medium as it is not a stand-alone project and establishment costs run high.

Estimated Initiative Costs

The estimated cost for this Programme is 3 Billion Naira including cost of maintenance over 4 years.

Programme Development and Delivery Guidelines (The Staple Crops Processing Zones)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+12
The Staple Crops Processing Zones													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, NGOs,												
Initial Meeting with Programme partners to discuss Programme strategy and cost	PCNI, FMARD, NGOs,												
Define guidelines and terms of reference for project proposals	PCNI, FMARD, NGOs,												
Commence construction of Agro Processing Center	FMARD and other partners												
Mobilize and Sensitize farmers on the usage of the Centre	PCNI, FMARD, NGOs, State and Local Govts, Private Sector												
Commence full Programme	PCNI, FMARD												
Monitor and Evaluate Program	PCNI, FMARD												

Initiative Summary (The Staple Crops Processing Zones)



PARTNERS

- State Governors.
- Local Govt.
- Private Sector.
- FMARD.
- Local NGOs.

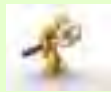


PROJECTS

- Staple Crop Processing Zones.
- Establishment of Agro Processing Centers.

DURATION

4 years.



PROJECTED IMPACT

Attract Private Sector food processing companies into rural areas.

- Add value chains to all staple crops.
- Reduction in post-harvest losses.
- Reduce the country's dependence on import.
- Create jobs and revive the rural economy.
- Better quality of life.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦3,000,000,000

Revitalization of Extension Services in the North East

Programme Description

The Programme will be designed in collaboration with FMARD to revive the moribund agricultural extension services sector of the North East region.

The revival of the extension services was previously a Programme under the Agricultural Transformation Agenda (ATA) of the FMARD. The Federal Department of Agricultural Extension (FDAE) was established to provide the policy framework, leadership, coordination and quality control of agric- extension and advisory services. PCNI will therefore actively solicit and facilitate the reactivation of the FDAE creating working partnerships with Nigeria's international and local agric development partners to substantially revitalize Extension Activities in the region, especially targeting States' Agricultural Development Projects (ADPS). The introduction of innovative extension learning platforms and massive capacity building for farmers at local community levels and in various commodity value chains will be the ultimate success measurement of this program.

Key Programme Components

- Support FDAE in the North East region for a continuous leadership and coordination of all activities relating to this program.
- Support the bottom approach and demand -responsive agricultural extension service.
- Support the continuous upgrade of the extension services to be more ICT driven, demand responsive and market oriented.
- Directly mobile Agric Extension Workers for increased engagement and training services deliveries across the region.
- Establishment of Extension Staff database.
- Capacity building for Extension Staff.
- Capacity building for farmers in most relevant cash crops value chains including livestock and fisheries.
- Provision of extension support to the SCPZ and agricultural clusters targeted for priority support.

Programme Objectives

To develop the extension services that is demand responsive, knowledge based, market oriented and ICT driven to engineer sustainable agricultural development and food security.

Projected Programme Outcomes

Farmers are knowledgeable, better adapted to farming dynamics and supported with improved capacities to rapidly restore high agricultural yields across the region's food value chains.

Estimated Initiative Costs

- The budget for this Programme is currently estimated at 100 Million Naira per year, for facilitation, promotion, mobilization, sensitization, training coordination, direct deployment of extension services and delivery framework enhancements in the agric extension services sector of the North East.
- The Programme will be supported for 5 years, bringing the initial total budget to 500 Million Naira.

- Administrative and contingency costs are currently estimated at 5 Million Naira per year, which brings the total Programme cost for one year to 105 Million Naira, with a grand total of 520 Million Naira for 5 years.

Programme Development and Delivery Guidelines (Revitalization of Extension Services in the North East)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+ 12
Genetic Engineering Program													
Establish strong partnerships with critical stakeholders	PCNI, FMARD, NGOs, State and Local Govts, Private Sector												
Initial Meeting with Programme partners to discuss and develop Programme strategy and cost	PCNI, FMARD, NGOs, State and Local Govts, Private Sector												
Define guidelines and terms of reference for project proposals	PCNI, FMARD, NGOs, State and Local Govts, Private Sector												
Mobilize and Sensitize farmers on the usage of the center	FMARD and other partners												
Commence pilot Programme of cattle engineering program	PCNI, FMARD, NGOs, Private Sector												
Monitor and Evaluate Pilot Program	PCNI, FMARD, NGOs,												
Commence full Programme	PCNI, FMARD and NGOs, Private sector												
Monitor and Evaluate Program	PCNI, FMARD and NGOs												

Initiative Summary (Revitalization of Extension Services in the North East)



PARTNERS

- State Governors.
- Local Govt
- Private Sector
- FMARD
- Local NGOs.
- Private Sector Partners



PROJECTS

- Genetic Engineering of Cattle Breed
- Training and Sensitization Program

DURATION

5 years.



PROJECTED IMPACT

- Increase in beef production to meet local and international demand.
- Increase in income of cattle farms.
- Increase in milk Production.
- Increase in national income from export.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦ 520,000,000

SUMMARY BUDGET FOR AGRICULTURAL REVITALIZATION PLAN

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF DELIVERIES/YEARS	TOTAL COSTS (₦)
1.	The North East Growth Enhancement Support Scheme (GES)	90,000,000	5	450,000,000
2.	Integrated Cattle Breeding and Diary Processing Communities for Dairy and Beef Production	330,000,000	5	1,650,000,000
3.	The Channelization for Agriculture Initiative	1,692,500,000	2	3,385,000,000
4.	The Fishing and Aqua Culture Program	225,000,000	5	1,125,000,000
5.	The Agricultural Mechanization Program	10,300,000,000	4	11,800,000,000
6.	The One Stop Shop Agro-Output Centers	291,040,000	5	366,344,000
7.	The Staple Crops Processing Zones	750,000,000	4	3,000,000,000
8.	Revitalization of Extension Services	105,000,000	5	520,000,000
GRAND TOTAL FOR AGRIC PROJECTS		13,783,540,000	2-5 years	22,296,344,000
Total States Funding 2016 Budget for Training in Agriculture Value Chains, Irrigation and Facilities		679,300,000		
TOTAL ESTIMATED FUNDING GAPS		13,104,240,000	2-5 years	TBD

Figure 29: Summary Annual Budget Agricultural Revitalisation

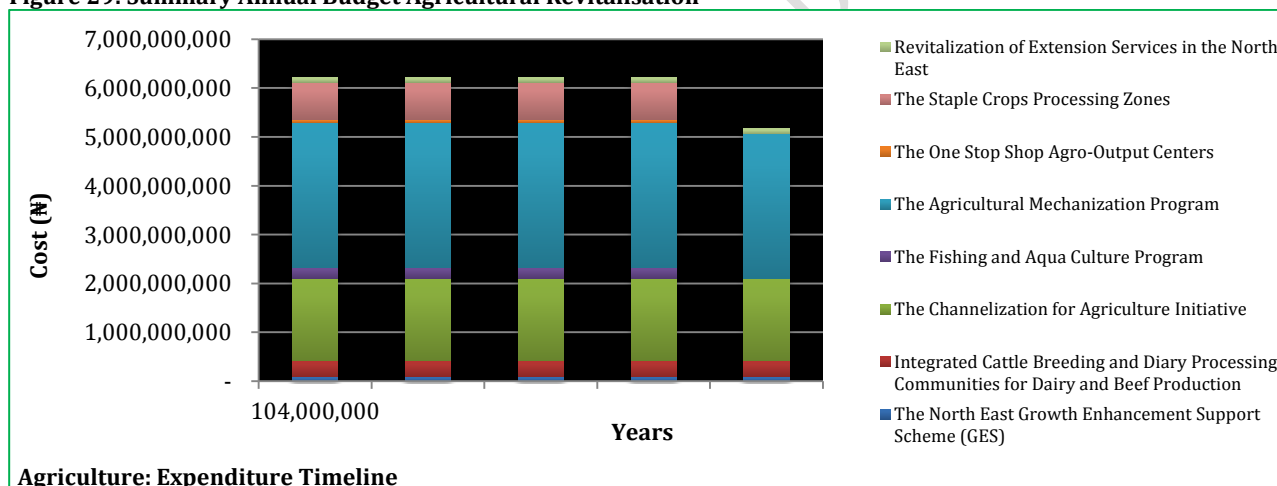
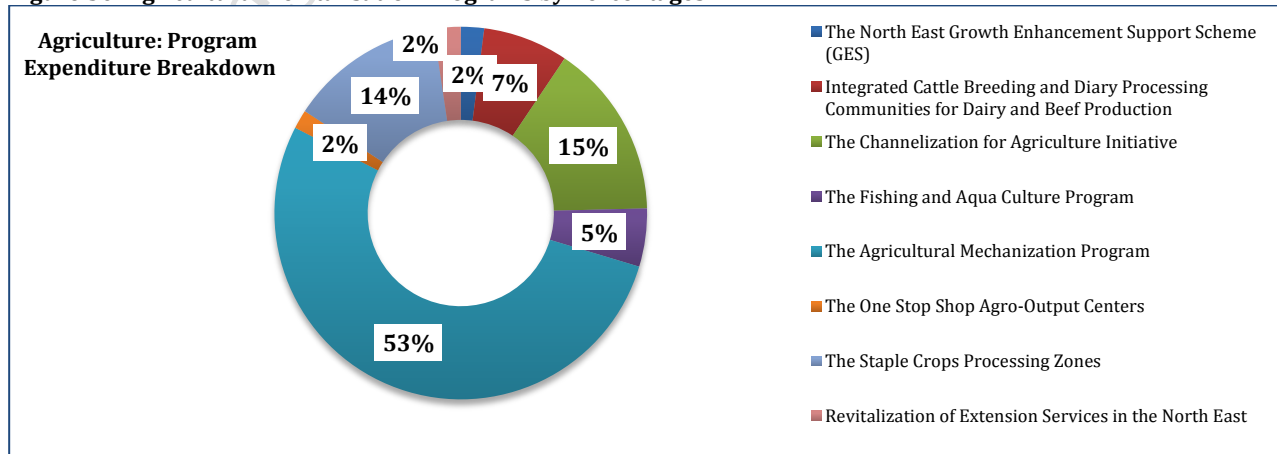


Figure 30: Agricultural Revitalisation Programs by Percentages



Chapter 18
The North East Health Sector Reforms
Plan



Chapter 18 The North East Health Sector Reforms Plan



Introduction

The World Health Organisation (WHO) defines health as “a complete physical, mental and social well-being, and not merely an absence of disease or infirmity”. [World Health Organisation, Preamble to the Constitution of the WHO, www.who.int, June, 1946] Health is a critical human capital development index and therefore a priority within PCNI’s Long Term Plan.

According to the National Strategic Health Development Plan [NSHDP 2010-2015] document, “the health status indicators for Nigeria are among the worst in the world”. The document also acknowledges that “inequalities in health outcomes exist between rural and urban areas, between northern and southern regions, and across income groups”. The NEESG Inception Report (2014) similarly reports that the North East region records the highest %age of the population that reported a distance exceeding 120 minutes to a health care facility.

Generally, Nigeria lags behind the world in general and in particular, the African region in several key health indicators, such as life expectancy at birth (54 years against regional and global averages of 58 and 70 years respectively), under-5 mortality rate (124 per 1000 live births against regional and global averages of 95 and 48 respectively) and maternal mortality ratio (560 per 100,000 live births compared with 500 and 210 regional and global averages respectively), [NSHDP 2010-2015, Federal Ministry of Health, November 2010].

Worse, the inequality in terms of health outcomes among the regions of Nigeria is huge with the North East region trailing behind other regions in most health indicators even before the onset of the insurgency. Thus, the Boko Haram conflict and forced displacement situation in the North East has led to and further amplified the challenges relevant to access to health services.

Pre-Insurgency Situation

Even before the crisis, the North East geo-political zone has the worst health indices in the country. According to the 2009 communiqué of the Nigerian National Health Conference, the health care system remains weak as evidenced by lack of coordination, fragmentation of services, dearth of resources, including drug and supplies, inadequate and decaying infrastructure, inequity in resource distribution, and access to care and very deplorable

quality of care. The communiqué further outlined the lack of clarity of roles and responsibilities among the different levels of government to have compounded the situation. The North East has had also the highest rate of child deaths in the country, estimated at 0.80%. Other regions of the country record an average of about 0.45%. Also, fewer mothers in the North West (42.1%) and the NE (44.7%), registered with clinics before and during childbirth, while in the North East, only 36.6% of the boys and 42.7% of the girls were born in a hospital or maternity facility during the survey period [NESTS 2014]. [Source: NBS 2012; LSMS, General Household Survey Panel 2010/2011].

A significant proportion of the women in the North East did not have the assistance of a trained nurse or midwife during delivery. Only 22.4% of the women were assisted in the delivery of baby boys and 38.3% in the delivery of baby girls, while 23.2% of them had no trained attendant during the delivery of baby boys and 14.3% during the delivery of baby girls, similar to the rates recorded in the North West [Source: NBS 2012: General Household Survey Panel 2010/2011].

A glaring health problem in the North East, even prior to the insurgency attacks which targeted and destroyed a number of health facilities, is the inadequate number of health facilities, especially in the rural areas. It has been estimated that 16.7% of the people in the region travel the longest in the country, (over 2 hours) to reach the hospital or health facility nearest to them. For the North Central and the North West, only 6% and 4.8% respectively, of the population travel over 2 hours to get to a health facility. [Source: NBS (2012): LSMS, General Household Survey Panel 2010/2011].

Human resources for health are vital to the development and sustenance of a virile health delivery system. The planning and management of human resources for the health system is a major challenge for the North East States. In terms of the availability of these key personnel across the regions, published data show that the North East fares poorly, when compared with other regions. The North East has the least population of doctors, 4.06%, compared to the South West region with 43.9%. In terms of nurses, the North East Region again has the least number, with only 11.65%, compared with the other regions (see Table below). Also, the current situation has been made worse by the on-going insurgency in the Region which has seen to the emigration of health personnel in droves out of the region due to the insecurity.

Table 14: DISTRIBUTION OF HEALTH WORKFORCE, BY REGION

Health Worker Category	Total No.	NC	NE	North West	SE	SS	SW
Doctors	52,408	9.73	4.06	8.35	19.59	14.37	43.9
Nurses	128,918	16.4	11.65	13.52	15.29	27.75	15.35
Radiographers	840	14.3	3.66	5.97	15.0	18.3	43.0
Pharmacists	13,199	19.94	3.8	7.79	11.74	12.39	44.0
Physiotherapists	1,473	10.8	2.73	8.32	8.58	7.93	62.0
Medical Lab Scientists	12,703	6.82	1.72	3.6	35.26	23.89	29.0
Environmental/Public Health Workers	4,280	9.39	11.27	18.94	12.36	15.69	32.08
Health Records Officers	1,187	13.34	4.85	11.6	14.64	29.9	26.0
Dental Technologists	505	14.08	5.92	5.92	12.96	16.62	44.5
Dental Therapists	1,102	13.19	10.29	21.88	10.19	12.99	31.5
Pharmacy Technicians	5,483	6.17	9.12	18.0	8.58	11.8	46.0

Source: Health Professional Regulatory Agencies, 2008

The availability of well-equipped health training institutions is necessary for the production of a quality health workforce. Again, there is disparity in the location and number of health training institutions across the country, with the North East, once again, at the poorly receiving end. The region has the least number of combined health training institutions, 26 out of 339, as at the date of the survey, shown in the table below. The South West region has the highest number at 81, followed by the South-South region at 73. The North East had no specialist technical training institutions for medical laboratory technology, rehabilitation therapy and radiology, as at the date of compiling this data.

Table 15: NUMBER OF HEALTH TRAINING SCHOOLS, BY REGION

Institution	Total No.	SE	SS	SW	NC	NE	North West
Accredited Medical School	26	7	7	6	2	1	3
Approved School of Nursing	76	19	18	20	10	7	2
Approved School of Midwifery	77	17	17	17	10	6	10
Medical Laboratory School	12	4	5	1	0	1	1
Rehab Therapist School	6	1	0	4	0	0	1
School of Radiology	5	2	1	1	0	1	0
School of Pharmacy	9	1	2	4	1	0	1
School of Pharmacy Technology	19	2	3	4	4	0	6
School of Records Officers	40	3	10	10	7	2	8
Community Health Officers School	13	1	3	3	2	1	3
Community Health and Environment Workers School	43	6	5	7	9	6	10
School of Dental Technology	4	2	0	2	0	0	0
School of Dental Therapy	6	1	1	2	0	1	1
School of Optometry	3	2	1	0	0	0	0
Total	339	68	73	81	45	26	46

Source: Health Professional Regulatory Agencies, 2008

Poor nutrition is a major challenge facing the North East, which has resulted in a high %age of acute and chronic malnutrition especially among children in the region. In the weight-for-age category, 34.6% of the children in the North East are classified as being moderately to severely underweight, closely following the North West at 38.4%. In contrast, only 10.1% of the children of the South East are so classified.

In the height-for-age category, 52.5% of the children in the North East are classified as being moderately to severely stunted, closely following the North West at 53.8%. Comparatively, only 14.1% of the children of the South East are so classified.

With respect to weight-for-height, 11.5% of the children in the North East are classified as being moderately to severely wasted.

Current (Post-Insurgency) Situation

The dismal health indices in the North East region have been further exacerbated by the Boko Haram insurgency that has been characterized by the targeted destruction of existing health infrastructures, stalled health management projects, the emigration of health personnel from the region as a result of insecurity, as well as the high displacement and humanitarian issues.

Data from the 2013 National Demographic Health Survey (NDHS) showed that the zone is amongst the two with the poorest Immunization performance, highest under5 deaths and maternal mortality. According to the NDHS 2013, the Zone was just slightly above Northwest in terms of Ante Natal Clinic (ANC) attendance (49%), skilled birth attendance (SBA) (20%) and fully immunized child (FIC) (14%). It is notable that 45% of children in 2013 in the North East were reported to have not received any vaccinations at all. The %age of children who had not been vaccinated was especially high in Borno (71 %) and Yobe (65 %) States respectively [FMOH HSRP 2016].

Reports confirm that incessant attacks by insurgent groups targeting health facilities have left health care facilities destroyed or abandoned and restricted access to basic services. As of December 2015, 60 and 72 % of pre-existing health centers have been partially or completely damaged in Borno and Yobe respectively [UNHCR, Humanitarian Country Team, Nigeria Humanitarian Needs Overview, 2016]. Damage costs of facilities and equipment exceed US\$ 147 million, of which the highest proportion are in Borno and Yobe as previously Stated, with other States affected by a lesser degree; 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. [RPBA Component Report Volume I, March 2016]. As a result, health and nutrition service coverage is extremely low, and to a lesser extent in Adamawa.

The network of facilities ensuring access to health services is substantial, exceeding 34,000 or 22 facilities per population of 100,000. Availability in the North-East zone is comparable to the national average, although there are enormous differences across States. Though, availability of infrastructures i.e. physical presence of health facilities does not necessarily translate to functionality, in terms available skilled human resources for health and available basic minimum medical equipment, medicines and supplies in most cases.

Table 16: NETWORK OF HEALTH FACILITIES BY LEVEL, OWNERSHIP AND STATE

State	PRIMARY		SECONDARY		TERTIARY		Total	Facilities per 100,000 (pop)
	Public	Private	Public	Private	Public	Private		
Adamawa	939	59	18	10	1	-	1027	29
Bauchi	960	50	22		2	-	1034	19
Borno	409	12	42	10	1	-	474	10
Gombe	447	61	18	4	1	-	531	20
Taraba	895	135	13	1	1	-	1045	41
Yobe	486		12	18	1	-	517	19
NE Zone	4136	317	125	43	7	-	4628	21
Nigeria	21808	8290	969	3023	73	10	34173	21

Source: FMOH 2011. A Directory of Health Services in Nigeria

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 (user rates <1/person/y). Financial and security barriers remain [DHS 2013]. The migration of healthcare workers from the region with the influx of IDPs and other economic migrants has ensured that the existing health facilities in the North East are stretched beyond their limits.

The comparatively poor health and nutrition situation described in the baseline conditions has been aggravated by the conflict, showing higher rates than average of child mortality and malnutrition [DHS 2013]. According to the Humanitarian Needs Overview (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 [Nigeria RPBA Component Report Volume I, March 2016].

Reports from the region also indicate a critical need for emergency health care for the wounded; maternal health services; clinical management of survivors of sexual violence, provision of medical supplies and equipment, etc. Extensive literature on conflict regions and anecdotal reports from IDPs highlight that health service provision is a huge priority during crisis.

In view of the increase in insurgency in the region, a majority of the population, especially the women, children and other vulnerable groups, are frequently exposed to traumatic experiences and therefore are most likely to suffer from Post-Traumatic Stress Disorder (PTSD). Although the number of PTSD sufferers in the region is yet to be known, a very high proportion of people in the region, especially Borno, Yobe and Adamawa States are affected by trauma. Psychosocial support is one of the most prominent needs in both IDPs and host communities. Exposure to the shocking effects of violence in the conflict-affected areas is widespread in the North East. Particularly vulnerable groups such as women, widows, elderly, and unaccompanied children are populations identified as those with higher need for psychosocial support.

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. Currently the response to trauma is fragmented and limited. Also, 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.

Sexual and gender based violence (SGBV) are noticed among IDPs, although social stigma hampers reporting. 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.

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

Thus stakeholders of the North East Region, at the Yola Stakeholders' Forum 2014 held with NESTS echoed the following challenges among others, as the critical priority areas for health care delivery systems across the region:

- Absence of adequate health institutions and infrastructure, especially in the rural areas
- Inadequate number and poorly motivated health personnel – doctors, pharmacists, midwives, nurses, etc.
- Non-availability of equipped medical laboratories
- Dearth of bio-medical engineers and laboratory technicians
- Non-flexibility and poor accessibility of the NHIS by the majority of the populace, particularly, due to the high standards of its requirements
- The existence of cultural and traditional barriers, which often hinders the most vulnerable population; women, from access to a modern health delivery system
- Prevalence of ignorance and poverty, negating the efforts of stakeholders in the health sector to enhance the health of the citizenry
- Absence of mobile health clinics to reach out to those in the rural areas
- Absence of a community-based insurance scheme targeting the poor and vulnerable population
- Inadequate funding of the health delivery system
- Absence of diagnostic centers to care for PTSD sufferers

Closely collaborating with the NESTS effort, the following recommendations were gleaned from a technical session conducted with PCNI and the Honourable Commissioners for Health from each of the North East States:

- Specific needs differ from State to State and individual States were at different levels of development prior to the insurgency crises.
- It is therefore imperative that each State representative provides detailed report of the situation in their respective States.
- Previous health sector programs and projects spearheaded by Federal Government agencies typically lacked observable impact on health care needs at the local level.

Continuous assessments and analysis of the sector subsequently revealed as well, the need for extensive revision of the existing health delivery policies. The required reviews must be tailored towards addressing the already identified gaps, as well as:

- Ensuring the safety of health personnel, especially in the rural areas.
- Increasing the number of health training institutions, including the establishment of technical institutions.
- Increasing the quality and number of critical health personnel.
- Adopting a community-based approach to health delivery.
- Advocacy targeting the traditional and religious leaders, especially relating to access of the girl-child and women to modern health care.

- Making adequate budgetary provisions for equipping of health centers and the provision of other infrastructure.

Vision for Health

There is indeed a dire need for special interventions to improve the available health facilities and engage more health personnel to cope with the situation whilst exploring participation and assistance of both local and international NGOs, amongst other stakeholders.

PCNI's Health Sector Reform plan is focused on leveraging all identified existing capacities in the health sector, thus it is closely modelled after the Primary Health Care under One Roof (PHCOUR) initiative adopted by the National Council on Health.

PCNI aims to adopt an integrated response to provide essential primary and health system strengthening (both preventive and curative).

To achieve its vision of comprehensive, global standard health care delivery for the North East, the PCNI Health Sector Reform programs harmonize health plans for the North East from all sectorial stakeholders, including the Federal Ministry of Health's Sector Response to Humanitarian Crisis Plan. This plan has a two-pronged approach:

- To provide coordinated implementation programs focused on reducing parallel interventions and thereby maximize impact;
- To ensure that the humanitarian response is sustainable and that health delivery interventions are linked to longer-term development processes and goals.

Early Planning Considerations

In order to provide health services in a cost-effective and targeted manner at a time when the region remains unstable, there was a critical need for a comprehensive assessment of available health services across the 6 States. PCNI thus conducted an assessment of available health facilities in early 2015. These assessment results, along with more current assessments conducted by PCNI's delivery and development partners, will serve to identify and focus the most urgent priorities for interventions in the health sector.

Results from the analysis will also be leveraged to solicit, facilitate and positively influence policy directed at rapid improvements of the sector; inter-agency collaboration, research and development, provision of health facilities, infrastructure and training centers.

The PCNI assessment was targeted to primary and secondary health care infrastructure, camp health services, human resource for health (HRH), availability of drugs and medical consumables, availability of medical equipment and existing referral systems.

The active engagement of PCNI's Delivery Partners, all Health Sector Responsibility Agencies of the Federal, States and Local Governments, as well as Civil Society Organizations (CSOs), Faith Based Organizations (FBOs), Local and International health NGOs and the Private Sector was likewise assessed as a precursor to strengthening core capacities in emergency response.

Primary focus areas were identified to include provision of specific training in emergency health care for victims of trauma, rapid maternal health services; clinical management of

survivors of sexual violence, psychosocial and mental health counseling; and provision of medical supplies and equipment.

Goals for Health Care Delivery in the North East

- To completely reform the health care delivery systems and mechanisms in the areas of rapid, emergency and trauma response in the North East.
- To enhance professional health training and expertise in the region to alleviate the problems caused by acute shortages in health care professionals.
- To adopt a two pronged approach for the provision of health care in the region by addressing professional health human resource short falls along with the provision of health infrastructural facilities and equipment.
- To encourage greater cooperation amongst the different cadres of professional health care providers in the region to ensure more comprehensive health coverage reaches the local communities.
- To provide rapid general treatment and reduce the prevalence and mortality rates associated with malaria, measles, meningitis, colds , flus, diarrhoea etc. in children under 5 through programs that enhance the provision of insecticide-treated bed-nets, immunizations, vitamins and provide access to nutritional screening, etc.
- To rapidly improve maternal health care (pre-natal and antenatal) coverage in the North East States by increasing the number of skilled birth attendance.
- To sensitize men on reproductive health care through the dissemination of information on contraceptive care, adolescent births, maternal care and the need for family planning.

The Health Sector Reform Initiatives

The NE State Medical Facilities Rehabilitation and Standardization

Programme Description

The lack in health service delivery recorded in the region has been significantly worsened by the insurgency. The crisis has directly resulted in the out-migration of skilled health professionals leaving a strain on the available health professionals, mass destruction of health facilities and greater burdens on the remaining facilities. The RPBA 2016 reports extensively on the extent of damages recorded in the health sector across all 6 States, indicating that the destruction or damage of health infrastructure and lack of trained health care workers and medical supplies have resulted in an urgent need for integrated primary health care services for over 3.7 million IDPs and members of host communities across the region; as of December 2015, 60% of health centers have been partially or completely damaged in Borno State.

Table 17: HEALTH INFRASTRUCTURE DAMAGE:

FACILITY TYPE	ADAMAWA	BAUCHI	BORNO	TARABA	YOBE	GOMBE
Health Posts	855,360,000	2,692,800,000	1,267,200,000	95,040,000	3,532,320,000	-
PHC Centres	1,918,080,000	2,291,040,000	7,832,160,000	666,000,000	1,678,320,000	101,520,000
Comprehensive H Centres	-	41,040,000	-	533,520,000	656,640,000	-
Secondary Hospitals	1,440,000,000	540,000,000	2,700,000,000	-	720,000,000	N4,000,000

Source: (RPBA), Volume II States Report, 2016.

Table 18: DETAILED HEALTH SECTOR NEEDS (TOTAL)

CATEGORY	ADAMAWA	BAUCHI	BORNO	TARABA	YOBE	GOMBE
Health Facilities/ Infrastructure & Equipment	4,583,280,000	4,097,200,000	14,366,080,000	1,492,960,000	10,633,600,000	105,520,000
Service Provision (operational)	4,435,200,000	1,408,000,000	65,577,600,000	844,800,000	5,280,000,000	563,200,000
Service Provision (capital)	604,800,000	192,000,000	8,942,400,000	115,200,000	720,000,000	76,800,000
Health System Restoration (capacity building)	70,560,000	22,400,000	1,043,280,000	13,440,000	84,000,000	8,960,000
Health System Restoration (operational)	105,840,000	33,600,000	1,564,920,000	20,160,000	126,000,000	13,440,000
TOTAL	9,799,680,000	5,753,200,000	91,494,280,000	2,486,560,000	16,843,600,000	767,920,000

Source: (RPBA), Volume II States Report, 2016.

To address this scope of damage as well as the highest immediate priorities within the problematic areas identified, PCNI has designed this Programme for the upscale rehabilitation and standardization of the region's Primary Health Care (PHC) Facilities.

This Programme is designed to comprehensively upgrade and reconstruct all PHCs within the region, modelled after the National Primary Health Care Development Agency (NPHCDA) Minimum Standards for primary health care facilities across the country. This Programme will also leverage on the Federal Ministry of Health (FMOH) plans for building 10,000 PHCs across the country.

Established Implementation Parameters

- Reconstruction and rehabilitation of permanent buildings will be targeted to FMOH standards and plans, adding appropriate protection.
- Priority will be given to damaged facilities in Borno, Yobe and Adamawa States, the worst affected by the crisis.
- Rather than rebuilding the destroyed facilities in their original locations, the strategy will consist of "Building Back Better" (BBB), taking into account population to serve and the range of services to be provided.
- Secure areas will be prioritized for infrastructure interventions.
- Under this program, PCNI will direct engage critical stakeholders such as the FMOH, NPHCDA, and the National Health Insurance Scheme (NHIS), Global Development Partners and other stakeholders active in the health sector to facilitate the 2 two core goals of this intervention which are rehabilitation/upgrade of the facilities of PHCs; and standardization of the health practice procedures and diagnostics mechanisms in PHC facilities

Rehabilitation and upgrade of physical health facilities in the targeted BAY States, will involve:

- The rapid reconstruction of completely destroyed primary health care facilities.
- Rehabilitation of damaged primary health care facilities to fit minimum standards and guideline.
- Provision of equipment and sustainable supply channels for medical consumables.
- Restoration of health information and supply chain systems for managerial support in supply management (from quantification of necessary medicines to their distribution and utilization) and the routine collection and analysis of data relevant for management).
- Enhancing governance within the PHCs (proper planning which includes recovery interventions).
- Mobilising regular supply chain functions where possible, in addition to the FMOH distributing centrally-obtained drugs. The States may play a role through unified procurement, storage and distribution.
- Ensuring staff capacity building at different levels for the various functions, from drug selection and quantification to dispensing and prescription, to be carried out on a rota basis.

- The provision of the tools and Standard Operating Guidelines for rapidly improved health care delivery along with capacity-building.

The standardization of the health practice procedures and diagnostics mechanisms in PHC facilities across the region, which will involve:

- Development of an IT based Comprehensive data capture tool (patients' history/diagnosis and treatment) to be deployed to all PHC facilities.
- Standardization and strengthening of the Health Referral Networks across the different levels of health care within each State.
- Adoption of international best practices in health care procedures, Integrated Health Care Delivery Systems and Performance Based Funding (PBF) frameworks to ensure the sustainable, efficient and profitable management of the new Standard PHC facilities.
- Ensuring a comprehensive minimum bouquet of health care services within each facility. Targeted Health Care services that should be always available, free of charge within each PHC are:
 - ✓ Integrated Maternal, Neonatal and Child Health (IMNCH) care for safe delivery with immediate referral of complications.
 - ✓ Immunization and management of common childhood diseases.
 - ✓ Nutritional promotion and in cases of severe malnutrition rehabilitation.
 - ✓ Malaria prevention and treatment.
 - ✓ Management of sexual and gender-based violence and trauma care.
 - ✓ Priority for Anti-Retroviral Treatment in HIV/AIDS and for tuberculosis treatment.
 - ✓ Voluntary HIV counselling, testing and treatment of pregnant women and high risk groups.
 - ✓ Continuous management of non-communicable diseases.
 - ✓ Embedded capacity for mental healthcare and rehabilitation of disabled people.
 - Restoration of management capacity at LGA level.
 - Capacity to identify and respond to health emergencies.
 - Involvement of population in health services management.
- PCNI will achieve this by:
 - ✓ Advocating and facilitating both government and private sector participation in the building/rehabilitation of existing PHC facilities.
 - ✓ Championing and advocating policy direction and technical development of the parameters necessary for the provision of managerial autonomy, operational funds and result focused accountability frameworks.
 - ✓ Negotiating independent partnership models to be brokered to deliver all the target components of this program.
 - ✓ Facilitating the harmonization of assessments done to identify the scope of damage and needs carried out by other stakeholders in health for direction and efficient delivery of the core goals of this initiative.
- Terms of Reference have been negotiated with the 6 States for rapid needs assessment and the following elements have been identified as fundamental for the exercise:
 - ✓ Adequacy and standardization options of health care facilities/equipment.
 - ✓ Comprehensiveness of health care services offered at community level.
 - ✓ Comprehensive Emergency and Intensive Health Care upgrade for the region,
 - ✓ Introduction of Health Insurance in the region.

- To kick off this initiative PCNI will facilitate the implementation of one pilot PHC Facility Upgrade and Standardization project in each of the BAY area States.
 - ✓ This will involve the selection of an existing PHC Facility and direct implementation of the above parameters to meet the Minimum Standards for PHCs as set by NPHCDA.
 - ✓ Critical criteria such as number of staff, number of beds, equipment and medical consumables, etc. will be directly sourced and deployed to the selected PHC.
 - ✓ In addition, PCNI will use this pilot to implement the E-Medicine (e-MS) Platform. The e-MS Platform will consist of telemedicine services, a health data capture tool and a solar powered inverter as a sustainable power source.
 - ✓ PCNI will engage medical experts to offer their services remotely via the telemedicine module on a rotational basis. PCNI will partner with capacity organizations like MSF (Medicines sans Frontier), Federal Tertiary Institutions etc. to implement this component.
 - ✓ Internet access will be provided by NIGCOMSAT for the pilot, while in the long term, PCNI will look to partner with private service providers like Etisalat etc. as donors who will provide all PHCs with internet access for free or at a token.

Projected Programme Outcomes:

- Rapid improvement of the quality and availability of health care services at local level across the region.
- Improvement of health practice standards and procedures.
- Diffusion of medical capacity, expertise, technology and knowhow.
- Adequate supervision and standard implementation of supply chain and maintenance for health facilities.
- Ultimate increase in life expectancy and health averages across the region.

Programme Priority

Conditions in the region are critical hence the priority for this initiative is high

Estimated Initiative Costs:

- The estimated cost for this initiative is 111.986 Billion Naira.
- This is computed from the total projected cost of needs for the six States as outlined in the table above in addition to targeting 3 PHCs in the BAY States as pilots at an average cost of 24 Million Naira for Standardization per facility.

Programme Development and Delivery Guidelines (The NE State Medical Facilities Rehabilitation and Standardization)

In Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
The NE State Medical Facilities Rehabilitation and Standardization													
Convene a new Health Sector Technical Working Group to review, translate and implement recommendations from the concluded Rapid Needs Assessment Program.	PCNI/FMOH/NHIS/NPH CDA/SPHCDA/LGA PHC												
Establish Stakeholder engagements for development of the components identified for standardization.	PCNI, State Ministries of Health, FMOH/NHIS/NACA/SPH CDA/LGA PHC												
Define standardization requirements and parameters (equipment, staff, medical processes and service delivery standards with the requisite performance management frameworks) and finalize implementation partners.	PCNI, NPHCDA, FMOH/SPHCDA /LGA PHC												
Identify beneficiary institutions for the initiative in each of the 6 States.	PCNI/Bill and Melinda Gates Foundation												
Define requirements for equipment procurement and infrastructural rehabilitation.	PCNI/NHIS/Bill and Melinda Gates Foundation												
Finalize the partnerships with relevant donor agencies & Rehabilitation and Standardization procurement required.	PCNI/ ALL PARTNERS												
Define Management & Maintenance frameworks to be co-signed by Federal and State Governments with relevant Delivery Partners.	PCNI												
Facilitate import waivers under emergency legislation for all procurement pertaining to the initiative.	PCNI/NHIS												
Define minimum standardization requirements (practice procedure standards and diagnostics technology to be embedded in requisite performance management framework)	PCNI/FMOH/NHIS/NPH CDA/SPHCDA/LGA PHC												
Implement Pilot PHC Facility in Borno Adamawa & Yobe	PCNI/ ALL Partners												
Implement Monitoring & Evaluation protocols for the Initiative.	PCNI/ALL PARTNERS												
Implement Strategic Communications on the successes of the Initiative.	PCNI/All Partners												

Initiative Summary (The NE State Medical Facilities Rehabilitation and Standardization)



PARTNERS

- FMOH
- SMOH
- NPHCDA
- SPHCDA
- LGA PHC
- NHIS
- Bill and Melinda Gates Foundation

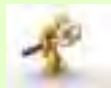


PROJECTS

- Technical development of the initiative parameters.
- Health Facilities and Infrastructure rehabilitation projects.
- Equipment Procurement.
- Negotiation of Implementation/Privatization Partnerships for Management & Maintenance.
- Pilot Standardization implementation project.
- Capacity building on supply chain management

DURATION

24 Months.



PROJECTED IMPACT

- Rapid improvement of the quality and availability of health care services at local level across the region.
- Improvement of medical practice standards and procedures.
- Diffusion of medical capacity, expertise, technology and knowhow.
- Increase in life expectancy and health averages across the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦111,986,000,000

Restricted

The NE State Medical Training Institutions Rehabilitation and Standardisation Programme Description

Next to medical facilities, medical training institutions are the next priorities for rapid improvement of the health sector and transformation of region's service delivery capacity. The North East region has the lowest number of health professionals country-wide. The region's average for those who received delivery from skilled providers is 16% compared to 39% nationally. This Programme is targeted to deliver health care professional to PHCs across all the States.

Under this initiative, PCNI will focus on facilitating the following deliverables:

- Drive government policy to enable the rapid improvement of the existing schools of nursing and midwifery and establishment of 2 (two) more schools in the region so as to increase the quota of indigenous graduates yearly.
- Facilitating the revamping of existing Schools/Colleges of Health Technology, providing them with the capacity for short term courses and rapid training of mid-level healthcare manpower. These colleges are the producers of Community Health Extension Workers, Dental Health Technicians, X-ray Technicians, Pharmacy Technicians, Health Information Technicians and other Bio-Medical Technicians.



On the job training will rapidly improve service delivery, the spectrum of health needs addressed and the quality of medical aid available across the region.

- Facilitating access to global development funds to ensure that adequate resources are available for the education and training of health care personnel to meet Skills gaps in the region. Such capacity building will involve local and international training, with the beneficiaries of international training required to sign bonds for their return.
- Facilitating the training and retraining programs for primary health care workers on a rotation basis across the region.
- Facilitating continuous training for primary health care workers on a rotation basis across the PHCs in the region. PCNI will pursue development of a continuous point based system of professional development for Schools of Health Technology.
- Investigating the accreditation of Schools/Colleges of Health Technology and intervening where possible to fast-track accreditation for these schools.

**Table 19: ACCREDITATION STATUS
 COMMUNITY HEALTH DEPARTMENTS IN THE TRAINING INSTITUTIONS IN THE NORTH EAST ZONE**

S/N	INSTITUTION	STATE	ACCREDITATION STATUS
1	College of Health Technology Michika	Adamawa	Awaiting visitation
2	College of Health Technology, Ningi	Bauchi	Provisional (2years)
3	School of Health Technology, Maiduguri	Borno	Provisional (2years)
4	College of Health Technology, Kaltungo	Gombe	Provisional (2years)
5	College of Health Technology, Takum	Taraba	Full Accreditation (4 years)
6	School of Health Technology, Nguru	Yobe	*Denied accreditation
7	UTH Maiduguri CHOTP	Borno	Provisional (2years)

Source: CHPRB, Abuja [Accreditation was denied to School of Health Technology, Nguru as a result of facility inadequacy, both infrastructure and human resources].

Projected Programme Outcomes

- Rapid improvement and reform of the health sector.
- Increased accountability in health care service delivery.
- Increase in numbers and quality of health care workers in the region.
- Upgrade of the training institutions and enhancement of the curricula to global health standards.
- Improvement in health indices across the region due to improved health infrastructure and delivery of health care services in line with global practices.

Training in areas of medical service delivery with specific workers deficit.



More medical personnel for better medical crisis management and adequate medical services.



Better quality of services and improved Life Expectancy.



Improved medical expertise and upgraded technology and knowledge transfer across the region.



Programme Priority

- The priority for this initiative is high.
- Health indicators across the region remain dangerously critical as the crisis persists. This initiative is a means of ensuring that the knowledge base in the region is updated with global standards of health delivery in crisis situations, while ensuring that the hands on ground are capable of coping with the broad scope of health problems in crisis situation.

Estimated Initiative Costs:

The estimated cost for this initiative is 750 Million Naira.

Programme Development and Delivery Guidelines (The NE State Medical Training Institutions Rehabilitation and Standardisation).

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12 - 24	
The NE State Medical Training Institutions Rehabilitation and Standardisation														
Identify beneficiary institutions for the initiative in each of the six States.	PCNI, State Ministries of Health, FMOH													
Define training needs and requirements specific to the region.	Interested Global Development/ Delivery Partners													
Finalize the partnerships with relevant donor agencies on the rehabilitation and Standardization procurement required for medical training institutions.	PCNI/ FMOH/SMOH													
Develop the standardization framework and finalize implementation partners.	All Partners													
Define a sustainability framework and pact to be co-signed by the Federal and State Governments, the medical institutions and the relevant Delivery Partners.	PCNI/All Partners													
Facilitate import waivers under emergency legislation for all procurement pertaining to the initiative.	PCNI													
Implement Infrastructural rehabilitation of health institutions and training facilities, etc.	Delivery Partners													
Plan and initiate specific standardization equipment procurement programs for the 3 categories of the institutions.	PCNI and other Donor Agencies													
Define a sustainability framework and pact to be signed by the FG and State Governments	PCNI/FMOH/ SMOH													
Define standardization requirements (equipment and training staff standards with the requisite performance management framework)	Delivery Partners													
Implement Monitoring & Evaluation protocols for the Initiative.	PCNI													
Implement Strategic Communications on the successes of the Initiative.	PCNI													

Initiative Summary (The NE State Medical Training Institutions Rehabilitation and Standardisation)



PARTNERS

- Global Development Partners
- SMOH
- FMOH
- NHIS

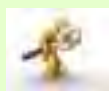


PROJECTS

- Technical development of the initiative parameters.
- Infrastructure rehabilitation projects.
- Equipment & Staffing Procurement.
- Negotiation of Implementation/Privatization Partnerships for Management & Maintenance.
- Pilot Standardization implementation project.

DURATION

12 Months.



PROJECTED IMPACT

- Rapid improvement and reform of the health sector.
- Increased classification of personnel roles and work delivery.
- Improvement of availability as well as expertise of medical staff.
- Reinforcement of strong performance and discouragement of poor performance.
- Enhancement of the medical facilities work environment, including both the physical environment including safety, standard and availability of proper treatment and management of health incidents
- General improvement of life expectancy and reduction of mortality rates due to lack of or inadequate medical treatment across the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦750,000,000

The Regional Intensive Care Training Institute

Programme Description

The insurgency has created high intensive care health needs for specialized treatment cases as a result of incessant violent attacks on communities across the region. The lessons learned from the current crisis in the region include a heightened awareness of the need to build the capacity required to cope with medical emergencies and large trauma cases across the region. This Programme is therefore designed to ensure that such capacity is embedded in the medical human resources sector. The initiative focuses on the provision of a rapid human resource Programme to train existent medical care workers as specialized high level care delivery staff such as Intensive Care Unit Nurses, Emergency First Responders and Paramedics.

In general, Critical/Intensive Care is the most expensive, technologically advanced and resource-intensive area of health care, as it is a relatively new but increasingly important medical specialty. In the United States, the specialty requires additional fellowship training for physicians having completed their primary residency training in internal medicine, paediatrics, anaesthesiology, surgery or emergency medicine.

This Programme will leverage on strategic assets like the high number of medical staff from other medical professions in the region such as such as Pharmaceutics, Dieticians, Dentists, Physiologists, as well as the cadres such as CHEWS, Nurses, Midwives, as well as existing medical facilities such as the University of Maiduguri (UNIMAID) Teaching Hospital, which was ranked very high by Nigerian Universities Commission for the provision of training to qualify as Intensive Care Personnel like Respiratory Therapists, Surgeons, Intensivist Nurses and Paramedics.

- The Programme proposes to facilitate the establishment of an Institute hosted by the UNIMAID Teaching Hospital to provide intensive care training programs structured in curricula of three months.
- It is anticipated that the curricula will be complemented by foreign exchange training scholarships for graduating students who demonstrate exceptional aptitude and skills.
- This Training Institute Programme once operative will solicit partnerships with International Health Care Development agencies such as the Nigerian Red Cross, the World Health Organization, Doctors Without Borders to input technical support, develop implementation strategies and a Monitoring & Evaluation framework, in addition to collaborating with the Federal Government end users (NEMA, FRSC, FAAN, Teaching Hospitals) for the purpose of employing these youths upon their successful graduation. As a change model the graduates will in turn enable a medical first responder capacity up-build country-wide.
- The Programme is expected to run for 2 years.

Projected Programme Outcomes:

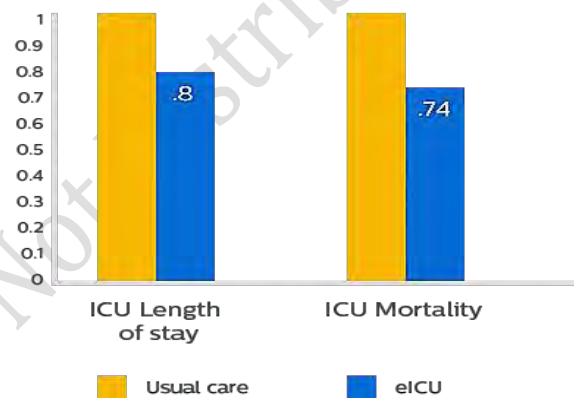
- Better patient outcomes for critical life threatening trauma cases.
- Improved expertise in trauma care delivery.
- Higher victim survival rates.
- Reduced complications from lack of emergency retrieval care.



Figure 31: ICU Monitoring and Scoring System

Rooms	ICU Mortality	Hospital Mortality
0	2%	3%
1-4	12%	7%
5-8	35%	18%
9-12	55%	55%
13-16	80%	78%
17-20	75%	82%
21-24	100%	100%

Figure 32: General ICU Outcomes Measurement Systems
 ICU outcomes



Programme Priority

The priority for this Programme is high.

Critical/Intensive Care capacity for emergency medical services and trauma care are highly required in the region.

Estimated Initiative Costs

- PCNI currently anticipates an initial training facility set up cost of 100 Million Naira to be provided by the Federal Ministry of Health and the Federal Government.
- PCNI estimates an administrative cost (for staffing, training and maintenance) annual cost of 500 Million Naira per annum.
- PCNI also estimates a Programme management, administration, Monitoring & Evaluation implementation cost of 100 Million Naira per annum.
- This brings the total budget for this Programme to 700 Million Naira for the first year and 600 Million Naira in the second year for a total cost of 1.3 Billion Naira in 2 years.

Programme Development and Delivery Guidelines (The Regional Intensive Care Training Institute)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Regional Intensive Care Training Institute													
Identify the Key driver for the initiative, a consultant that will transit to the institutes first chief executive.	PCNI												
Articulate the partnerships and collaborations with local NGOs, Local Government Authorities and States participating for training staff and design of the training models.	PCNI/All Partners												
Define infrastructural and equipment requirement for the institute.	PCNI, SMOH, FMOH												
Issue infrastructure and equipment procurement contracts	PCNI, FMOH, SMOH, Initiative Consultant												
Define curricula and faculty requirement	Initiative Consultant, PCNI												
Facilitate institute accreditation and commence faculty recruitment	PCNI, Interim Faculty, Initiative Consultant												
Identify international partner institutions that will provide technical expertise, share knowledge and accept exchange students as well as faculty on sabbatical	PCNI, Initiative Consultant												
Develop admissions framework and call for applications	PCNI, Interim Faculty, Initiative Consultant												
Implement M&E protocols	PCNI												

Initiative Summary (Regional Intensive Care Training Institute)



PARTNERS

- UNIMAID Teaching Hospital.
- FMOH.
- SMOH.
- Global Development Partners.
- Local/International Medical NGOs.

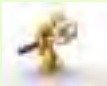


PROJECTS

- Development of the curricula, faculty requirement and operational frameworks.
- Infrastructure and equipment procurement for the facility.
- Facilitation of Institutional accreditation.
- Solicitation of technical expertise.
- Sourcing exchange students.
- Development of admissions framework.
- Development of M&E protocols.

DURATION

2 years



PROJECTED IMPACT

- Better patient outcomes for critical life threatening trauma cases.
- Improved expertise in trauma care delivery
- Higher victim survival rates
- Reduced complications from lack of emergency retrieval care.



PRIORITY

High Priority



TOTAL BUDGET

₦1,300,000,000

Restricted

The Establishment of Level One States Trauma Centre

Programme Description

The insurgency has resulted in the death of an estimated 20,000 persons, with several others injured. Immediate expert medical attention, available trauma management equipment, barrier nursing, and shock control are critical determinants to survival in trauma response management. Trauma has significant impacts on socio-economic development, and social cohesion. It can lead to potential cycle of violence. Developmentally, trauma impacts health, wellbeing, employability at the individual level, and the likelihood of future violence at the community level. This Programme is therefore designed to facilitate the establishment of an A Level Regional Trauma Centre designated or created this purpose in the region. The Programme also seeks to establish referral mechanisms for the population affected by trauma. The Centre will be modelled after the National Hospital Abuja Trauma Centre.

The States Trauma Centers will certainly enhance healthcare delivery in this area of special needs especially in view of the degree of physical violence the region has experienced with the insurgency crisis. The facilities will be equipped with A Status Intensive Care equipment and a 60 - bed capacity to provide comprehensive emergency medical services to patients suffering from traumatic injuries and violent accidents; a radiology unit with full body low dose x-ray, 3 operating theatres.

This Programme will also include components for the upgrade of Intensive Care and Accident & Emergency units of an indicated hospital in each State of the region. These will also be operated as Level One Trauma Centers, a full-fledged hospital within a hospital with all the facility required to manage all cases of injuries at the same place.

This initiative is one of many projects in the strategic national plan to establish within the region, the capacity to handle all forms of trauma and medical emergencies.

- The value to be added by PCNI is the incorporation of a two pronged approach which will ensure that medical professional human resource development for the centre must go along with the provision of infrastructure and equipment.
- PCNI is prepared to work with Doctors without Borders or any other International Medical Aid Organizations to structure partnerships that will input technical and professional support, develop implementation strategies and a Monitoring & Evaluation framework.

Projected Programme Outcomes

- Better Medical emergency and first responder services coverage across the region.
- Strengthen existing health system capacity to respond to health emergencies to foster early recovery and resilience.
- Improved patient outcomes for critical/life threatening trauma cases.
- Improved expertise in trauma care delivery.
- Higher victim survival rates.
- Reduced complications from lack of emergency retrieval care.

Programme Priority

The priority for this initiative must as a necessity be high.

Estimated Initiative Costs

The estimated cost of 999 Million Naira for the setup of the centre will be provided by the Federal Ministry of Health (390 Million Naira) and each of the regional States (100 Million Naira each). PCNI also anticipates a 100 Million Naira grant from donor agencies for Programme management and administration. The total Programme budget is therefore 1 Billion Naira.

Programme Development and Delivery Guidelines (The States Trauma Centre)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 - 24
The States Trauma Centre													
Articulate the partnerships and collaborations with authorities and States participating.	All Partners												
Establish an implementation team for each State comprising of key State Ministry of Health officials, Federal Ministry of Health representatives, PCNI and international Medical Aid Organizations and Development Partners.	PCNI/All Partners												
Define the infrastructural and equipment requirements for each Trauma Centre.	PCNI/Medical Aid Partners												
Issue procurement contracts for the Trauma Centre facilities and equipment.	PCNI/FMOH/SMOH												
Establish human resource requirements.	PCNI / Medical Aid Partners												
Develop recruitment framework and technical assistance frameworks.	PCNI/SMOH/Medical Aid Partners												
Recruit critical Trauma Centre personnel.	PCNI/SMOH/Medical Aid Partners												
Commission each Centre.	PCNI/STATES												
Develop and implement Management & Maintenance/ Monitoring and Evaluations protocols	PCNI/All Partners												

Initiative Summary (The States Trauma Centers)



PARTNERS

- FMOH.
- SMOH.
- Global Development Partners.
- Local/International Medical NGOs.

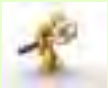


PROJECTS

- Establish an implementation team for each State
- the infrastructural and equipment requirements
- procurement contracts for the Trauma Centre facilities and equipment
- Establish human resource requirements
- Develop recruitment framework and technical assistance frameworks.
- Recruit
- Trauma Centre personnel
- Commission each Centre

DURATION

2 Years.



PROJECTED IMPACT

- Better Medical emergency and first responder services coverage across the region.
- Improved patient outcomes for critical/life threatening trauma cases.
- Improved expertise in trauma care delivery.
- Higher victim survival rates.
- Reduced complications from lack of emergency retrieval care.



PRIORITY

High Priority.



TOTAL BUDGET

₦ 1,090,000,000

Restricted:

The North East Medical Staff Attraction and Retention Initiative

Programme Description:

The prominent actors in the health sector of the region have reported that the major and most urgent need is for the provision of health sector human resources and manpower. According to the World Health Organization, approximately one half of the world's population live in rural areas but these areas are served by only 38% of the total nursing workforce and by less than 25% of the total physicians' workforce. The statistics are even more skewed in the North East region.

Attracting and retaining qualified personnel is a major problem. Acute staff shortages can only be overcome with the identification and training of existing health workers as before the implementation the upgrade of the training institutions plan to increase training capacity in the affected States, as well as a substantial increase in the funds devoted to personnel expenditure. For the most part, existing CHEWs in the PHCs are unqualified for the provision of some aspects of facility-based care, but need to take responsibility for PHC services of certain sophistication. Training will be necessary to deal with these identified issues. State-based institutions will be empowered to develop fast-track training with pilot implementation. Improving the functionality and accountability of LGAs is also crucial.

The chronic low HRH availability can be addressed through the improving the benefit packages and salary adjustments of existing health workers. World Bank recently partnered with some organisations in the country; National Primary Health Care Development Agency (NPHCDA) as its most important stakeholder for studies into incentives and solutions for the attraction and retention of qualified health workers in the region. PCNI will facilitate development of a sustainable and cost effective non-financial performance reward system for primary health care workers in the North East. Adamawa State government in conjunction with the National Primary Health care Development Agency (NPHCDA) and World Bank has piloted a performance based financial system for PHCs in the State. PCNI will key into plans to expand the World Bank PBF system of payment for PHC health workers in addition to other incentives in the other North East States.

In identifying the health workforce needs as well as the direction for satisfying these needs, PCNI has negotiated partnerships with current stakeholders and active organizations in the region, for implementation of this initiative. The NPHCDA, health workers training institutions and regulatory bodies are the most important stakeholders as this initiative particularly targets Primary Health Care Centres/facilities across the six States.

Established Implementation Parameters

- Under this initiative, PCNI will pursue a well-defined strategic liaison with the National Primary Health Care Agency to facilitate the attraction and retention of the following cadres of health workers as urgently needed in all Primary Health Care Facilities across the region:
 - ✓ Nurses/Midwives.
 - ✓ CHEWs (Community Health Extension Workers).
 - ✓ Health Assistants.
 - ✓ Doctors and other Specialists (on consultancy basis).
 - ✓ Engaging retired health workers and professionals to close the resource gap in some communities. PCNI will liaise with NMCN, CHRPB, SPHCDA and MoLGA to retrieve data/

numbers/information on retired Midwives and health workers in their respective domains.

- ✓ Establish a system where specific number of women from each LGA is produced to be trained by the NMCN, CHPRB. This initiative will run for the first three years for sustainability and thereafter reviewed.
- PCNI will also target specific health partners to develop the plan and system for identifying the most successful, efficient incentive and attraction Programme to be deployed. The focal points for delivery of such incentives for attraction and retention of health personnel will be:
 - ✓ Accommodation: PCNI will provide as part of infrastructure sector.
 - ✓ Educational incentives: Health workers' children will benefit from the PCNI package for teachers' children.
 - ✓ Financial incentives: Salary upgrade: 150% of current remuneration.
 - ✓ Special allowance: e.g. Hazard allowance/ rural posting allowance: 120% of the current remuneration.
 - ✓ Transport allowance: 100% of current remuneration.
 - ✓ Life insurance: To be determined by PENCOM.
 - ✓ Non-financial incentives: performance recognition.
 - ✓ Regulatory incentives: Other incentives as approved by government from time to time.
 - ✓ Annual Leave (3weeks to spread it out as desired) in addition to any other officially recognized leave.
 - ✓ Continuing professional development and support interventions: Continuous capacity building in liaison with health training institutions.
 - ✓ Integrated Supportive Supervision: PCNI will liaise with SPHCDB and PHC Coordinators to develop monitoring and supervision plans, PCNI will provide Hilux vehicles equipped with GPS trackers for each State to support supervision.
- PCNI will then adopt recruitment process designed by partnerships with current field players in health, stipulate the delivery mechanism for these incentives and create a formal, legal and professional framework for registering the health workers targeted in this program; ensure their compliance/actual return to the region and documenting the duration of their remain as well as reporting structure.
- The ultimate goal of this initiative is to guarantee a minimum of 40 work hours per week per medical health personnel in the usual medical workers shift system.
- In facilitating the implementation of this initiative, PCNI will focus primarily on:
 - ✓ The National Youth Service Corps: Liaise with NYSC for posting to the LGAs; PCNI will pay additional 50% of NYSC allowance as incentives.
 - ✓ Senior local and international Specialist Doctors, Consultants and Professors of Medicine to attend sabbatical programs in the Primary Health Care facilities. PCNI will work with different professional bodies (e.g. SOGON) to facilitate rural posting of senior doctors.
- PCNI will also:

- ✓ Liaise directly with the States individually for tracking and identifying active State and local Government health workers still within the region to enrol them for this attraction and retention program.
 - ✓ Liaise with Nursing and Midwifery Council of Nigeria for the database of nurses and midwives within the region as well as their training institutions for easy recruitment.
 - ✓ Liaise with the Community Health Practitioners and Registration Board for the database of CHEWs and JCHEWs within the region.
 - ✓ Connect with the SureP Maternal Health Workers Programme for trainees and participants in this Community Extension Workers Training Program/Village Health Workers Program.
 - ✓ Run nationwide as well as local adverts to target medical health professionals publicize the attracting incentives as well as the developments in communities where medical staff need to be retained.
 - ✓ Determine adequacy and attractiveness of remuneration offered to medical staff registered under this Programme based on the already existing programs in the country such as the MSS (Midwifery Service Scheme), SURE-P MCH (Subsidy Reinvestment Empowerment Programme Maternal and Child Health component).
 - ✓ Solicit for waivers of all restrictive State quota and discriminatory limitations on the attraction and retention of workers under this program.
- In further development of the initiative, PCNI has identified currently recommended payment modules as Stated below, which are slightly higher than the normal medical workers programs owing to the peculiarities existent in this region. PCNI is currently investigating possibilities for increment and will solicit for funds to review such payments upwards to make it more attractive for health workers. The plan is for PCNI to source for funds to support this Programme annually for 3 years after which the States will take ownership.
 - ✓ Nurses/Midwives..... ₦80, 000
 - ✓ CHEWs..... ₦50, 000
 - ✓ Health Assistants..... ₦30, 000
 - ✓ Doctors/Specialists.....To be negotiated
 - PCNI will create the framework for developing a comprehensive attraction and retention plan and system.
 - PCNI will solicit fund and facilitate the development of stakeholder engagements and partnerships to develop the plan and funding requirements/shortfalls.
 - PCNI will provide support funding for implementation of the attraction and retention incentives and systems.
 - PCNI will provide monitoring and evaluation expertise for the implementation of this initiative.

Projected Programme Outcomes:

- Rapid improvement of the shortages of health workers in remote and rural areas.
- Expanded knowledge base in health service delivery and health workforce or health system performance.

- Improvement of the quality of health services, thus improving population health outcomes in the long term.
- Development of certain competencies of health workers.
- Improved job satisfaction and improved quality of care available.
- Reduced referrals and medical complications also reduced awaiting treatment times.
- Reinforcement of strong performance and discouragement of poor performance.

Table 20: WHO Study on Impact of Staff Attraction Programmes

EXCERPTS FROM A WORLD HEALTH ORGANIZATION STUDY ON THE IMPACT OF MEDICAL STAFF ATTRACTION AND RETENTION INTERVENTIONS (2008)		
Indicator	Category and type of Intervention	Results reported.
Improved competencies	Education Continuing medical Education	94% agree or strongly agree that access to CME programs contributes to their confidence in practicing in rural and/or remote locations.
	Regulatory Compulsory service	Most doctors felt they improved their competencies in the areas of making independent decisions, gaining confidence, and learning of new skills.
	Regulatory Compulsory service	94% of respondents agreed that their compulsory rural service year was rewarding, both personally and professionally.
Improved job satisfaction	Regulatory Bonding scheme	A greater %age of the obligated respondents (98% versus 85%) agreed that their clinical work was personally rewarding.
	Financial incentives Financial incentives	The proportion of doctors, pharmacists and dentists moderately or highly motivated increased from 79% in 2005 to 88% in 2008.
	Personal and Professional support.	There was satisfaction among the GPs who received the rural incentive.
	Professional support Schemes	Increased contact and interconnectedness with other GPs; increased morale through more opportunities to discuss professional and personal issues with other GPs and a reduction in rural distress reported.

Source: World Health Organization (2014)

Estimated Initiative Costs

PCNI currently projects the budget for this initiative at 1.8 Billion Naira, estimated at 300 Million Naira per State per year.

This brings the total for this initiative to an estimated 5.4 Billion Naira for 3 years.

Programme Development and Delivery Guidelines (The Medical Staff Attraction and Retention Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Medical Staff Attraction and Retention Initiative													
Identify the incentives most likely to attract health workers, doctors and retired medical personnel, stipulate the delivery mechanism for these incentives and create a formal legal/professional framework for registering the health workers targeted in this program	PCNI/FMOH/NPHCD A/WORLD BANK												
Assess the short, medium and long term staffing gap of the region in terms of health workers & Medical staff	PCNI, /FMOH/ NPHCDA												
Develop the recruitment plan in line with the short, medium and long term goals	PCNI/FMOH/ NPHCDA												
Procure a HR IT platform for tracking and performance management of all staff employed under this programme	PCNI/FMOH/ NPHCDA												
Liaise with Nursing and Midwifery Council of Nigeria for the database of nurses and midwives within the region as well as their training institutions for easy recruitment.	PCNI/FMOH/Nursing And Midwifery Council Of Nigeria												
Liaise with the Community Health Practitioners and Registration Board for the database of CHEWs and JCHEWs within the region	PCNI/FMOH/Commu nity Health Practitioners And Registration Board												
Carry out recruitment plan	NPHCDA												
Implement M&E protocols	PCNI/All Partners												

Initiative Summary (Medical Staff Attraction and Retention Initiative)



PARTNERS

- National Primary Health Care Development Agency
- States Primary Health Care Development Agencies/Boards
- Community Health Practitioners And Registration Board
- Nursing and Mid-Wifery Council of Nigeria.
- Doctors without Borders
- WHO
- Medical & Dental Council of Nigeria
- NMN
- Federal Ministry of Health.
- World Bank

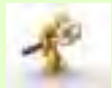


PROJECTS

Health Workers Attraction and Retention Initiative.

DURATION

3 years.



PROJECTED IMPACT

- Rapid up-scaling of rural medical facilities and increased high capacity of workers.
- Rapid improvement of the shortages of health workers in remote and rural areas.
- Expanded knowledge base in health service delivery and health workforce or health system performance.
- Improvement of the quality of health services, thus improving population health outcomes in the long term.
- Development of certain competencies of health workers
- Improved job satisfaction and improved quality of care available
- Reduced referrals and medical complications also reduced awaiting treatment times.
- Review and removal of restrictive and discriminatory staff policies rampant in the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦5,400,000,000

The North East Community Extension Workers (CHEWs) & Village Health Care Workers Training

Programme Description:

Community Health Extension Workers (CHEWs) are community-based health workers who provide a broad range of care aimed towards improving utilization of maternal health services in their host communities. They work in rural and medically underserved areas, where they see and treat patients and provide a range of community health services.

Village Health Workers (VHWs) are local, indigenous care-givers who serve as frontline health care providers to work with Primary Health Care Facilities in maternal and child health, which is the major content focus. Village Health Worker are indigenous to every community in which they are employed-ethnically, linguistically, socio-economically, and experientially connected to the community in which they work. This is an advantage which can be cultivated through training of such native care-givers to ensure greater acceptability of modern medical and health services especially in very rural areas.

In February 2014, the Millennium Development Goals (MDGs) and the Subsidy Re-investment and Empowerment Programme (SURE-P) launched a campaign to deploy a target of 154,800 VHWs for national saturation before December 2015. This Programme is to be implanted in conjunction with the National Primary Health Care Development Agency (NPHCDA).

SURE-P between 2012 and 2014 developed a Programme targeted towards broadening access and coverage of health services in remote areas through informal training and the focusing of collaborative attention on native care – givers to qualify them as Village Health Workers whose primary role is collaboration with the Community Extension Workers and referral of critical cases to the Primary Health Care Centers to ensure that proper treatment is delivered. This Programme registered success across the communities targeted and reports a current total of 1,029 Village Health Workers registered across the six States, and to date they undertake collaborative and corroborative instructions of their local clientele that lead to improved health outcomes, especially, but not exclusively, in the field of maternal and child health.

While the training of Village Health Workers targeted under this initiative remains largely informal due to the typically advanced age and State of illiteracy of such native care givers, the focus for training of CHEWs is more advanced, regulatory and certifiable.

Under this initiative PCNI focuses on facilitating and supporting training programs developed by its core health sector partners to improve the level and quality of the training deployed to CHEWs as well as for up-scaling of the level of cooperation and collaboration between the Primary Health Care Facilities and native care givers. The primary goal of this initiative is the expansion of community engagement to ensure better formal care in rural areas. Under the Village Health Care Workers training Programme PCNI will solicit for community volunteers already established in native care to receive training and support to educate their local communities about disease prevention and maintaining good health.

The PCNI Village Health Workers will also be trained in specialized tasks such as providing sexually transmitted disease counseling, directly observed therapy for disease control, or to act as trained birth attendants. Others depending on capabilities will receive training to work on specific programs performing limited medical evaluations and treatment, and to recognize

more serious health conditions and immediately refer these cases to the local Primary Health Care center. With such empowerment, monitoring, supervision and support, native care givers have been shown to achieve outcomes far better than baseline across Africa. This is crucial in the region because many communities are disengaged from the formal health system. Village Health Workers are unable to emigrate because they do not have nationally recognized qualifications. These, combined with strong community ties, tend to result in retention at the community level and thereby results in the establishment of minimum standard of health care delivery at very local levels.

Under the CHEWs training programs PCNI will focus on sourcing support funding and training partnerships to deliver enhanced improvement courses to Primary Health Care Centre staff. The value added to this Programme is the delivery of certificates for such training to improve technical knowledge and the advancement of quality primary health care. There is critical need to develop the capacities of health workers at the PHCs to be able to provide psychosocial care services to the populace. It remains important to strengthen the capacities of these primary health care institutions to respond and provide effective mental health and psychosocial support such as training of trainers, supervision and monitoring of services for quality control.



Projected Programme Outcomes

- ✓ Effective grassroots activism to successfully address the underlying root causes of illness, disease, lack of education and other social issues.
- ✓ Village Health Workers inspire real change in communities particularly with improved access to health care.
- ✓ Improved life enrichment, value, appreciation, quality and relevance for native care-givers within the community.
- ✓ Enhanced social rehabilitation and national cohesiveness whereby the benefits of modern health care are brought to the lowest levels of native awareness in the region through the Government's visible and thus appreciated efforts.

- ✓ **Village Health Workers are unable to emigrate because they do not have nationally recognized qualifications.**
- ✓ **This, combined with strong community ties, tends to result in retention at the community level and thereby results in the establishment of minimum standard of health care delivery at very local levels.**

Programme Priority:

The priority for this initiative is high.

Estimated Initiative Costs:

Estimated cost of this Programme is



700 Million Naira. The Training of 1000 CHEWs is currently estimated at 300 Million Naira, while recruitment costs are currently estimated at 400 Million Naira. This is a total budget of 1.4 Billion Naira for 2 years.

Programme Development and Delivery Guidelines (The North East Community Extension Workers (CHEWs) and Village Health Care Workers Training)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
The Community Extension Workers (CHEWs) & Village Health Care Workers Training													
Identify the incentives most likely to attract health workers, doctors and retired medical personnel, stipulate the delivery mechanism for these incentives and create a formal legal/professional framework for registering the health workers targeted in this program	PCNI												
Assess the short, medium and long term staffing gap of the region in terms of health workers & Medical staff	PCNI, NPHCDA												
Develop the recruitment plan in line with the short, medium and long term goals	PCNI/NPHCDA												
Procure a HR IT platform for tracking and performance management of all staff employed under this programme	PCNI/NPHCDA												
Liaise with Nursing and Midwifery Council of Nigeria for the database of nurses and midwives within the region as well as their training institutions for easy recruitment.	PCNI, Nursing And Midwifery Council Of Nigeria												
Liaise with the Community Health Practitioners and Registration Board for the database of CHEWs and JCHEWs within the region	PCNI, Community Health Practitioners And Registration Board												
Liaise with the National Association of Psychiatrists, National Association of Psychologists for developing psychosocial care training protocols for CHEWs	PCNI, National Association of Psychiatrists, National Association of Psychologists												

Initiative Summary (The North East Community Extension Workers (CHEWs) and Village Health Care Workers Training)



PARTNERS

- National Primary Health Care Development Agency
- States Primary Health Care Development Agencies/Boards
- Community Health Practitioners And Registration Board
- Nursing and Mid-Wifery Council of Nigeria.
- Doctors without Borders
- WHO
- Medical & Dentist Council of Nigeria
- NMN
- Federal & States Ministry of Health.

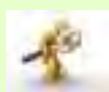


PROJECTS

- Targeting of Local and International NGO partners.
- Targeting and training of CHEWS and VHWS.
- Community Health Awareness and Sensitization Programs.

DURATION

2 years.



PROJECTED IMPACT

- Rapid up-scaling of rural medical facilities and increased high capacity of workers.
- Rapid improvement of the shortages of health workers in remote and rural areas.
- Expanded knowledge base in health service delivery and health workforce or health system performance.
- Improvement of the quality of health services, thus improving population health outcomes in the long term.
- Development of certain competencies of health workers
- Improved job satisfaction and improved quality of care available
- Reduced referrals and medical complications also reduced awaiting treatment times.
- Review and removal of restrictive and discriminatory staff policies rampant in the region.



PRIORITY

High Priority.



TOTAL BUDGET

₦1,400,000,000

The Low Cost High Impact Interventions

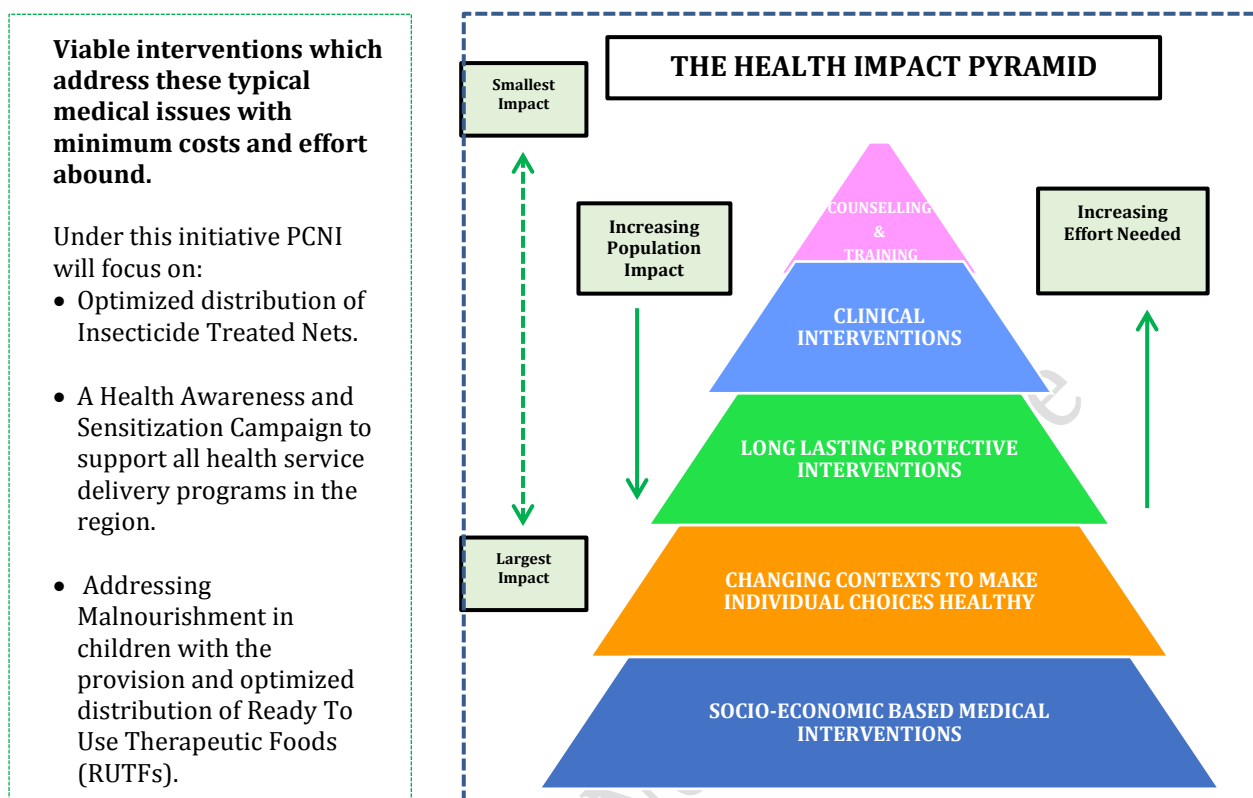
Programme Description

The Federal Ministry of Health 2008 estimates indicate that twenty-three million Northern Nigerians are at risk for at least one Neglected Tropical Diseases (NTDs). The North also has the highest infant mortality rate in the country -125 per 1000 live births and only 8% immunization cover which is grossly below the national average. The NEESG Inception Report states that the region records the highest percentage of population that reported a distance exceeding 120 minutes to a healthcare facility. Another major health problem in the region is malnutrition. Malnutrition is one of the humanitarian challenges being experienced in the North East.

To comprehensively and rapidly address these raging problems with high impact interventions, PCNI will target:

- Malnourished children with a Special Nutrition Intervention Programme in liaison with the FMOH, UNICEF, FAO, Red Cross and other relevant partners to administer Ready To Use Therapeutic Foods (RTUTF) across all health care delivery platforms, leveraging on the already deployed capacities and the PHCs Standard Health Care Systems. PCNI will facilitate the provision of RUTFs to all malnourished children targeted in IDP households under its Immediate Comprehensive Relief and Social Stabilization Programme [Chapters 1 and 2]. The UNICEF price quotation for RUTFs currently budgets about 50 Euros (1250 Thousand Naira) per carton containing 150 sachets. PCNI will liaise with UNICEF and UNFAO to determine the actual quantities of RUTF required delivering a comprehensive coverage of all malnourished children targeted by PCNI. PCNI will also solicit and facilitate embedding malnourishment treatment with RUTFs for the next 2 years in all Primary Health Care Centres standardized across the region through the PCNI Health Care Services Reform programs to be delivered under this plan for the sector.
- Communicable diseases, including HIV/AIDS, by resuming ART treatment to those receiving it before the crisis, testing and treatment for pregnant women.
- Malaria, tuberculosis, food and water borne diseases, other respiratory tract infections, by leveraging on the Federal Government National Malaria Control Program, a coordinated plan for the distribution of Long Lasting Insecticide Treated Nets donated by international agencies. These nets if well used protect users from mosquitos as well as tsetse flies. The NEESG Inception report mentioned the eradication of tsetse fly as a priority in the region for the protection of humans and cattle. PCNI will further support this objective by leverage its humanitarian aid distribution frameworks and partnerships to optimise existing distributions of these life-saving nets at minimal additional administrative costs. To accomplish this PCNI will negotiate and facilitate an expanded distribution network through its collaborative partnerships with the principal actors in this high impact field.
- Referral care, including emergency obstetric care, by facilitating the design and launch of a Health Awareness and Sensitization Campaigns designed as a strategic communications tool to support all health service deliveries for 2 years, and thereby increase efficacy of care and referral pathways.
- Vulnerable school children with a School Health programme for mass deworming, hand washing and other hygienic practices.

Figure 33: Community Health Development Health Impact Pyramid



Projected Programme Outcomes

- Cost effectiveness for the provision of healthcare for the relatively low income individuals in the region.
- Improved general health indicators across the region thereby releasing resources that could be used to cover more people, more services and/or more of the impact.
- Strategic avoidance of more expensive options to cover the ground that could be covered through higher impact Programme and achieving the fullest potential overall health impact. A recent study by the PricewaterhouseCoopers' Health Research Institute estimated that more than half of the US\$ 2 trillion-plus that the United States of America spends on health each year is wasted by failure to cover the gap between what is achieved and what could potentially be achieved with the same resources.
- Improved general health indicators across the region thereby releasing resources that could be used to cover more people, more services and/or more of the impact.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs:

- PCNI currently estimates 200 Million Naira per year for the facilitation and support of the targeted intervention activities under this initiative.
- For the Health Awareness and Sensitization Campaign, a Programme design, development and implementation budget of 60 Million Naira is estimated at 10 Million Naira per State, allotted to mass media and strategic communications exercises within each State.

- Additional administrative costs for expansion and greater coverage of distribution networks are currently estimated at 10%, which is 26 Million Naira.
- This brings the total estimated budget for this initiative to 286 Million Naira per year
- The High Impact Intervention Programme will be implemented for 2 years at a grand total of 572 Million.

Programme Development and Delivery Guidelines (The Low Cost High Impact Interventions).

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 - 24
Low Cost High Impact Intervention Program													
Liaise with the Programme coordinators of the National Malaria Control Program, in order to identify bottlenecks and constraints to the Programme	PCNI, National Malaria Control Program, FMOH, SMOH.												
Identify key stakeholders and develop engagement plans	PCNI, All Partners												
Develop a distribution plan with the aim of providing support in removing obstacles and facilitating a faster, broader and more efficient execution of distributions for both nets and RUTFs	PCNI, HCT/National Malaria Control Program												
Delineate set goals and objectives for the Health Awareness and Sensitization Programme in the region.	PCNI, Delivery Partners												
Implement interventions	PCNI, All Partners												
Design a grant Programme that will incentivize Agricultural departments in selected institutions to collaborate with Nutrition Delivery Experts & Interested Partners to provide an innovative, integrated supply of RUTFs for provisions against malnourishment via the Agricultural value chain in the North East	PCNI, All Interested Partners												
Solicit support funding & Global Partnerships.	PCNI												
Deploy Administrative, Accountability, Strategic Communications & Monitoring & Evaluations frameworks.	PCNI												

Initiative Summary (Low Cost High Impact Interventions)



PARTNERS

- National Malaria Control Program
- Private Sector Contributors
- FMOH
- SMOH
- Local & International Medical NGOS
- Global Development Partners

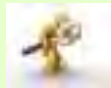


PROJECTS

- National Malaria Control Programme Insecticide Treated Nets distribution frameworks/exercises.
- RUTFs targeting and distribution frameworks/exercises
- Health Awareness & Sensitization Campaign frameworks/exercises.

DURATION

2 years.



PROJECTED IMPACT

- Enhanced averting of the burden of disease and the costs of purchasing health
- Cost effectiveness for the provision of health on the relatively low income of individuals
- Improved general health indicators across the region
- Strategic avoidance of more expensive options
- achieving the fullest potential overall health impact



PRIORITY

High Priority.



TOTAL BUDGET

₦572,000,000

State Specific Diseases Interventions

Programme Description

The Federal Ministry of Health has identified the endemic nature of certain chronic diseases in the region. According to estimates made by the World Health Organization (WHO), about 55 million people died worldwide in 2011, two thirds of this group from non-communicable diseases, including cancer, diabetes, and chronic cardiovascular and lung diseases. This is an increase from the year 2000, during which only 60% of deaths were attributed to these category of diseases.

Globally, disease specific intervention programs are now being developed for the respective regions. The focus is on preventive healthcare with emphasis on quick and effective responses, given the worldwide rise in prevalence of chronic diseases and deaths from these diseases.

Although chronic diseases are among the most common and costly health problems, they are also among the most preventable and most can be effectively controlled.

- PCNI will support to the different State Ministries of Health across the region by facilitating efforts to remove obstacles in the path standard treatment of diseases that are chronic to each State. This will ensure a faster, broader and more efficient execution of prevention mechanisms and frameworks thus identified by States.
- PCNI will work with the different State ministry of health across the region to identify prevalent chronic diseases in their States and the areas of intervention needed.
- PCNI will facilitate grants, promote wide spread adoption of preventive measures and exposure of local health care givers to global best practice in management of identified diseases.
- PCNI will also develop other frameworks that qualify especially difficult State specific cases to access support funding or special assistance such as high level research or deployment of the relevant capacity to the qualifying State.
- Ultimately, specific needs identified will be specifically targeted through the standardized health services bouquet delivered in each State.
- PCNI will focus on facilitating the application of globally developed and proven medical approaches to the treatment of chronic endemic diseases in their States and the areas of intervention needed, such as an Integrated Health Care Delivery Network.
- Below are the essential attributes of such delivery systems as PCNI will seek to facilitate in each State based on the parameters of each proposal.

Projected Programme Outcomes:

- Improved life expectancy in each State
- Increased productivity across the population.
- Improved health indicators across the region.
- Development of individual State capacity in addressing its specific issues.
- Lower cost of deploying health services in the areas of special difficulty over the long term.

Programme Priority

The priority for this initiative is medium.

Figure 34: An Integrated Primary Health Care Delivery System for the North East
 Integrated Healthcare Delivery Network will facilitate grants, promote wide spread adoption of preventive measures and exposure of local health care givers to global best practice in management of identified diseases.

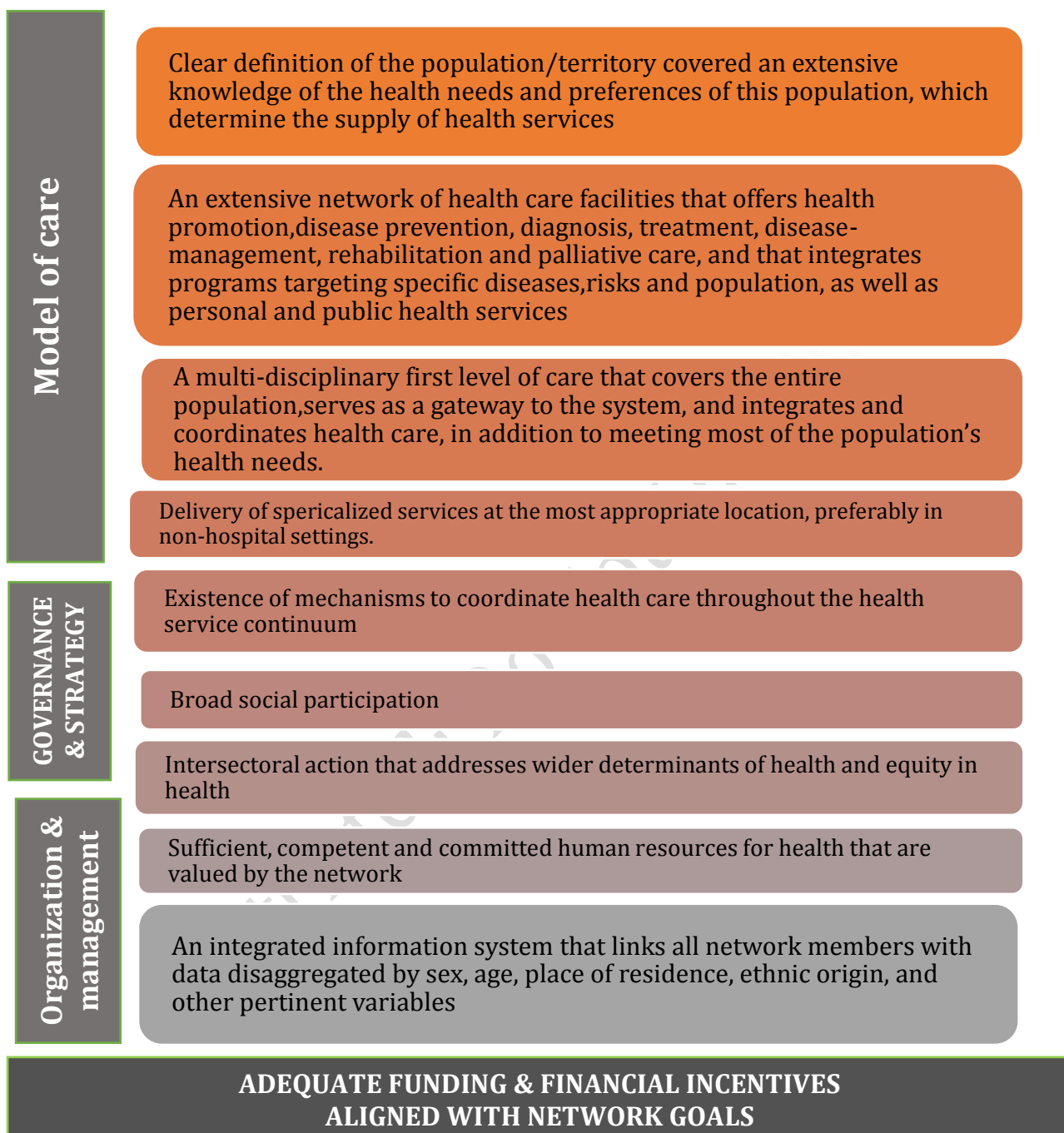
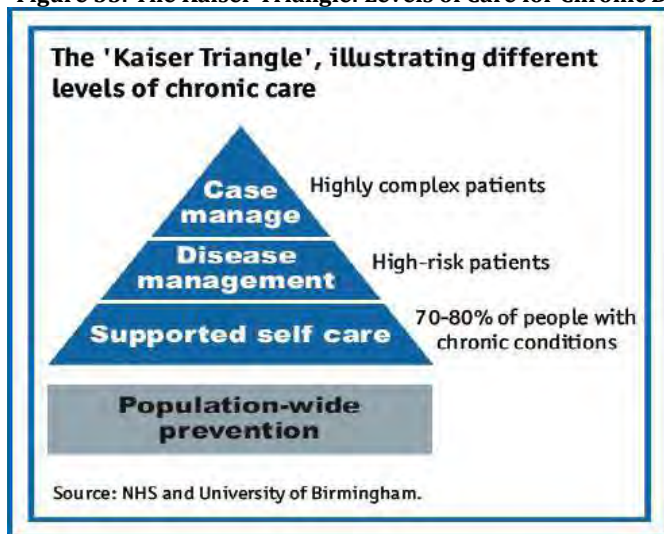
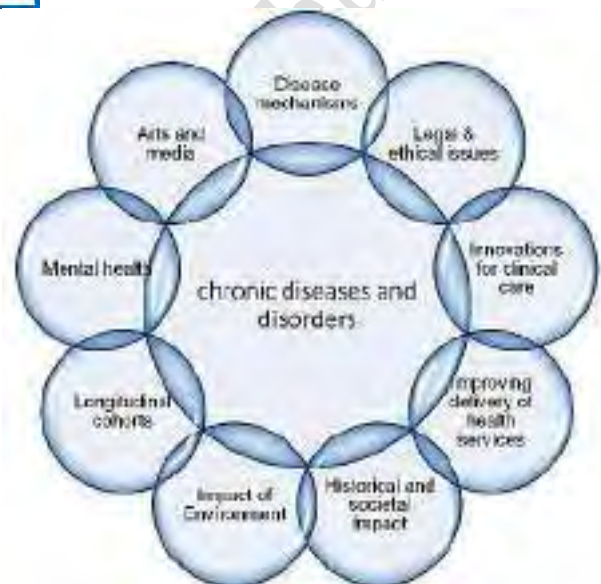


Figure 35: The Kaiser Triangle: Levels of Care for Chronic Diseases



Projected Programme Outcomes:

- Improved life expectancy in each State
- Increased productivity across the population.
- Improved health indicators across the region.
- Development of individual State capacity in addressing its specific issues.
- Lower cost of deploying health services in the areas of special difficulty over the long term.



Source: Center For Chronic Disease Management, University of York. 2011.

Figure 36: EXAMPLES OF RISK FACTORS THAT ACCELERATE CHRONIC, STATE ENDEMIC DISEASES. Targeting such risk factors will be a major preventive approach endorsed under this initiative.



Sources: NHS, UK. Report. 2010.

Estimated Initiative Costs

- Projected Estimated Initiative Cost is 300 Million Naira per year. This is an initial budget estimate of 50 Million Naira as grants per State under this initiative.
- The total Programme budget is 600 Million Naira for 2 years support to all the States.

Programme Development and Delivery Guidelines (State Specific Diseases Interventions)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
Liaise with the State health authorities for baseline data and proposals identifying State specific chronic diseases/ identify treatment, prevention needs.	PCNI, SMOH													
Identify key stakeholders and develop an engagement plan	PCNI/SMOH/ Global Development Partners/local & International NGOs interested.													
Develop the intervention plan for providing sustainable support by embedding an Integrated Health Care Delivery System for successful treatment, more efficient models of care and preventive approaches.	PCNI/SMOH													
Delineate other support goals and objectives for combating chronic endemic diseases per State.	PCNI, SMOH													
Implement Plan and pilot projects.	PCNI/ALL PARTNERS													
Implement M&E protocols	PCNI/ALL PARTNERS													

Initiative Summary (State Specific Diseases Interventions)



PARTNERS

- Federal Ministry of Health
- SMOH
- Global Development Partners
- Local & International NGOS interested.

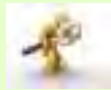


PROJECTS

- Development of the intervention plan for an Integrated Health Care Delivery System for chronic and endemic diseases.
- Delineate other support goals and objectives.
- Implement State Specific Diseases Intervention pilot projects.

DURATION

24 Months.



PROJECTED IMPACT

- Improved life expectancy in each State
- Increased productivity across the population.
- Improved health indicators across the region.
- Development of individual State capacity in addressing its specific issues.
- Lower cost of deploying health services in the areas of special difficulty over the long term.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦600,000,000

The Male Activism for Health Access Program

Programme Description

Globally, health intervention programs have been targeted to women. With indices such as infant mortality rates and maternal mortality rates, intervention awareness programs are easily skewed toward women with the reasoning that women have a greater influence on the family unit. While this may be true it does not detract from the fact that men remain in the primary leadership role in the family.

The North East culture is male dominated hence the prevalent propensity is that women are subjected completely to the choices of the men who are the authority figures and decision makers. This implies that when a man lives an unhealthy lifestyle it will also inadvertently affect his household. It also presupposes that even when women have been enlightened to make healthy decisions, ultimate access to the benefits therefrom is limited by the acceptance of the family head.

The absence of male targeted health programs have contributed to this problem by creating a warped perception of health awareness campaigns amongst men, as though the practices and issues raised and discussed in such programs are beneath men.

To address this issue directly, PCNI will facilitate and support local and International NGO's with programs targeting the male gender across communities in the North East.



The expected deliverables under this initiative include training programs that target and empower indigenous male members of the community particularly leadership figures such as local group leaders, religious leaders and village heads with health awareness and sensitization information to convert them into ambassadors for community health; and encourage them to participate in recommending and endorsing correct health practices to their community members.

This initiative will also facilitate programs designed to address male specific health problems in the same delivery frameworks as the targeting for sensitization and awareness campaigns. A lot of successes have been registered in recent times for male targeting with health programs and male activism for health in other male dominated areas around the globe such as India and Pakistan.



Photo: MHA raising awareness of men on MNCH with pictorial diagrams, Odisha, India © Ariel Higgins-Steele/Concern Worldwide

Projected Programme Outcomes

- Male inclusive health education and targeting.
- Lower thresholds for corrective health practices.
- Improved access and acceptance of modern health practices.
- Improved family health and reduced medical complications in maternal and child care caused by restrictive practices.
- Increased community engagement towards productivity for indigenous males in the rural communities.

Programme Priority

Priority for this Programme is high. Impact is high and costs and implementation parameters are low.

Estimated Initiative Costs

- The budget for this Programme is currently estimated at 100 Million Naira per State for a total of 600 Million Naira.
- The Programme is anticipated to run for 2 years at a total of 1.2 Billion Naira.

Programme Development and Delivery Guidelines (Male Activism for Health Access Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
The Male Activism for Health Access Program													
Design a support Programme that will provide grants and access to NGO's with health Programme targeted at men in the North East.	PCNI, All Partners												
Invite NGO's with such programs to submit grant proposals with their programme MTEF's	PCNI												
Select beneficiaries of the Initiative	PCNI, Interested Development Partners												
Request Programme implementation plans from beneficiaries	PCNI, FMOH												
Design & Implement Accountability Frameworks for the release of targeting grants to beneficiaries NGOs	PCNI/ Interested Development Partners												
Implement Strategic Communications, Media Awareness and M&E protocols	PCNI												

Initiative Summary (The Male Activism for Health Access Program)



PARTNERS

- Federal Ministry of Health.
- States Ministry of Health.
- Local and International NGOs interested.



PROJECTS

- Verification and selection of Local and International NGO delivery partners.
- Development of Implementation Plans.
- Design of Accountability Frameworks
- Implement Strategic Communications, Media Awareness and M&E protocols
- The Male Activism for Health Access Program.

DURATION

2 years.



PROJECTED IMPACT

- Male inclusive health education and targeting.
- Lower thresholds for corrective health practices.
- Improved access and acceptance of modern health practices.
- Improved family health and reduced medical complications in maternal and child care caused by restrictive practices.
- Increased community engagement towards productivity for indigenous males in the rural communities.



PRIORITY

High Priority.



TOTAL BUDGET

₦1,200,000,000

The Regional Health Insurance Scheme

Programme Description

National health insurance figures give an indication of the access and the share of national health insurance contributors is lower in the North East than in the rest of the country, with 0.7 per cent and 1.5 per cent, respectively. Similarly, the General Household Survey dataset 2010/11 reveals that per capita assistance received by households that benefit from the different cash, food and in-kind transfer programs, is lower in the North East than in the rest of the country. Also, it was reported that health expenditure per household member increased to 630 Naira post-crisis from 399 Naira, while food expenditure decreased to 29,855 Naira post-crisis from about 33,000 Naira compromising household food and nutrition security situation. Furthermore, the reported poverty incidence for specific groups in the North East shows substantial increase in the poverty incidence for rural households. With 49.9%, the in-crisis poverty incidence is significantly higher than the pre-crisis incidence of 46.9% [Source RPBA 2016 Reports].

To compound this problem, statistics reveal that access to healthcare is constrained by finance for equipment, facilities, personnel and drugs. Health insurance, while still inadequate, is one of the most effective means currently employed in addressing this issue. For this reason, PCNI will partner with the National Health Insurance Scheme (NHIS) to develop an innovative solution to financing healthcare in the North East, through a Universal Health Care Insurance Scheme for the region. The Insurance package will be designed to apply innovative financing approaches in order to provide the highest quality of healthcare to the largest number of beneficiaries in the North East.

Established Implementation Parameters

- PCNI will specifically promote the development of a universal healthcare insurance package especially negotiated for greatest impact in the region. The package will apply innovative approaches to financing in order to provide the highest quality of healthcare to the largest number of beneficiaries in the North East.
- NHIS will be solicited to propose a regional health insurance structure and specifically design its components; packages, premium, capitation etc.
- PCNI will then implement a mass awareness sensitization component across all 6 States to ensure buy in of the insurance scheme.
- PCNI will also solicit and facilitate a targeted subsidy for the Community-Based Social Health Insurance Programme to be provided, as recommended by the RPBA 2016 report. In light of the NHIS's former focus on providing free access specifically for mothers and children, and in line with best practices across the continent, the subsidy will be targeted at children under the age of five, lactating mothers, and pregnant women. This component is designed as to build on the Social Protection for Targeted Vulnerable Groups framework already deployed across the region, a component of the Buhari Plan [Chapter 2]. Identified vulnerable groups will be directly with this subsidy.
- Because of sustainability issues, PCNI and the State Governments will negotiate to pay the collective insurance premium for the first three years before the region is more economically stable and the population is able to pay for premiums directly.

Projected Programme Outcomes

- Massive impact on access to health to persons of all income levels.
- Reduction of burden of treatment for medical emergencies.
- Revenue generation from insurance.
- Income multiplier effect.
- Improved health indicators.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs

- Estimated Initiative Costs for this initiative are currently pegged at 500 Million Naira to be spread over 2 years (250 Million Naira per year).
- Full budgetary considerations will be determined as Programme development parameters are further established.

Programme Development and Delivery Guidelines (The Regional Medical Health Insurance Scheme)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 - 24
Regional Medical Health Insurance													
Facilitate a meeting with key stakeholders from NHIS, PCNI and FMOH.	PCNI, NHIS, Other Donor partners												
Develop an insurance product that captures universal coverage in the North East at an affordable price.	PCNI/ Technical Development Partners												
Lobby legislation at the sub-national level to secure the product and give it the force of law	PCNI, FMOH, NHIS												
Implement the Roll-out plan all over the North East. Commence Sensitization and awareness, M&E protocols	PCNI, NHIS/ All partners												

Initiative Summary (The Regional Medical Health Insurance)



PARTNERS

- Federal Ministry of Health.
- NHIS.
- Donor Partners.
- Technical Development Partners.



PROJECTS

- The North East Regional Medical Health Insurance Program.

DURATION

2 years.



PROJECTED IMPACT

- Massive impact on access to health to persons of all income levels.
- Reduction of burden of treatment for medical emergencies.
- Revenue generation from insurance.
- Income multiplier effect.
- Improved health indicators across the region
- A successful model for low income medical insurance.



PRIORITY

High Priority.



TOTAL BUDGET

₦500,000,000

Restricted: Do Not Distribute

The Private Sector Health Services Support Program

Programme Description

Under this initiative PCNI intends to achieve two objectives:

- To encourage and support private health services in the region especially toward meeting complicated medical conditions that require specialized expertise and medication.
- To design a PPP management framework that will encourage and empower private sector health care facilities to partner with General Hospitals in establishing specialized centers; and thereby leverage on Private Sector capacities and resources for high quality management, technology and efficiency in public healthcare institutions and facilities across the region. (Case in point and model for this strategy is the Garki Hospital pilot now managed by NISA PREMIERE in Abuja FCT.

To accomplish these objectives, this initiative will also leverage the National Health Insurance scheme anticipated for the region to ensure that the cost of global standard medical care and best practices in health care delivery are pegged at affordable rates (as augmented by subscription to the subsidized Health Insurance scheme).

This will in turn ensure that alternative budgeting sources are explored for medical health service delivery entrepreneurs to defray start-up costs for affordable global standard health care.

PCNI will facilitate stakeholder engagements with the relevant stakeholders such as the Federal and States Ministries of Health, the Teaching Hospitals, NHIS, and existing medical services and equipment leasing Private Sector Firms to negotiate the frameworks and partnerships required to implement this initiative, while advocating the benefits of such an integrated system for the delivery of health services.

Health services that will embed global standards such as comprehensive diagnostics tools, minimum standard operating procedures, world class laboratories etc. in public health facilities will be prioritized.



Source: Zankli Medical Hospital Abuja.

Projected Programme Outcomes

- Influx of Private Sector funds and accountability standards to medical services.
- Reduction of the cost of facility and equipment maintenance on Government revenue.
- Wider reach and availability of health services.
- Rapid standardization of health service delivery level.

Programme Priority

The priority for this initiative is high.

Estimated Initiative Costs

- Estimated Initiative Costs for this initiative are currently pegged at 300 Million Naira per year. This is a total of 600 Million Naira for 2 years.
- Full budgetary considerations will be determined as Programme development parameters are established.

Programme Development and Delivery Guidelines (Private Sector Health Services Support Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
The Private Sector Health Services Support Program														
Define the requirements to be a beneficiary of the program.	PCNI													
Design a pilot Programme for the PPP management framework	PCNI													
Identify one institution in each of the 6 States that will be part of the pilot program.	PCNI													
Put out an RFP from potential partners	PCNI													
Evaluate and select partners for each State in the region	PCNI													
Commence pilot and document lessons learned	PCNI													
Develop roll out Programme for each local Government in the region incorporating lessons learned from the pilot	PCNI													
Implement initiative	PCNI													
Implement M&E protocols	PCNI													

Initiative Summary (Private Sector Health Services Support Program)



PARTNERS

To be determined.



PROJECTS

Private Sector Health Services PPPs across the 6 States.

DURATION

5 years.



PROJECTED IMPACT

- Higher quality of medical health services delivery across the region.
- Higher standards of life and health expectancy.
- Lower commercial costs for health to the end users (individuals, families at rural levels where general income does not afford high quality of health care).
- Increased transfer of medical health expertise and technology through privatization.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦600,000,000

Restricted: Do Not

SUMMARY BUDGET FOR THE HEALTH SECTOR REFORMS PLAN

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF YEARS	TOTAL COSTS (₦)
1.	The NE State Medical Facilities Rehabilitation and Standardization Program	111,968,000,000	1	111,986,000,000
2.	The NE State Medical Training Institutions Rehabilitation and Standardization Program	750,000,000	2	750,000,000
3.	The Regional Intensive Care Training Institute. (1 st year = N700M, 2 nd year = N600M)	700,000,000	2	1,300,000,000
4.	The Establishment of Level One States Trauma Centre	1,090,000,000	1	1,090,000,000
5.	The North East Medical Staff Attraction and Retention Initiative	1,800,000,000	3	5,400,000,000
6.	The North East Community Extension Workers (CHEWs) & Village Health Care Workers Training Program.	700,000,000	2	1,400,000,000
7.	The Low Cost High Impact Interventions	286,000,000	2	572,000,000
8.	The State Specific Diseases Intervention Program	300,000,000	2	600,000,000
9.	The Male Activism for Health Access Program	600,000,000	1	1,200,000,000
10.	The Regional Health Insurance Program	250,000,000	2	500,000,000
11.	The Private Sector Health Services Support Program	300,000,000	2	600,000,000
GRAND TOTAL FOR HEALTH SECTOR PROJECTS		118,744,000,000	1-2 years	125,398,000,000

Figure 37: North East Health Sector Programs Annual Budget

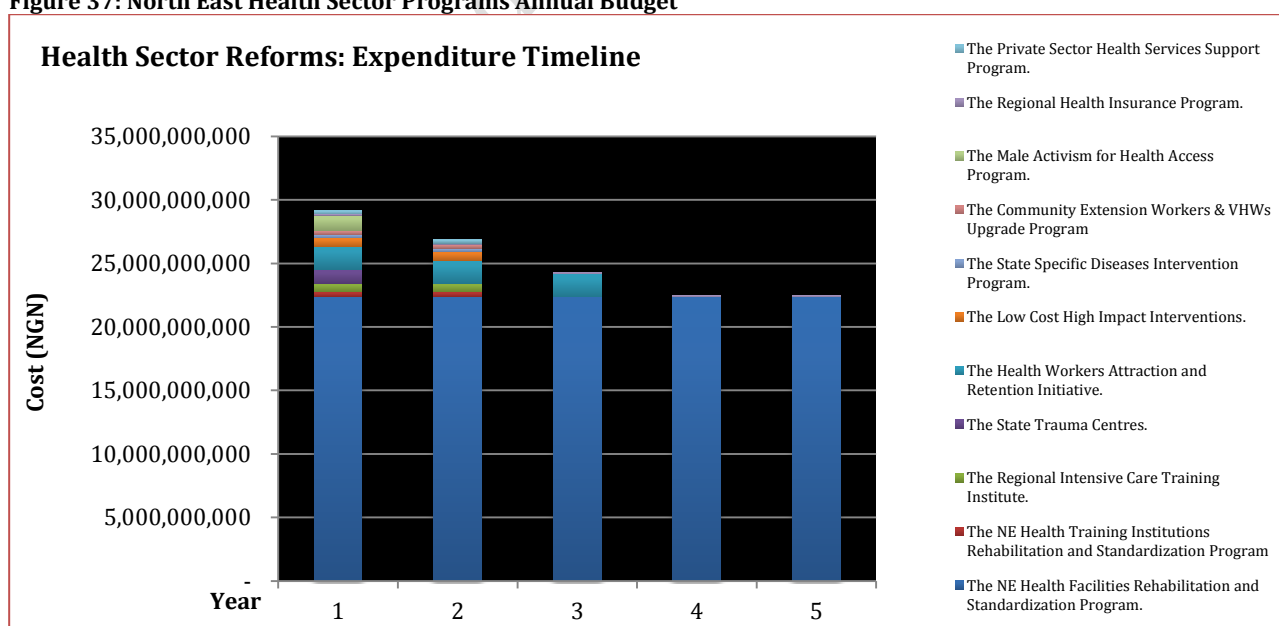
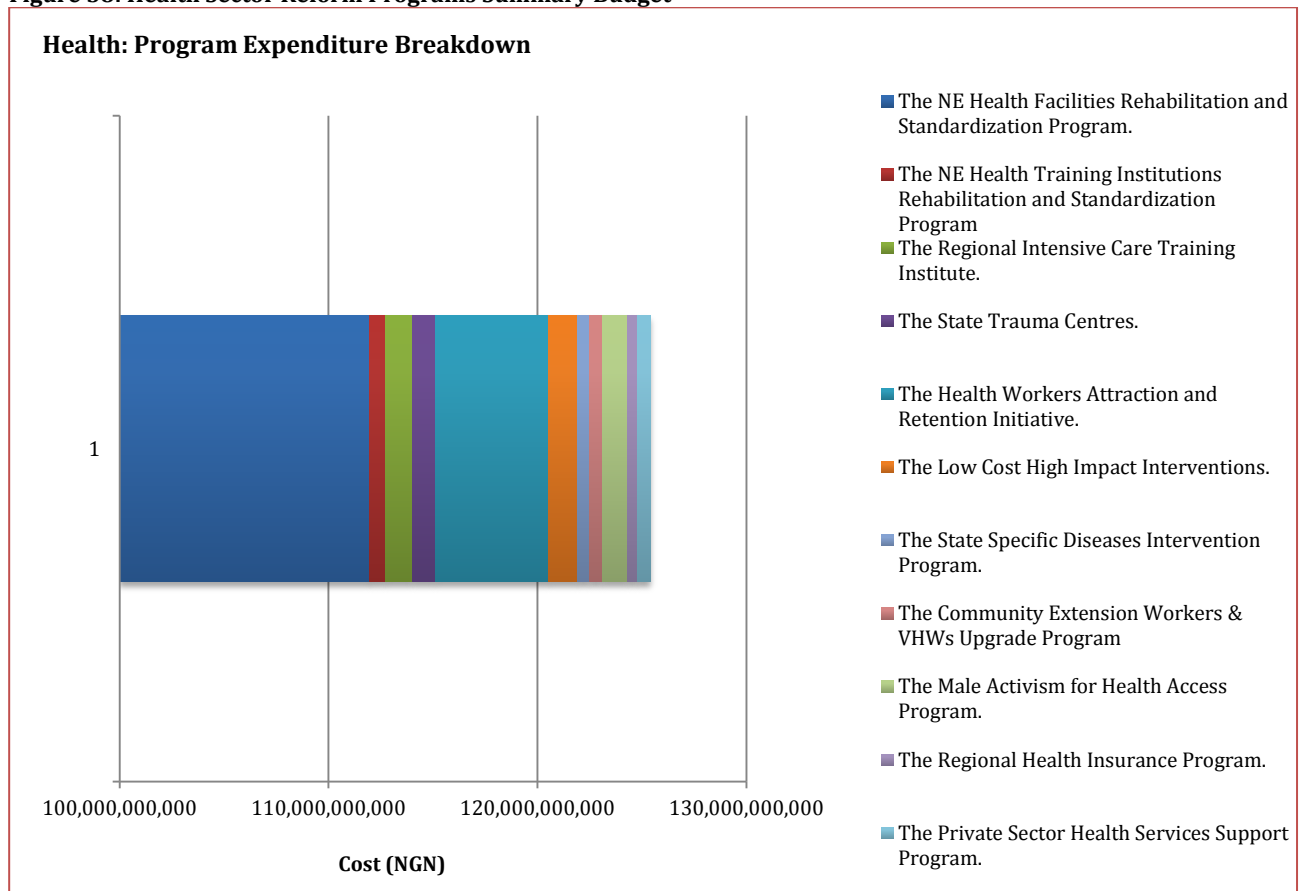


Figure 38: Health Sector Reform Programs Summary Budget



Chapter 19
The Educational Transformation
Plan



Chapter 19

The North East Educational Transformation Plan

SUMMARY OF THE EDUCATIONAL TRANSFORMATION PLAN



Introduction

Statistics show that 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 in the North East has significantly increased from 2010 to 2015. This means that currently almost one of three primary age children and roughly one of four junior secondary age children are out of school, revealing that the State of education in Nigeria as a whole is dire, with the Northern region significantly lagging behind.

The North East RPBA 2016 report extensively analysed the North East educational sector across all indicators. To establish the 2010 pre-Boko Haram crisis baseline data for education in the region, information was collected by the Universal Basic Education Commission (UBEC) on early childhood development (ECD) centers, Primary Schools, and junior Secondary Schools in the North East. This data allowed for a higher level of consistency of measurement across the States.

The RPBA 2016 reports revealed the following baseline indicators for the North East as at 2010:

- On average, 32% of teaching staff in pre-primary education were unqualified, 40% in primary education, and 1% in junior secondary education.
- Important hurdles to the effectiveness of teaching remain unresolved in basic education, including inadequate school facilities and a lack of instructional materials.
- In the region 42% of the significantly low numbers of children in school attend religious schools only while 34% attend formal and religious schools and the majority of these religious schools do not integrate core education subjects into their instructional schedule.
- In comparison to the southern region of the country where the States achieved basic education GERs close to 100% in 2013, the North East registered a GER of 66% at the primary level and 54% at the lower secondary level, respectively. This gap is directly connected to the fact that Private Education is more prevalent in the southern parts of the country and is dominated by children from wealthier families whereas Religious Education is more prevalent in the north, with enrolment slightly higher among children from poorer families.
- Across the six States of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe, a total number of 9,191 Primary Schools (including those with ECD centres) and 1,687 junior Secondary Schools existed as at 2010.

The RPBA also extensively reviewed gender participation and inclusiveness in education in the region. It reports that girls' participation in education remains below that of boys across all levels of education, and that the gender gap is significantly more pronounced at the upper secondary level. An estimated 29% of girls in the North East participate in formal education in comparison to a national average of 53%. The report concluded that education sector access indicators are particularly dismal for the North East, and these poor indicators have significantly contributed to the progressive decline of prosperity in the region.

The Boko Haram crisis has extensively expanded the severity of all challenges against formal education in the region. Schools have been the primary, constant targets of the Boko Haram violence, resulting in the complete destruction and abandonment of many formal education facilities and systems (an estimated 1,100 schools destroyed across the States), the mass out migration of qualified teachers with an estimated 600 teachers killed since 2010, increased population density in many urban areas due to displacement and the consequent decrease in access to education; negative short-term coping solutions like least 50 schools in Borno and 25 other schools across the region occupied by IDPs; and host communities without access to learning due to the closure of all schools in the Borno State for more than one year. [Sources: RPBA 2016, UNICEF Nigeria Report 2015, IOM DTM 2016].

Table 21: FORMAL EDUCATION BY Percentages IN THE NORTH EAST

Description	Percentages
Out of School Children (primary)	49.75%
Out of School Children (junior secondary)	49.6%
Access to personal computers	2.8%
Religious education attendance	42%
Access to Formal education	34%
Gender participation (girls -average)	29%
Unqualified Teaching Staff (pre-primary)	32%
Unqualified Teaching Staff (primary)	40%
Education expenditure per household member (mean 310 Naira)	0.31%

Source: North East RPBA 2016

Vision for Educational Transformation in the North East:

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%).

To reposition residents of the North East region for competitiveness in the new global knowledge based economy, it is critical to revitalize these existing educational systems completely and overhaul its key components.

Prime Targets for the North East Educational Transformation Plan

- Reconstruction of destroyed educational facilities.
- Construction of additional infrastructure to support education.
- Enhancement of existing facilities to meet international standards.
- The establishment of links with globally renowned education institutions to support and enhance the prospect of education across the region.
- Provision of a safety and support system for both Students and teachers.
- Raising awareness about the necessity and benefits of education.
- Incentivizing the recruitment of teachers and enrolment of Students in the region.
- Facilitation/enhancement of reward schemes for excellence in academic performance both for Students and teachers.
- Provision of subsidized educational material/establishment of a conduit for donation of educational material to schools.
- Establishment of fund to provide low interest loans to private schools for rapid expansion/upgrade of facilities where necessary.
- Reduction of out of school children by 50%.
- Increase the average literacy to 50%.
- Increase funding of education by 25% at all levels.

Goals for Educational Transformation of the North East

- To make use of existing and additional resources to enhance the safety and quality of education throughout the region.
- To provide an opportunity for everyone in the region to empower themselves through education and provide encouragement for them to do so.
- To set up an educational model, which takes into account the trends, capacities and requirements of both the local and international job markets so that recipients are well equipped to compete and prosper in the new knowledge based global economy.
- To educate the populace on how best to take advantage of the resources endowed to their region for maximum benefit to themselves and also to Nigeria as a whole.

Table 22: SUMMARY OF COMPREHENSIVE RECOMMENDATIONS FOR EDUCATIONAL INTERVENTIONS BY ALL NORTH EAST STAKEHOLDERS

s/n	Recommendations by Needs Assessed	Scope of Interventions to be Deployed	
1.	Reconstruction or rehabilitation, refurbishment and re-equipping of educational facilities Construction of School Security Standards and Infrastructure	% of facilities to be rehabilitated, reconstructed, re-equipped	100%
2.	Support for Educational Facilities Service delivery: Establishment of temporary learning space during reconstruction.	Number of temporary learning spaces to be established	As required
3.	Compensation to teachers of IDP Students/ hardship allowances for teachers returning to conflict-affected areas.	%age of IDP teachers number of teachers returning to teaching to be supported	100%
4.	Cash transfer/scholarship to address financial barriers to enrolment	Number of boys/girls who will receive cash grants/scholarship	As qualified
5.	Provide psychosocial support to affected children and Education in Emergency outreaches.	% of affected children to be accessed.	100%
6.	Capacity development Train in psychosocial support & peace-building to teachers and head teachers to support children and parents affected by the conflict.	%age of Teachers to receive training and are recertified	100%
7.	Develop capacity of SBMCs, e.g. to conduct enrolment drives, monitor enrolment	Quantum and coverage in training, assessments and sensitization	100%

Sources: North East RPBA 2016 Reports; HCT 2016 HRP; IOM DTM 2016; Safe Schools Initiative.

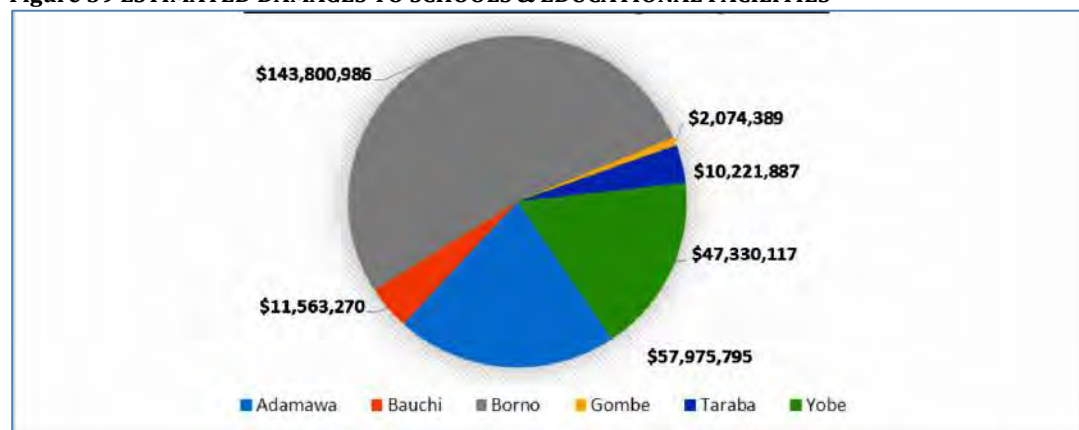
North East Educational Transformation Initiatives

Mass Renovation and Reconstruction of Schools

Programme Description

Many of the schools in the region have been destroyed by Boko Haram activity with the worst hit being Borno, Yobe and Adamawa States. This has severely affected the access to education with most Students having disrupted schooling due to the insurgency. It is fundamentally important to restore the structures and further improve their capacities beyond their original State in order to restore the educational system to previous levels and to surpass them.

Figure 39 ESTIMATED DAMAGES TO SCHOOLS & EDUCATIONAL FACILITIES



Source: RPBA 2016 Report

Key Programme Components

- This project is aimed at ensuring that the renovation of schools is based on global standards. It will focus on basic education institutions in Borno, Adamawa and Yobe States. It aims to reconstruct schools that have been damaged and destroyed by insurgency activity and bring the facilities up to international standards.
- A target of 50 schools has been selected per State for the program, the success of which will be marketed to raise funds for other schools.
- Each school targeted for renovation/reconstruction will be outfitted with safety measures such as fortified fences installed for protection against further attacks. The scale of the fortifications for each school will be dependent on the risk assessment of the area – schools in riskier environments will be outfitted with the full bouquet of security features.
- All schools will consist of basic equipment required such as desks, chairs, whiteboard/blackboard, and teaching aids.
- Health and sanitary facilities in the schools such as sickbays, proper toilets, and sewage and drainage systems will be provided.
- In addition, State of the art science laboratory equipment, computers and educational literature will be provided.
- All schools will also be outfitted with solar electricity systems which will be donated by development partners, NGOs and the private sector as part of their Corporate Social Responsibility (CSR).
- Computers, tablets, books and other teaching aids will also be solicited from donors and the above mentioned groups.





Established Implementation Parameters

- The National Institutes for Architects and Quantity Surveyors will be solicited and leveraged directly by PCNI to provide suitable and cost-effective standard designs.
- The manpower required for the construction of the schools will be drawn from already trained indigenes of the each State registered and profiled through the Productive Workers Scheme already deployed across as States [Chapter 3].
- Indigenous Delivery Partners and local contractors will be targeted through Requests for Proposals and specific Terms of Reference which leverage existing regulatory frameworks and standards will guide selection processes.
- A comprehensive Monitoring and Evaluation Framework implemented by selected NGO partners will be embedded into each reconstruction/renovation project carried out.
- PCNI will facilitate fundraising efforts and contribute towards aggressive marketing, strategic communications for garnering donor support for the upscale of all targeted schools.
- In addition, the States Governments have proposed renovations and reconstructions. The amount varies from State to State as follows. [Projects identified are based on the targets set by the North East regional planning efforts and the Federal Ministry of Education].

Table 23: State Governments Renovation of Schools 2016 Report

State	Project	Cost (NGN)	Number of Years
Adamawa	Renovation/furnishing of 79 post Primary Schools	2,350,000,000	2
Taraba	• Construction of 1 laboratory, 1 three-classroom block and office in 4 Secondary Schools.	450,000,000	3
	• Fencing of 3 Secondary Schools, general renovations of 3 Secondary Schools and construction of 1 hostel	12,000,000,000	4 (on-going)
	• Construction of lecture theatres and equipping the them in Taraba State University and State Polytechnic		
Yobe	Construction and Renovation of primary and Secondary Schools across the State	10,930,000,000	5 (On-going)
Gombe	Construction and renovation of 34 primary/junior Secondary Schools and 71 Secondary Schools	16,000,000,000	5 (On-going)
Borno	Rehabilitation and renovation of 295 primary and post Primary Schools	15,000,000,000	- (On-going)
Bauchi	• Construction/ renovation of 10 girl child education	550,000,000	2 (On-going)
	• Construction/renovation of 40 classrooms per LGA and 15 Secondary Schools per LGA	4,200,000,000	3 (On-going)
	• Construction/renovation of 5 lecture theatres in State University.	3,000,000,000	3 (On-going)
TOTAL		64,480,000,000	2 – 5 Years

Projected Programme Outcomes

The 2010 Universal Basic Education Commission's basic education profile for the North East region shows that there are a total of 4,951 schools in the three States of Borno, Adamawa and Yobe, with an average of 388 Students per school. It is therefore anticipated that the RRS Programme will impact 58,261 Students or 3% per year of the total population of Students' basic education (Primary School through JSS3).

Programme Priority

Due to the severe damage caused to the educational facilities and the importance of education in economic resurgence, this Programme is considered a high priority.

Estimated Initiative Costs

- The pilot project is estimated at 3 Billion Naira (1 Billion Naira per State). An additional 100 Million Naira is envisioned for Programme design, development, management implementation, monitoring and evaluation. This brings the budget for the pilot project to 3.1 Billion Naira.
 - ✓ 1.5 Billion Naira of this cost will be provided by the Federal Government while the State Governments are expected to provide 1 Billion Naira, with the remainder coming from the private sector.

- Mass renovation of all damaged and/or destroyed schools in the 6 States is currently estimated at 64.48 Billion Naira, to be covered by the States through FG budget releases but supported by the fundraising efforts facilitated by PCNI.
- The total project cost is therefore currently estimated at 67.58 Billion Naira.

Programme Development and Delivery Guidelines (Renovation and Reconstruction of Schools).

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Renovation and Reconstruction of Schools													
PCNI will host a meeting of partners to finalize and articulate Programme design and develop partnerships and collaborations with all participants.	All Partners												
PCNI will solicit and secure Federal funding.	PCNI/FMOE/SMOE												
PCNI will solicit proposals from States for renovations and reconstructions.	PCNI/FMOE												
PCNI will review proposals to verify targeted schools to be renovated, technical specifications, expert teams, private sector and donor commitments, State commitments, procurement frameworks and Monitoring and evaluation plans.	PCNI/STATES												
PCNI will articulate and sign partnership agreements.	PCNI / States												
PCNI will arrange and deploy effective security coverage.	PCNI/States												
PCNI will disburse funds to contractors selected by the States.	PCNI/FME												
National Planning Commission will begin implementation Monitoring & Evaluations.	NPC												
PCNI will drive the process of strategic communications.	PCNI												
PCNI will begin aggressive web based marketing of model schools to attract investments by private and public sector donors.	PCNI/SMOE												

Initiative Summary (Renovation and Reconstruction of Schools)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors
- International and Domestic NGOs

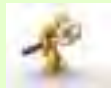


PROJECTS

- Renovation of 50 pilot schools in Borno
- Renovation of 50 pilot schools in Adamawa.
- Renovation of 50 pilot schools in Yobe.
- Minor renovations of classrooms in Gombe.
- Minor renovations of Secondary Schools in Taraba.
- Renovations of Secondary Schools in Adamawa, Bauchi, Borno, Yobe.
- Renovations of Tertiary institutions in Taraba, Borno, Bauchi.

DURATION

24 Months



PROJECTED IMPACT

- Increased access to education, reduction in the number of out of school children.
- Greater quality of education.
- Increased literacy rates.



PRIORITY

High Priority.



TOTAL BUDGET

₦67,580,000,000

The Teacher Recruitment and Recertification Programme (TRRP)

Programme Description

The teacher to pupil ratio is always considered a critical indicator of education quality. The most current reports indicate that the majority of IDPs are in Borno, Adamawa and Yobe States (67%, 6 % and 6% respectively). An estimated 56% of all IDP populations are children, and over 28% are 5 years old or younger. Majority of these children in displaced families and have been cut off from any formal learning structures or systems for up to 2 years now.

Compounding this problem, the overwhelming majority of IDPs are with host communities (92.44% in host communities while 7.56% live in camps). This is an estimated 2,126,120 population spurt thrust upon communities that already had limited resources, facilities and/or support infrastructure. In some reported assessments, IDP children in host communities (an estimated (1,190,627) are forced to attend school crammed into the limited classroom facilities available along with the host community children. If not, then often they can only attend classrooms in a second afternoon shift. Other reports indicate that IDP populations have occupied all public facilities within host communities for lack of shelter, and more often than not these are school building that have had to be shut down because of the Boko Haram specific targeting of school buildings, Students and teachers alike. Even worse, there are often instances where schooling facilities are just not available for IDP children both in host communities and in camps. The existing coping strategies adopted so far are mostly unsatisfactory, grossly inadequate and entirely inhumane with 100s of IDP children of varying school ages, different learning capacities and educational requirements often group into one large group just to be taught informally by what few IDP teachers are willing to commit to the tedious task, often on a voluntary basis.

This situation is not sustainable and serious consideration must therefore be given to the following solutions, given the massive blows the education sector has suffered, in addition to recording very poor indicators pre-crisis:

- Mass recruitment and redeployment of teachers at all levels of schooling.
- Teacher training and recertification models, a compulsory requirement for the long-term viability and sustainability of quality education in the region
- Providing teachers within IDP Population with compensation and additional incentives to attract more qualified capacities back into teaching.

Clearly, restoring education service delivery to the North East is primarily a question of restoring the teaching force even more than is providing the facilities required to re-engage the out of school children population. This Programme is thus designed to be implemented in all the six States of the region.

Key Programme Components:

- This Programme will facilitate the recruitment and subsequent regular training of teachers at all primary and Secondary Schools to improve the quality of education provided. For the recruitment drive, a target of 10,000 teachers has been set for the region.
- The Programme will also target the best graduating Students at Secondary School levels with attractive options to remain behind and teach others. These immediate employment opportunities will also help them earn funding assistance for furthering of their education. A specific period for qualifying to access financial aid grants will be fixed (a minimum of 1

year). Under this component, NYSC members will also be targeted to remain in teaching deployment positions after their compulsory service period and incentivized with access to the same funding aids, benefits and job security for 2 years upon completion of service.

- The Teacher Training module will involve constant workshops and programs scheduled around school timetables, with each teacher required to attend a certain number of programs per year. All Teachers completing these programs will obtain certifications and recertification upon evaluation.
- As a means of ensuring compliance with the minimum teacher training requirements every school submitting their Student candidates for the annual national qualification exams will be mandated to submit evidence of certification/recertification of their teachers to JSCE/WAEC/NECO as a pre-requisite.
- This Programme is also designed to be incentivized, with teachers that successfully complete the required number of training workshops rewarded with attractive benefits. Upon gaining certifications, successful teachers will be granted priorities to benefits from other previously/simultaneously deployed interventions such as Standard Subsidized Housing (Quick Build Programs [Chapter 16], Entrepreneurship and Leadership Empowerment [Chapter 3] and access to and/or free medical care [Chapter 18]. Other attraction incentives targeted include Car and/or home improvement appliances by lease financing options and partnerships facilitated with car companies that assemble within the country such as Kia, Nissan, Innosun and major electronic appliance distributors like LG and Samsung. The level of access to these rewards will be determined by the number of certifications received, with categories created to guide appropriate distribution. Metrics such as sector performance, school performance and Student performance will be considered in the creation of the categories.
- In addition the most participant schools (i.e. schools with the highest numbers of Teacher Training enrolments) will be targeted with non-cash based rewards such as additional donated laboratory infrastructure and IT equipment.
- For monitoring and evaluation, a peer review mechanism will be instituted wherein the school managements and administrations of the most participatory schools will meet with the worst performing schools for exchange of information and ideas. These meetings will be anchored by the State Ministries of Education.

Established Implementation Parameters

- A Teachers' Endowment Fund will be created by the FG which would provide the money required to incentivize all qualifying teachers and schools with the identified benefits for a minimum of 5 years.
- To ensure accountability and transparency the fund establishment and dispersal design can be overseen by Transparency International who can provide an internationally recognized standard of administration to PCNI. This will spur other partners to contribute to the fund. A representative of Transparency International could be on the Board of the Fund Management Team, which primarily would consist of the Nigerian Sovereign Investment Authority members.

- The primary delivery partner in the Programme will be the National Teachers Institute (NTI), with support from the West African Examinations Council (WAEC), the Education Sector Support Programme in Nigeria (ESSPIN) and National Examinations Council (NECO). PCNI will strengthen NTI's capacity through the examination of their activities and will look for innovative solutions to improve their effectiveness.
- PCNI will also engage education expert consultants to design the reward incentive system for teachers.
- The monitoring and evaluation of this Programme will be carried out by PCNI in collaboration with national and international NGO partners such as UNICEF and Transparency International.

Projected Programme Outcomes

Based on the Teachers Registration information from the National Bureau of Statistics 2011 Annual Statistics Report, as of 2010, there were 77,423 teachers registered in the North East region. This figure provides the basis for an impact of an estimated 80,000 teachers across the region. The total number of teachers registered nationwide at the time was 874,178. This implies that this Programme would affect between 8 -10% of teachers in the country.

Programme Priority

Improvement of quality access to education through teacher training is high priority.

Estimated Initiative Costs

- The project estimated cost is 76.9 Billion Naira.
- The teachers' endowment fund seed is estimated to be 60 Billion Naira, in order to deliver dividends of at least 6 Billion Naira annually.
 - ✓ A Federal commitment of 40 Billion Naira is anticipated.
 - ✓ 26.9 Billion Naira is also anticipated to come from the State Governments and
 - ✓ 10 Billion Naira from the Private Sector and other Donor Partners.
- The 3-year length of the Programme covers the establishment of the system with the high intake of teachers covering basic education courses. More specialized courses will follow with the State Government managing beyond the 3 year period.

Programme Development and Delivery Guidelines (Teacher Recruitment and Recertification Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Teacher Recruitment and Recertification Program													
PCNI will host a meeting of the partners to finalize and articulate Programme design and develop partnerships and collaborations with all participants.	All Partners												
PCNI will solicit and secure Federal funding.	PCNI/FMOE/												
PCNI will solicit and secure funding commitments from Donors and other partners.	PCNI/Donors												
PCNI will solicit proposals for education training Programme facilitation.	PCNI/STATES												
PCNI will review proposals to verify programs, specifications, expert teams, private sector and donor commitments, State commitments, procurement frameworks and Monitoring and Evaluation plans.	PCNI												
PCNI will articulate and sign partnership agreements.	PCNI/FMOE/ SMOE												
Disburse funds to contractors providing the training for teachers if needed.	PCNI/FMOE												
National Planning Commission will implement Monitoring & Evaluations/Strategic communications.	ESSPIN												

Initiative Summary (Teacher Recruitment and Recertification Program)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- National Teachers Institute
- Private Sector donors
- UNICEF
- Nigeria Union of Teachers

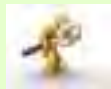


PROJECTS

- Teacher recruitment /training in Borno
- Teacher recruitment/training in Adamawa
- Teacher recruitment/training in Yobe
- Teacher recruitment/training in Gombe
- Teacher recruitment/training in Bauchi
- Teacher recruitment/training in Taraba

DURATION

3 Years.



PROJECTED IMPACT

- Improved pass rates in national examinations.
- Greater quality of education.
- Increased literacy rates.



PRIORITY

High Priority



TOTAL BUDGET

₦76,900,000,000

The Safe Schools Initiative Long Term Component

Programme Description:

The Safe Schools Initiative (SSI) was established as a result of the 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.

The Initiative was launched by the FGN in collaboration with the UN Special Envoy for Global Education, Mr. Gordon Brown and a coalition of Nigerian Business leaders on the 7th of May, 2014, during the World Economic Forum for Africa (WEFA) in Abuja.

The Federal Ministry of Finance since then coordinates the Safe Schools Initiative with the United Nations. The initiative has short term and long components. The Safe Schools short term initiatives which have subsumed some elements of PCNI's short term educational programs will be implemented directly by the Safe Schools Initiative.

In the long term, this Programme is intended to be implemented nationwide but will start with the North East region. The key objective of this Programme is to provide a safe learning environment and access to education for all Students.

Key Programme Components

The Safe Schools Initiative has 3 Components:

- **Students Transfer Programme:** This entails the transfer of school children from high security risk areas within the BAY States, to schools in safer parts of the country. This transfer Programme is focusing on Adamawa, Borno and Yobe States, which are the worst affected States. Psycho-Social Support is also be provided to all targeted transfer Students, which involves guidance counseling and the provision of psychological support for school children and their families who have been traumatized by the attacks of insurgents.
- **Schools Rehabilitation Program:** a Programme built to deploy:
 - ✓ Upgraded schools infrastructure (introduction of modern and environmentally sustainable systems like solar power to ensure that schools are well lit, provision of water and sanitation facilities); etc.
 - ✓ Physical protection (e.g. proper fencing, installation of alarm systems, school guards, community-based policing) for physically protecting schools facilities.
 - ✓ Developed schools security plans and rapid response systems, training staff as school safety officers amongst other measures.
- **Innovative Education Strategies for communities and camps absorbing "Internally Displaced People" (IDPs):** This includes the sourcing, procurement and provision of innovative teaching and learning materials to IDP school children in IDP camps and in host communities. It will also involve the promotion of double shift schooling, mobilization of volunteer teachers, provision of temporary classrooms, schools in a bag, school on wheels, and other programmatic support measures. This intervention is being implemented by UNICEF.

Established Implementation Parameters

- In spearheading the implementation of these three components in the North East, PCNI will focus on monitoring and evaluation of the process, making sure that the global standards of safety are followed in school design and construction, in partnership with local NGOs.
- PCNI will also aid in fundraising for the widespread adoption of all the features through marketing and promotion of an 'Adopt a School' concept wherein donors will be directly solicited through media, publicity and strategic engagements to pick particular schools that have been devastated/abandoned in the North East and pay for the full bouquet of features required to upgrade them into model schools. Donors will then be directly supported to further participate in development of the schools 'adopted' and will form part and parcel of the capacities leveraged to deploy all the interventions required.

Programme Objectives

- The overall objective of the Safe Schools Initiative (SSI) Programme is to urgently protect hundreds of schools across the country, starting with schools in the North East from future attacks and kidnaps.
- The SSI has two key target areas:
 - ✓ Halting interruptions in the school calendar and formal educational programs.
 - ✓ Providing secured environments for school children, particularly, girls to learn.

Projected Programme Outcomes

- Increased enrolment in schools by the guaranty of safety and the modern upgrades deployed.
- Increased literacy rates.
- Improved access to education.

Programme Priority

This programme is considered a high priority, given the security implications.

Estimated Initiative Costs

- The funding target set by the Safe Schools Initiative is pegged at 20 Billion. So far 5.532 , Billion Naira has been raised so far from the Nigerian business community, the Federal Government, the Norwegian Government, the UK Government, the African Development Bank and the World Bank and further fundraising on going with support from the international community.
- An estimated 3.045 Billion Naira has been utilized while the available balance is 2.686,500 Billion Naira remains available for this program.

Programme Development and Delivery Guidelines (Safe Schools Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
SAFE SCHOOLS INITIATIVE														
Finalize and articulate the Adopt a School Programme design.	All Partners													
Facilitate and Solicit Private Sector Funding and investments.	PCNI/FMOE/SMOE													
Articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	PCNI/FMOE													
Determine technical rehabilitation/completion or construction details and specific critical gaps to be covered on each project.	PCNI/STATES													
Design fast-tracking of budget releases, facilitation, negotiation and liaison models to implement for rapid completion of each project.	PCNI / STATES													
Facilitate fast tracked release of funds to project contractors and vendors where applicable	PCNI/FMOE/SMOE													
Begin and conclude projects.	PCNI/FMOE													
Implement Monitoring & Evaluations/Strategic communications.	NPC													

Initiative Summary (Safe Schools Initiative)



PARTNERS

- State Governors.
- Federal Ministry of Finance.
- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors
- DFID
- Nigerian Army Core of Engineers
- World Bank
- NEMA
- UNICEF

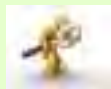


PROJECTS

- Security training for staff
- Reinforcement of security structures around schools
- Awareness promotion within communities
- Zonal learning
- Mobile Schools
- Employment and training of school guards

DURATION

5 Years.



PROJECTED IMPACT

- Increased enrolment in schools.
- Increased literacy rates.
- Improved access to education.



PRIORITY

High Priority.



TOTAL BUDGET

₦19,900,000,000

Restricted

The Regional Curricular Renewal Project (RCRP)

Programme Description

The revision of the educational curriculum in the region at all levels of education, especially with regard to areas of study which can contribute actively to the development of the region, will play a role in focusing Students' minds on a more integrated economic relationship across the State boundaries. It will also facilitate economic prosperity by creating linkages across the States in the region to collectively fully exploit individual comparative advantages.

This project will take place across all six States in the region. It will focus on a comprehensive review of the primary and secondary levels curriculum within the context of a global environment, resources currently available to the region, interaction of Islamic and modern education and areas in which the North East enjoys a comparative advantage.

The process of this review will identify potential problem areas for discussions, recommendations and resolutions to make sure that school aged children, the most impressionable component of humanity within the region, are adequately prepared to take full advantage of the means available to them, as the future of the region, for lasting development.

This process will also aid in the monitoring and evaluation aspect of the education plan, and make sure that the curriculum is in line with the region's long term goals for development.

Key Programme Components

- This Programme also targets the recommendation and promotion of an augmented curriculum for Tsangaya and Islamiya schools to include skills acquisition and entrepreneurial development learning modules with a view to bridging the gap between conventional and religious schooling to enhance productive development of school aged children. In addition, scholastic guidelines and teaching standards for operating Tsangaya and Islamiya Schools will be reviewed with the aim of improvement, through regional level dialogues, co-operations and promotional frameworks already accepted amongst the Islamic Scholar groups across the region. PCNI will directly target and support the solicitation, facilitation and promotion of such dialogue frameworks to ensure the desired outcome is achieved.
- A task force will be created to develop the new dual curriculum in 4 months. The Countering Violent Extremism (CVE) Initiative under the Office of the National Security Adviser will spearhead the review process to ensure strategic messaging to counter the terrorist narrative and ensure that religious tolerance and civic responsibility learning models are introduced.
- The reviewed, dual regional curriculum after completion will be electronically disseminated through the use of the Presidential E-Learning Platform.
- Under this program, PCNI is also working with the Islamic Development Bank and the Federal Ministry of Finance to fast track the approval of the Bilingual Education Programme(Phases 1 and 2) which have been approved by the IDB Board to enable boys and girls of Madrasas and Quranic schools to smoothly join public schools. This will take place in Borno, Adamawa and Gombe States.

- In addition, Bauchi State indicated as one of their on-going programmes, the skills training/development programme for Tsangaya schools. PCNI can help fast track and harmonise this Programme with the curriculum renewal projects to cut the time down from 5 years to 2 years.

Projected Programme Outcomes

- Increased productivity of the populace.
- Greater innovation in areas highlighted by the program.

Programme Priority

This Programme is considered as a mid-level priority project.

Estimated Initiative Costs

- The cost of the curricular renewal aspect projected to be 220 Million Naira, implementation of the curriculum will cost 620 Million Naira.
- The IDB Bilingual Education Programme is estimated to cost 32.67 Million US Dollars (6.534 Billion Naira).
- The Bauchi State skills training for Tsangaya schools will cost 250 Million Naira.
- This brings the grand total for the programme to an estimated 7.4 Billion Naira.
 - ✓ The regional curriculum after completion will be electronically disseminated through the use of the Presidential E-Learning Platform at no additional cost.

Programme Development and Delivery Guidelines (Regional Curricular Renewal Project)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
REGIONAL CURRICULAR RENEWAL														
Finalize and articulate the Programme design.	All Partners													
Articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	PCNI/FMOE/SMOE													
Determine the specifications of the regional curriculum plan.	PCNI/FMOE													
Solicit and Secure Federal Funding	PCNI/States													
Facilitate and Solicit Private Sector Funding and investments.	PCNI / States													
Begin and conclude regional curricular renewal	PCNI/FMOE/SMOE													
Implement Monitoring & Evaluations/Strategic communications.	PCNI/FMOE													

Initiative Summary (Curricular Renewal Project)



PARTNERS

- State Governors.
- Federal Ministry of Education.
- State Ministry of Education.
- Private Sector donors
- Islamic Development Bank (IDB)
- CVE Initiative



PROJECTS

- Tsangaya Curricular renewal project
- Islamiya Education expansion project.
- Bilingual education project.

DURATION

2 Years.



PROJECTED IMPACT

- Increased productivity of the populace.
- Greater innovation in areas highlighted by the program.



PRIORITY

Medium Priority



TOTAL BUDGET

₦7,404,000,000

Restricted: Do Not Distribute

North East Study Abroad Programme (NESAP)

Programme Description

When well structured, a Study Abroad Programme (SAP) exposes Students to more advanced education systems, contemporary approaches to challenges faced in their home countries and to innovative ways to overcome these challenges based on their foreign experiences.

In the North East where the university level education system has been severely disrupted in some States and funding for higher education is more unavailable than ever, a Study Abroad Programme can significantly close the gap between the demand for higher education and the ability of the university system to address such demand in the short-run, while also strategically repositioning the region's youth. Such a Programme will also allow the value of Building Back Better to be demonstrated in deploying post crisis recovery strategies to leapfrog the region. One of the goals of the PCNI is to eliminate the systemic disadvantages of the region by jumpstarting its recovery to scales beyond its pre-crisis condition and transform it to a global model of socio-economic turnaround.

The prime objective of the North East Study Abroad Programme (NESAP) is therefore to close the gap in talent, professional expertise and intellectual leadership capacity between North East Nigeria and other geo-political zones by training a new cadre of graduates at the Undergraduate and post-graduate levels that will advance beyond their peers from other regions in Nigeria.

Key Programme Components

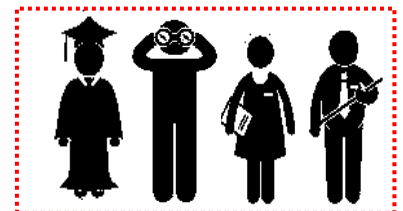
- NESAP is designed to be implemented in all six (6) North East States. It is targeted to offer full scholarships for North East Students who demonstrate academic excellence to attend Undergraduate and/or Postgraduate studies outside Nigeria, in a specifically designed and special programmatic synergy between the FG, the State Governments and the International Educational Institution that is required to implement the program.
- A target of 20 Students per State has been set, for a total of 120 Students from all 6 States who will be supported to study abroad for 2 - 5 years depending on the category of study (i.e. Undergraduate or Postgraduate).
- 60% of the target beneficiaries will be sponsored for Postgraduate studies (Masters and Ph.d programs). This is a total of 72 Postgraduate Students targeted across the 6 States. A projected split between Master's degree and Ph.D. degree participants is assumed at a ratio of 50:50 for planning purposes. It is expected that the actual split will reflect existing demands, programmatic development opportunities and will be more definitively decided as the Programme evolves. This is an anticipated breakdown of:
 - ✓ 36 Master's Degree Students across all 6 States for 2 years (12 Master's Degree Students per year).
 - ✓ 36 Ph.d Students from all 6 States for 5 years (12 Ph.d Students per year).
- 40% of the beneficiaries will be sponsored for Undergraduate studies. This is a total of 48 Undergraduates targeted from across the region for 4 years (12 Undergraduate Students per year).
- The target fields of study must be in areas of key development priority for the North East, such as Agriculture, Food and Fisheries (including the science, business, economics and

policy aspects); Planning and Regional Development; Information Technology; Mineral Resources and Mining (including the science, business, economics and policy aspects); and Renewable Energy Development (including the technical, business, economics and policy aspects).

- Successful beneficiaries will have the following fully paid for during the entire duration of their studies abroad:
 - ✓ Tuition and other university fees.
 - ✓ Accommodation and settling-down cost.
 - ✓ Travel expenses (to and fro Nigeria).
 - ✓ Computer cost and other research costs.
 - ✓ Living allowances and final return stipend.
- PCNI will directly facilitate and negotiate a partnership with a leading international educational institution with experience in Africa/Nigeria and the infrastructure to support this initiative with existing, successful study abroad programs.
- The scholarships will specifically target the areas of study that have been identified by all the region's stakeholders as foundational to the sustainable redevelopment and growth of the region.
- To enhance the impact of this program, an embedded precondition to assessing the scholarships will require that participants' professional skills and advanced knowledge gained from the international degree is passed backed systematically through a teaching and knowledge transfer Programme directed at local students within the corresponding area of study in each State that did not receive such opportunity. This will be achieved through a return to teach and train compulsory service bonded into the terms of the scholarship.

Established Implementation Parameters

- To facilitate effective Student intake processes, a full-time highly qualified desk or Programme officer will be hired and supported within the PCNI to liaise with the selected Foreign University partner in this initiative



- For Students wishing to proceed for Postgraduate studies (Master's Degree or Ph.d), beneficiary States, working through the Universities in each State, will be required to provide intensive tutoring services to approved applicants for a minimum period of three months while their admissions into Foreign University are being processed. Student applicants may be required to enrol in one-semester intensive English and Mathematics preparatory courses.
- Allowances will be made for all benefiting Students to complete their coursework in the Foreign University and return to Nigeria for their Field Research and Thesis/Dissertation. A combination of Professors from the Foreign University and the host Nigerian University will be constituted into a work group to supervise Thesis and Dissertations. As a result, participants Students will not have to return to the Foreign Country to defend their Thesis or to graduate. At the completion of the Thesis, research defence and dissertation will be done through interactive television, live broadcastings or on-line. This process ensures strong benefits to the region:
 - ✓ Thesis research, investigative challenging and analytical development processes will produce studies that are contextualized to the region and therefore relevant to its development while ensuring that Students return to the region.
 - ✓ The partnerships and collaborations between the Foreign University and each benefiting State University required to delivery this programme will present more opportunities for professional and institutional capacity building within each benefiting North East University, as well as guarantee some transfer of knowledge/technology and management skills to the academic administration of the local University.
- For Students wishing to proceed for Undergraduate studies (Bachelor's Degrees), a screening process whereby the best Students from Secondary Schools who are most likely to be admitted, to make good academic progress and to successfully complete their studies are targeted early and vetted by the partner Foreign University, working closely with the North East State Ministries of Education and the West African Examinations Council (WAEC) who are directly responsible for administering the National Secondary School Leaving Certificate exams and best academic performance evaluations across the country.
- PCNI will retain a Consultancy Firm to implement targeting, recruitment, processing of applications and to work with the Foreign University, in collaboration with the above identified responsibility organizations within each State and PCNI NESAP Desk Officer for this initiative, who will be responsible for building these State partnerships.
- The Undergraduate Students will be required to come back to Nigeria after their bachelor's degrees to comply with the 1 year compulsory National Service (NYSC) program. PCNI will add value to this initiative by soliciting and facilitating the deployments of all Undergraduate beneficiaries of this Programme to relevant North East institutional facilities within the region and to those actively participating in rebuilding the region at national level.
- Through a strategic solicitation process for identifying the required partnerships for this program, PCNI has identified Michigan State University (MSU) in the United States as an ideal Tertiary Educational Institution to partner with as the Foreign University. MSU has

also expressed strong interest in partnering with Nigeria and negotiations to finalize the terms for this Programme are at an advanced stage, with a Preliminary Memorandum of Understanding ready to be signed. MSU was selected as the first Foreign University Partner for this Programme for the following strategic reasons:

- ✓ As the pioneer land-grant university in the US, MSU led the democratization of higher education, helping to bring science/innovation into everyday life in scales never before accomplished.
- ✓ Today, MSU one of the top research universities in the world and the most committed to outreach, engagement and capacity building in Africa.
- ✓ MSU is also one of the most visible universities in the area of international agriculture and it was the strategic founding partner instrumental in the establishment of the University of Nigeria in Nsukka, Enugu State.
- ✓ MSU has 1,400 faculty and staff members engaged in international research and teaching, many of them focused on Africa.
- ✓ MSU is the USAID's prime partner in the area of food security, haven been directly involved in the development of many agri-business and food sector programs that transformed many places in Africa. MSU is also the USAID's partner and lead institution amongst 24 universities in the Borlaug Higher Education for Agricultural Research and Development (BHEARD) Initiative. The BHEARD Programme recruits Students from foreign countries for their Masters and Ph.D. programs in the US. All administrative expenses are paid for by the USAID, but the country USAID Missions must agree to cover the expenses based on the funding they receive from USAID. The program's administrative headquarters at MSU manages academic activities and places the Students at MSU and other partner universities.
- ✓ MSU is also the partner of the MasterCard Foundation in deployment of the on-going MasterCard Foundation (MSF) Scholars Programme(MFSP), through which MSF has committed significant resources to MSU to implement a study abroad Programme through which scholars receive a comprehensive scholarship equivalent to the costs associated with earning a Bachelors or Master's degree, inclusive of travel, tuition, MSU Student fees, Visa and SEVIS fees, housing, food, living expenses, experiential learning abroad and cohort signature programs which will focus on leadership topics. During their studies at MSU, MSFP scholars undertake an internship or research course in Africa. MSU assists in identifying appropriate opportunities and the scholarship pays for round-trip airfare for the internship, also defraying cost of living expenses. The Leadership Academy for African Development is a bi-monthly seminar which enables MFSP scholars to grapple with and become invested in the ethos of 'going back to give back'. There is the potential for this Programme to be expanded to Nigeria through the North East. There is some early indication that the MasterCard Foundation will consider this expansion. Therefore, one of the goals of the MSU/PCNI partnership is to leverage the MasterCard relationship to expand the impact of the NESAP.
- ✓ MSU's work in Africa spans the areas of agriculture and related agri-food value chains, food security, economic development and job creation, natural resources, decision support, renewable energy and energy policy, land policy, place strategy & sustainable development, environmental remediation and climate change, ecology and sustainability science, human and animal health and medicine, international relations, education, biotechnology, youth development, planning and community revitalization, and water sciences and natural resources management. This rich experience of MSU makes it critical to the success of this Programme in the North East.

- For the reasons summarized above, PCNI will spearhead discussions and negotiations with MSU to finalize the partnership for implementing the NESAP Programme with the FG and 6 North East States, under the promotion and full framework support of the PCNI.
- PCNI is also targeting further collaborations with MSU to expand the partnership to facilitate the BHEARD Programme and MasterCard Foundation Programme (MSU driven programs) which will bring additional Students and accrued benefits to the region. It is currently estimated that at least an additional 200 Students will benefit through these other programs, if all implementation parameters are satisfactorily finalized.
- Monitoring and evaluation of the NESAP will be carried out by PCNI in collaboration with the State Ministries of Education, the Federal Ministry of Education, MSU and select NGO partners for each North East State.

Projected Programme Outcomes

- Wider exposure of Students to new ways of thinking.
- International exchange of culture and ideas.
- Increased access to higher quality tertiary education.
- Preparedness for regional and national leadership.

Programme Priority

This is a high-level priority Programme as the human resource capacity of the region is diminished. This Programme will be implemented along-side the upgrade of institutions of higher learning.



- *Opportunities to see & learn in a global context.*
- *Exposure to gain new perspectives.*
 - *Improved professional potentials.*
 - *Opportunity to Fight Stereotypes by education.*
- *Advantages to take control of the future.*



Estimated Cost

It is estimated that the overall payment needed to satisfy the foreign university partner is therefore \$21,551,900 (₦4,310,374,000) for the five-year period. Five % (5%) each (approximately \$1.08 million each) is estimated in addition for university partner administration and for PCNI/local partners administration, bringing the total to \$23,707,055 (₦4,741,411,000).

Programme Development and Delivery Guidelines (North East Study Abroad Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
NORTH EAST STUDY ABROAD PROGRAM														
PCNI to finalize and articulate Programme design internally and with partners in PCNI.	PCNI													
Ratification of Programme by PCNI.	PCNI													
Further articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	PCNI/FMOE/SMOE													
PCNI and Foreign University Partner (MSU) to Fine-tune the Programme design.	PCNI/MSU													
Finalize funding, including Federal, State, Development Partners, PINE, VSF and other partners.	PCNI/FMOE													
Determine criteria for beneficiary Students.	PCNI/FMOE/Universities													
Visitation by officials of partnering Foreign University (MSU).	Presidency, PCNI, FMOE, SG													
Finalize partnership with foreign university and develop strategic communication plan.	PCNI/ FMOE/ MSU													
Sign Memorandum of Understanding with Foreign university partner and with others and commence admission process for first batch and begin strategic communication process.	PCNI/ PCNI/ MSU													
Facilitate disbursement of funds to university and Students involved.	PCNI/FMOE/Universities													
Commence long-term Management and Implementation, Monitoring & Evaluations, and Strategic communications.	PCNI/FMOE													

Initiative Summary (North East Study Abroad Program)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- VSF and Private Sector donors.
- Selected Foreign University (MSU).
- International Development Partners.

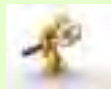


PROJECTS

- Study abroad for Students in Borno.
- Study abroad for Students in Adamawa.
- Study abroad for Students in Yobe.
- Study abroad for Students in Gombe.
- Study abroad for Students in Taraba.
- Study abroad for Students in Bauchi.
- Graduate Research projects with selected universities.
- Learning experience sharing project in all 6 States.
- Possible supplemental BHEARD project.
- Possible supplemental MasterCard Scholars Program

DURATION

5 years.



PROJECTED IMPACT

- Increased access to quality education.
- Increased labour force.
- Improve quality of professional staff
- Increased productivity



PRIORITY

High for human capacity development of the region.



TOTAL BUDGET

₦4,741,411,000

The Sir Abubakar Tafawa Balewa Special Programme (TBSP) **Programme Description**

This Programme is designed to specifically cater to the special needs of handicapped members of the society with particular emphasis on the children. It will make sure that educational material is tailored to make learning as easy as possible and endeavour to make the disabled function as productive members of the society.

Under this program, three model institutions for special needs children (2 primary and 1 Secondary Schools) will be established in selected model schools in each State. The curriculum and infrastructure present in those schools will be upgraded to provide the best environment possible to help children with special needs in learning.

In addition, there will be a strong advocacy component of the Programme to promote support infrastructure and access for disabled Students in Federal higher learning institutions, with a certain number of slots reserved for Students with special needs.

PCNI will also facilitate the designation and/or upgrade of a department in each University to comprehensively support students with special learning needs. Universities that participate in this scheme and display propensity to comply with the targets of this Programme will gain access to grants for the purchase of necessary equipment and/or infrastructure.

In order to be able to provide such grants and to cover the cost of establishing Special Needs support in the model schools, a fund will be set up by the Federal Government with a seed amount of 5 Billion Naira. NGO partners and PCNI will engage experts to set the standards for education of children and youth with special needs and will cover the cost for facilitating and promoting the standards for Students with special needs in each targeted institution for 2 years.

The Programme will be supported for 2 years with periodic Monitoring and Evaluation of all established Special Needs departments and models in each participating school. This will be outsourced to local NGOs across the 6 States coordinated by PCNI in collaboration with UNICEF for the same duration of 2 years.



Projected Programme Outcomes

- With an estimated average of approximately 389 Students per school in the North East region, this Programme will affect 7,002 disabled/limited ability Students.
- Increase in the number of educated Students.
- Increased literacy rate.

Programme Priority

The Programme will be a high priority for primary and Secondary Schools component, with mid-level priority for higher learning institutions.

Estimated Initiative Costs

- The estimated cost of this Programme is 6.02 Billion Naira.
- This is a budget of 5 Billion Naira for the seeding for the fund and 1.02 Billion Naira for the grants/ facility upgrade for schools.
 - ✓ The Federal Government will provide 5 Billion Naira.
 - ✓ It is anticipated that the participating State Governments will provide counterpart funding of 1.02 Billion Naira.

Programme Development and Delivery Guidelines (Sir Abubakar Tafawa Balewa Special Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
ABUBAKAR TAFAWA BALEWA SPECIAL PROGRAM														
Finalize and articulate Programme design.	All Partners													
Articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	PCNI/FMOE/SMOE													
Determine criteria for beneficiaries of program.	PCNI/FMOE													
Solicit and secure Federal funding.	PCNI/States													
Facilitate release of funds where applicable to project contractors and vendors.	PCNI/FMOE/SMOE													
Begin and conclude program.	PCNI/FMOE													
Implement Monitoring & Evaluations/Strategic communications.														

Initiative Summary (Sir Abubakar Tafawa Balewa Special Program)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors
- Development Partners

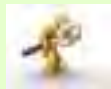


PROJECTS

- Grant dispersal to participating schools.
- Needs assessment projects.
- Special Needs Education project)

DURATION

2 years



PROJECTED IMPACT

- Increased access to education.
- Increased labour force.
- Increased productivity



PRIORITY

High for primary and Secondary Schools, medium for higher institutions



TOTAL BUDGET

₦6,020,000,000

Higher Institution and Technical School Participation Grant (HITSPG).

Programme Description

Encouraging Secondary School graduates to go to universities serves to increase the capacity and population of the country's skilled workforce, enhancing potential productivity of the nation.

This program, taking place across all 6 States in the region, involves the sponsorship of 12,000 qualified Secondary School Students into local tertiary institutions, at 2000 Students from each State. Each year 500 Students (screened on the basis of proficiency) will be sponsored from each State at a cost of ₦450,000 per Student per annum. This scholarship fund is to cover tuition, accommodation and a living allowance.

NGOs and PCNI will monitor and evaluate the process.

Projected Programme Outcomes

- Increased skill level of the workforce.
- Increased access to education.
- Increased productivity.

Programme Priority

The priority set for this Programme is high.

Estimated Initiative Costs


- The total estimated cost for the scholarship grants to 500 Students in each in all the 6 States is 5.4 Billion Naira per annum.
- Administration of the screening and processing of the qualified students is estimated at 5% per annum. This is a total of 270 Million Naira, which brings the total annual cost for this Programme to 5.670 Billion Naira.
- The grand total estimated for Programme is therefore 22.680 Billion Naira for the entire duration of 4 years.



Programme Development and Delivery Guidelines (Higher Institution and Technical School Participation Grant)


Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
Higher Institution and Technical School Participation Grant													
Finalize & articulate Programme design	All Partners												
Articulate the partnerships and collaborations with all relevant Govt Authorities & States involved.	PCNI/FMOE/SMOE												
Solicit and secure Federal funding	PCNI/FMOE												
Facilitate and Solicit Private Sector Funding and investments.	PCNI/States												
Determine criteria for beneficiaries	PCNI / States												
Articulate and finalize partnerships with participating local tertiary institutions	PCNI/FMOE/SMOE												
Begin and conclude projects/ Monitoring & Evaluations/Strategic communications	PCNI/FMOE												

Initiative Summary (HITSPG).




PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors
- Selected Tertiary institutions




PROJECTS

- Local University Scholarship Borno
- Local University Scholarship Adamwa
- Local University Scholarship Yobe
- Local University Scholarship Gombe
- Local University Scholarship Taraba
- Local University Scholarship Bauchi




DURATION

4 years.




PROJECTED IMPACT

- Increased skill level of the workforce.
- Increased access to education.



PRIORITY

High Priority.



TOTAL BUDGET

₦22,680,000,000

The University Product Development and Commercialization Partnership Program **Programme Description**

A common function of tertiary academic institutions across developed countries is research. A lot of money to fund the university is garnered by investments into this research. Companies can also pay to have Students look into certain areas relevant to their products.

The Programme will take place across the 6 States. It focuses on fostering partnerships between universities and the private sector for mutual benefit. The universities can undertake research studies into areas requested by the private sector companies and these companies in turn can provide funding for the university in the form of grants, scholarships and donation of equipment. International organisations such as the McArthur Foundation and Schlumberger can donate laboratory infrastructure. The faculty of various departments can submit research proposals to relevant corporate entities to provide funding. Training for faculty on how to apply for grants will be provided. In addition, the university can commercialize results from research projects into areas such as software development, agricultural techniques, and cyber security to earn money for itself.

The commercialization can be done through the formation, under the program, of a corporate body to advise and aid universities on ways to profit from research findings. The corporate body described could take a %age of profits realized from commercialization. Specific areas in which the region enjoys a comparative advantage will be the prioritized for investigation such as Renewable Energy, Agriculture and Solid Minerals. Also the universities that participate in this Programme can develop monitoring and evaluation capacity and hence bid for M&E jobs for PCNI and other development partners. To start off, large firms can be incentivized to partner with universities to explore this option. This incentive can be in the form of tax subsidies, and activities under this Programme can count towards the Corporate Social Responsibility (CSR) of individual private companies.



Programme Outcomes

- Sustainable income generation for universities.
- Increased funding for university infrastructure.
- Establishment of link between Government policy, academia and industry.

Programme Priority

This Programme is considered a mid-level priority program.

Estimated Initiative Costs

- The estimated budget for this Programme is 600 Million Naira corresponding to 100 Million Naira per State. This money will go towards the training, establishment of partnerships and publishing of reports.
- The Programme will be supported for 2 years, bringing the total budget to 1.2 Billion Naira
 - ✓ The Federal Government will provide 80 Million Naira per State annually with the State Government providing the balance of 20 Million Naira.

Programme Development and Delivery Guidelines (The University Product Development and Commercialization Partnership Program).

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
UNIVERSITY PRODUCT DEVELOPMENT PROGRAM													
Articulate the partnerships and collaborations with all relevant Government Authorities and States involved.	All Partners												
Determine technical rehabilitation/completion or construction details and specific critical gaps to be covered on each project.	PCNI/FMOE/SMOE												
Design fast-tracking of budget releases, facilitation, negotiation and liaison models to implement for rapid completion of each project.	PCNI/FMOE												
Facilitate and Solicit Private Sector Funding and investments.	PCNI/States												
Facilitate fast tracked release of funds to project contractors and vendors.	PCNI / States												
Begin and conclude fast tracked projects.	PCNI/FMOE/SMOE												
Implement Monitoring & Evaluations/Strategic communications.	PCNI/FMOE												

Initiative Summary (The University Product Development and Commercialisation Partnership Program)



PARTNERS

- Selected National Universities.
- Federal Ministry of Education
- State Ministries of Education.
- Private Sector donors

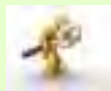


PROJECTS

- Cooperative research Borno
- Cooperative research Adamawa
- Cooperative research Yobe
- Cooperative research Gombe
- Cooperative research Taraba
- Cooperative Research Bauchi

DURATION

2 years



PROJECTED IMPACT

- Sustainable income generation for universities.
- Increased funding for university infrastructure.
- Establishment of link between Government policy, academia and industry.



PRIORITY

Medium Priority.



TOTAL BUDGET

₦1,200,000,000

Restricted:

The Shining Light Program

Programme Description

Two Secondary Schools per State will be awarded a project to turn the schools into adult education programs. The Programme will be administered and managed under the supervision of the principal. The business community in the locality will support it. PCNI will recruit technical support (foreign or domestic) and financial support to supplement the program. PCNI will recruit a development partner to oversee the program. The responsibility of the children will be to equip their parents with basic tools – basic reading, mathematics, word processing, and information technology. Each participating school will be provided with internet access and will be equipped with a projector, projector screen and a small generator. Key Students participating will be given laptops and support for facilities. The Students that participate in this Programme will be referred to as ‘Shining Light Ambassadors’, targeted to be enrolled into the Programme for mentorship and grooming from Junior Secondary Three (JS3), to become tutors of their parents and community members from Senior Secondary One (SS1). These Students will also be responsible for bringing parents in to the school to register for the program. The data for these parents will be fed into a general database which can be used to determine their suitability as beneficiaries for other PCNI programs. Shining Light Ambassadors will be selected based on criteria such as academic performance, voluntary community service engagement and enthusiasm.

A points system and associated online monitoring database will be developed to facilitate a reward system for the ambassadors. The ambassadors will be placed in three categories; bronze, silver and gold, depending on their activity. The rewards include national and international excursions, exchange programs, priority consideration in other PCNI programs. As an added incentive for parents to register, school open days can be held with free refreshments and light entertainment provided. The Programme will last 4 years. Monitoring and evaluation will be carried out by PCNI in partnership with participating schools and educational agencies across the 6 States.

PCNI will also deploy extensive community sensitization, media publicity and awareness to ensure adult participation in the Programme and to give participating Shining Light Ambassadors a sense of pride and direct awareness of their accomplishments.

Projected Programme Outcomes

- Increased adult literacy.
- Increased employability of labour force.
- Increased skill level of labour force.

Programme Priority

This Programme is considered a high priority as adult education is a critical component of the plan.

Estimated Initiative Costs

- In the first phase of the program, one school will be selected from each State through a very competitive process and each of them will be granted 8 Million Naira per year. This is a total of 48 Million Naira for the 6 States per year.
- The community sensitization, media publicity and awareness component is estimated at 5 Million Naira per State for year (30 Million Naira for the 6 States). This is a total 78 Million Naira per year. Programme administration and monitoring costs are currently estimated

at 10% (7.8 Million Naira); bringing the total Programme cost to 85.8 Million Naira per year for all 6 States.

- The grand total for delivery of this Programme is thus estimated at 343.2 Million Naira for 4 years.
 - ✓ PCNI anticipates that the FG, States Governments and Private Sector Donor partners to contribute the costs for this program.



Programme Development and Delivery Guidelines (Shining Light Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-48
SHINING LIGHT PROGRAM													
Bring in educational experts and potential private sector donors in a meeting/forum to flesh out initiative	All Partners												
Develop TOR for the program	PCNI/FMOE/SMOP												
Take out a national advertisement in one of the newspapers and have Ministry of Education use resources to get information out	PCNI/FMOE												
On deadline for applications, do a preliminary screening/review of proposals. Select the winning proposals, have Ministry of Education and President announce it	PCNI/States												
Facilitate Media publicity	PCNI / States												
Secure funding	PCNI/FMOE/SMOE												
Develop Monitoring and & Evaluation framework	PCNI/FMOE												
Develop Monitoring and & Evaluation framework	PCNI/FMOE												
Have a technical support meeting in which technical support teams will be support them	PCNI/FMOE												
Continue to fundraise for the initiative	PCNI/Donor Partners												

Initiative Summary (Shining Light Program)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors

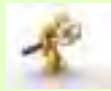


PROJECTS

- Adult ICT Education
- Adult Mathematics Education
- Adult Word Processing Education
- Adult Basic Reading Education

DURATION

4 Years.



PROJECTED IMPACT

- Increased adult literacy.
- Increased employability of labour force.
- Increased skill level of labour force



PRIORITY

High



TOTAL BUDGET

₦343,200,000

Restricted: Do Not Distribute

The Presidential E-Learning Platform

Programme Description

Recent technological advancements have opened up many new avenues for enhanced learning made available over the internet and hence it is possible to have textbooks on small mobile devices for easy access. The presidential e-learning platform takes advantage of this, providing the complete syllabus for primary and secondary education in a single tablet device.

The tablet contains guided education modules complete with videos, animations, textbooks and interactive educational games. In addition to western education modules, there are modules for Islamic education. There is language support for English, Hausa and Kanuri.

Also taking note of the importance of the information technology globally and the necessity of information technology being taught and harnessed in all educational facilities across the region, this Programme seeks to provide computers with internet access to schools. 9 schools per State will each receive 25 computers and equipment for a computer laboratory.

This initiative, cutting across all 6 North East States will facilitate the provision of this electronic syllabus on electronic devices such as tablets and computers for Students and teachers to aid both teaching and learning. The tablets can be provided as reward incentives to beneficiaries of other programs such as the Recruitment and Recertification Programme and the Shining Light Programme. In addition to the tablets this Programme will distribute the teaching material across computers to facilitate wider access. The hardware can be donated by development partners and the private sector, allowing the majority of the budget to go towards the purchase of the content licenses allowing for increased spread. The e-learning platform can be employed as tool for remedial education for the Students that are having trouble preparing for their exams, or for those wishing to retake the exams.

Projected Programme Outcomes

- Increased access to education.
- Increased quality of education.
- Improved pass rates in national examinations.

Programme Priority

This Programme is considered a mid-level priority.



Estimated Initiative Costs

- The total estimated budget for this Programme is 702.5 Million Naira over a two-year period.
 - ✓ 402.5 Million Naira is expected from the Federal Government, 200 Million Naira from the State Governments and 100 Million Naira from private sector/donor agencies.



Programme Development and Delivery Guidelines (Presidential E-Learning Platform)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
PRESIDENTIAL E-LEARNING PLATFORM													
Bring in educational experts and potential private sector donors in a meeting/forum to flesh out initiative	ALL Partners												
Develop TOR for the program	PCNI/FMOE/SMOP												
Take out a national advertisement in one of the newspapers and have Ministry of Education use resources to get information out	PCNI/FMOE												
On deadline for applications, do a preliminary screening/review of proposals. Select the winning proposals, have Ministry of Education and President announce it	PCNI/States												
Facilitate Media publicity	PCNI / States												
Secure funding	PCNI/FMOE/SMOE												
Develop Monitoring and & Evaluation framework	PCNI/FMOE												
Develop Monitoring and & Evaluation framework	PCNI/FMOE												
Have a technical support meeting in which technical support teams will be support them	PCNI/FMOE												
Continue to fundraise for the initiative	PCNI/FMOE												

Initiative Summary (Presidential E-Learning Platform)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- Private Sector donors

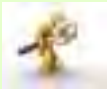


PROJECTS

- Provision of e-learning platform tablets
- Provision of e-learning platform computers

DURATION

2 years



PROJECTED IMPACT

- Increased access to education.
- Increased quality of education.
- Improved pass rates in national examinations



PRIORITY

Medium Priority.



TOTAL BUDGET

₦702,500,000

The Primary School Feeding Programme (PSFP)

Programme Description

As part of an incentive Programme to raise child enrolment in primary education, this program, proposed by the State Governments, will aim at providing one meal a day for all Primary School children. This plan has three major benefits to the beneficiaries; added incentive for Primary School enrolment, improving child nutrition, and reduction of burden on families especially those low income households. In addition the scheme will generate employment for those involved in the value chain from the local farmers to the food processors and packaging.

Under this program, PCNI will engage the services of a nutritionist through partnership with UN FAO. The nutritionist will design the appropriate meal plan for the children of Primary School age, using local food sources. This will be designed assuming that it may be their only meal of the day. Multiple vendors will be evaluated to prepare and supply the food to the schools with a rotational policy to ensure that the service is maintained at high standards due to the competition for the contract. The successful bidder will receive a 6 month supply contract. This contract will be between the vendors, the States and PCNI to ensure that the standards are incorporated in the contract. The food supply can be sourced from local cooperatives/ agro clusters.

The Parent – Teacher Association (PTA) and other community based associations can monitor the program, with NAFDAC providing additional supervision. Spot checks will be carried out on weekly basis. To make sure that the checks are standardized, an online checklist tool can be provided for the monitors to fill when doing the spot checks, with a website showing, with simple steps, what to look for and how to evaluate. This website can be developed by partner organisations. This provides a powerful review mechanism which is easily accessible and transparent.

In addition the ‘mystery shopper’ approach will be employed wherein a member of a monitoring organization is sent to discreetly inspect and report. The PTA will be penalized if it is discovered that the mystery shopper reports differ greatly from their reports, which if severe can result in the closure of the Programme at that school.

Projected Programme Outcomes

- Increased enrolment in Primary Schools.
- Improvement in child nutrition.
Improved academic performance



Programme Priority

This Programme is considered a high priority.

Estimated Initiative Costs

This Programme will be carried out in all of the States in the region. It is anticipated that it will cost 47.8 Billion Naira for 1,760,345 Students over 5 years. Borno, Adamawa, Yobe and Bauchi will each provide for 300,000 Primary School Students in their respective States at a cost of 8.1 Billion Naira each over 5 years, while Taraba will provide for 560,345 Students at a cost of 15.4 Billion Naira over 5 years.

Programme Development and Delivery Guidelines (The Primary School Feeding Program)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-60
Primary School Feeding Program													
Finalize and articulate Programme design.	All Partners												
Facilitate meeting between partners to clarify and finalize roles and responsibilities of each partner.	PCNI/FMOE/SMOE												
Solicit and secure, State funding and donor contributions.	PCNI/FMOE												
Articulate and sign partnership agreements.													
Determine the requirements for the schools meals plans	PCNI/States/FAO												
Request for proposals.	PCNI / States												
Review proposals and select contractors	PCNI/FMOE/SMOE												
Disburse funds to contractors for meal supply.	PCNI/SMOE												
Implement monitoring and evaluations and strategic communications.													

Initiative Summary (The Primary School Feeding Program)



PARTNERS

- Federal Ministry of Education.
- State Ministries of Education.
- UN Food and Agriculture Organisation (FAO).
- Private Sector donors.
- NAFDAC.
- Parent Teacher Associations.

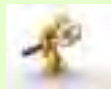


PROJECTS

- Primary School feeding in Bauchi.
- Primary School feeding in Adamawa.
- Primary School feeding in Yobe.
- Primary School feeding in Taraba.
- Primary School feeding in Borno.

DURATION

5 years.



PROJECTED IMPACT

- Improved pass rates in national examinations.
- Greater quality of education.
- Increased literacy rates.



PRIORITY

High.



TOTAL BUDGET

₦47,800,000,000

Restricted: Do Not Distribute

Compulsory Education Enforcement & Advocacy Program

Programme Description

This refers to a mandatory implementation of the Universal Basic Education Act that requires enforcing compulsory education for children up to year 9 (Primary 1 to 6 and year 1 to 3 of Junior Secondary School). An educated mind is relatively more difficult to indoctrinate. This initiative will lead to a future egalitarian society in the North East that is an economic hub for Nigeria requires a high level of literacy and a large population of capable minds that are globally competitive.

Highly placed individuals such as Emirs, The Sultan, former Presidents and Heads of State, highly respected religious leaders and other prominent members of the public shall be encouraged to publicly endorse the plan as a catalyst for education revival in the North East.

This is without prejudice to incentives targeted at getting more children to schools and targeted at getting more parents, guardians and custodians to release school-age children for primary and early Secondary School education.

This latter part is being addressed by other legacy projects of the Federal Government such as listed below:

- The National Free School Feeding Program.
- Accelerating reconstruction in the North East which includes agricultural revamping with the delivery of irrigation systems.
- Provision for water through community boreholes as encapsulated in the PCNI Plan. These are meant to reduce distances accessed by a typical household as well as simplify agricultural practice thereby reducing pressure for child labour.

This reward-sanction strategy is necessary at this stage to ensure that the North East region experiences a revolutionary cultural shift as part of anti-extremism measure. It is projected that within a period of ten (10) years, the new culture would have been mainstreamed such that it would no longer be fashionable not to be literate and educated thereby gradually reducing the need for varieties of external incentives. The Programme is anticipated to last for 24 months. However, this is expected to last for 10 years before the culture becomes organic.

Programme Objective

To enforce the Universal Basic Education Act, requiring mandatory attendance of all school aged children at the schools.

Projected Programme Outcomes

- A high population of literate youth
- Greatly reduced incidence of violence from extremist activities

Programme Priority

High priority but the enforcement component could begin in the second year following the commencement of the Buhari Plan so as to ensure that other critical security and peace building activities have been successfully entrenched. Public education and awareness should however start in the first year of the plan as a form of advanced notice to parents and guardians.


Estimated Initiative Costs

Technically, this has no cost as it would be accomplished by enforcing extant UBE law with a Presidential Directive using existing enforcement infrastructure (Police, NSCDC etc.). An estimated 500 Million is however allocated for the purpose of mobilization, public awareness programs and media campaigns across the region for a period of 2 years.

Programme Development and Delivery Guidelines (Compulsory Education Enforcement & Advocacy Program)


Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Compulsory Education Enforcement & Advocacy Program													
Identification of NGO's and groups with similar advocacy objectives.	PCNI												
Engagement and coordination of NGOs and advocacy groups	PCNI												
Multi-stakeholder engagements comprising of Minister of Education, National Assembly, State Government, NE State Assemblies, advocacy groups, media and Religious bodies	PCNI, ADVOCACY PARTNERS Government Agencies												
Media advocacy campaigns	PCNI, ADVOCACY PARTNERS												

Initiative Summary (Compulsory Education Enforcement & Advocacy Program)




PARTNERS

- PCNI.
- Office of the Minister of Education.
- National Assembly.
- North East State Governments.
- North East State National Assemblies.
- Enforcement Infrastructure (Police, NSCDC).
- International Development Partners – UNESCO, DFID.
- Advocacy Groups.




PROJECTS

Compulsory Early Education Programme for Every Child in the 6 States




DURATION

2 years




PROJECTED IMPACT

- A high population of literate youth
- Greatly reduced incidence of violence from extremist activities



PRIORITY

High Priority



TOTAL BUDGET

₦500,000,000

SUMMARY BUDGET FOR THE EDUCATIONAL TRANSFORMATION PLAN

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF YRS	TOTAL COSTS (₦)
1	Mass Renovation and Reconstruction of Schools	33,790,000,000	2	67,580,000,000
2	Teacher Recruitment and Recertification Program	25,633,333,333	3	76,900,000,000
3	Safe Schools Initiative Long-term Component	4,000,000,000	5	20,000,000,000
4	Regional Curricular Renewal Project	3,702,000,000	2	7,404,000,000
5	Study Abroad Program	1,475,913,120	2 – 5	4,741,411,000
6	Sir Abubakar Tafawa Balewa Special Program	3,010,000,000	2	6,020,000,000
7	University Participation Grant	5,670,000,000	4	22,680,000,000
8	The University Product Development And Commercialisation Partnership Program	600,000,000	2	1,200,000,000
9	Shining Light Program	85,800,000	4	343,200,000
10	Presidential E-Learning Platform	351,250,000	2	702,500,000
11	Primary School Feeding Program	9,560,000,000	5	47,800,000,000
12	Compulsory Education Enforcement & Advocacy Program	250,000,000	2	500,000,000
TOTAL FOR EDUCATIONAL TRANSFORMATION		88,128,296,453	5	255,871,111,000

Figure 40: Educational Transformation Projects Breakdown

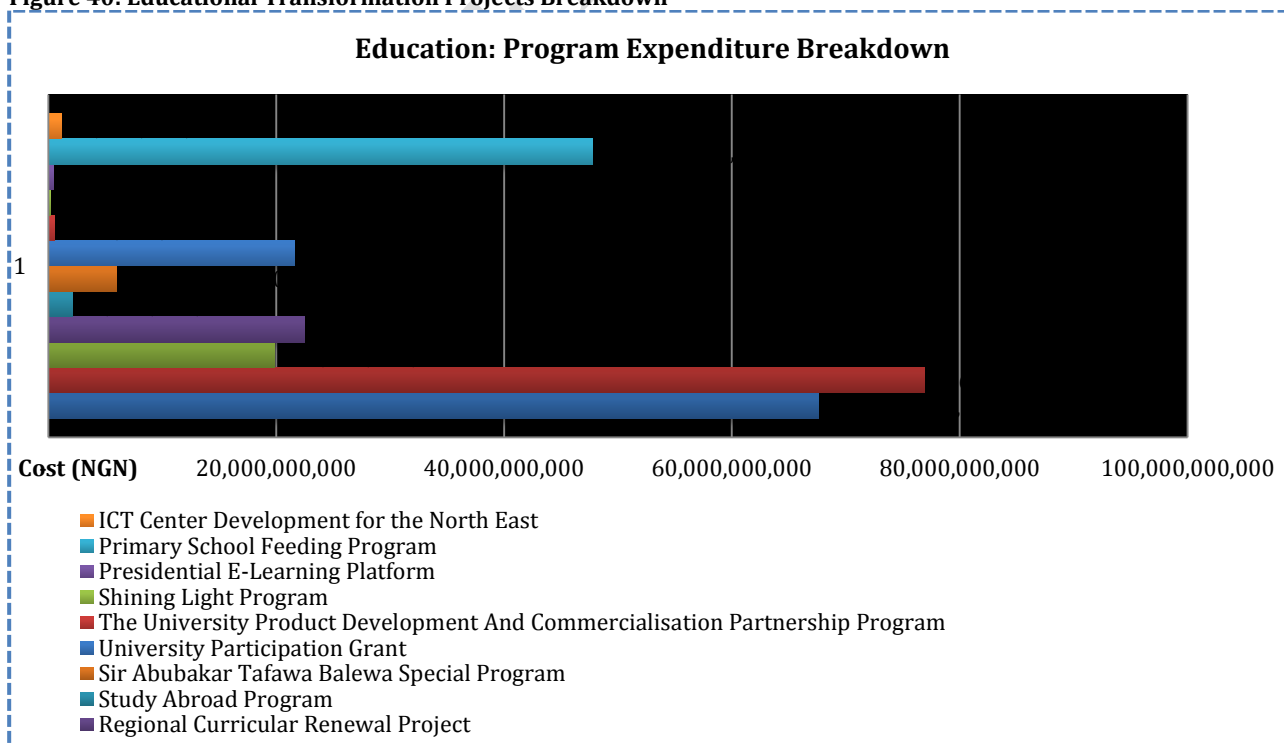
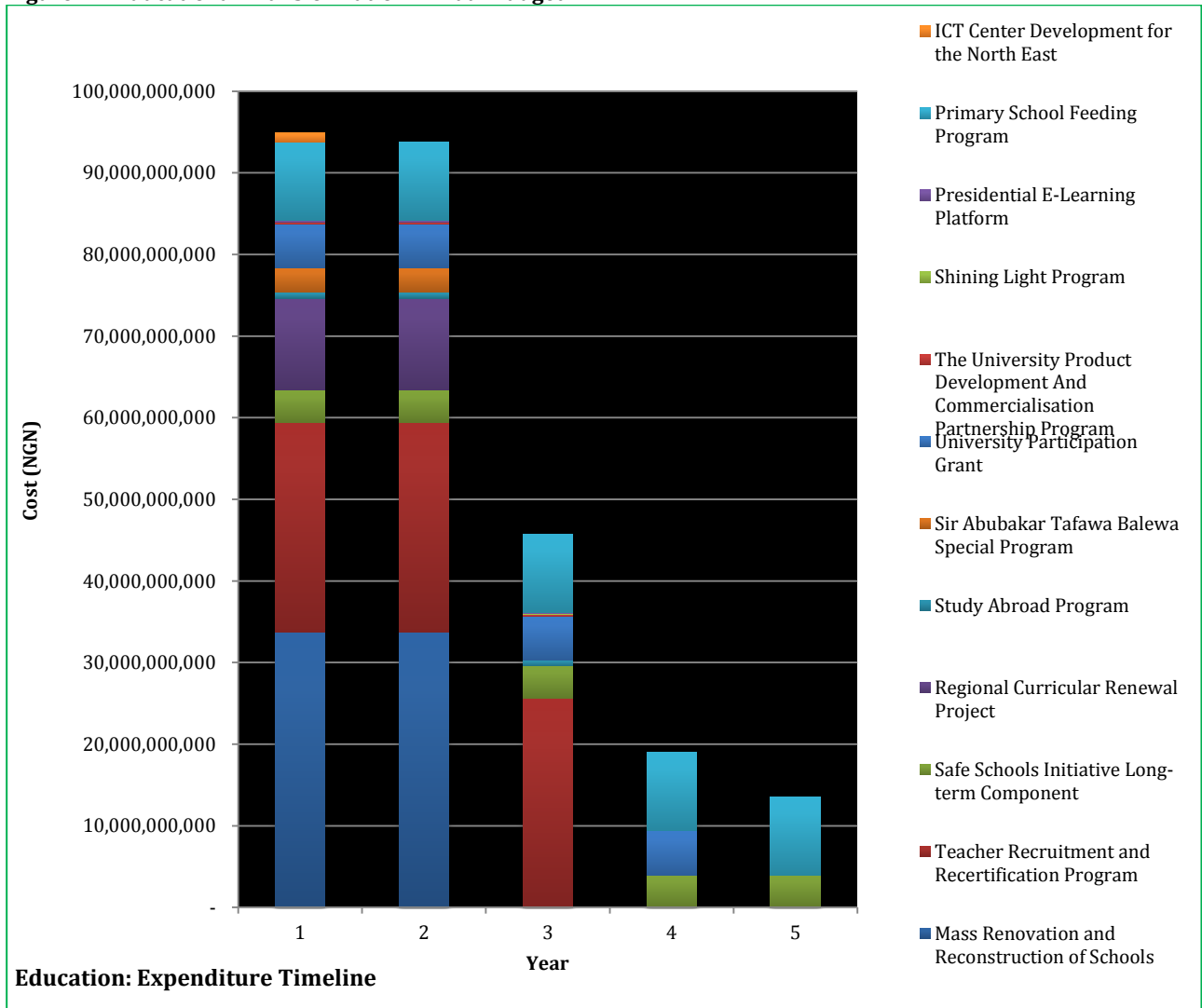


Figure 41: Educational Transformation Annual Budget



Education: Expenditure Timeline

Restricted

Chapter 20
The Entrepreneurship and Job Creation for
Youth/Women Empowerment
Plan



Chapter 20

The Entrepreneurship & Job Creation for Youth/Women Empowerment Plan



Introduction

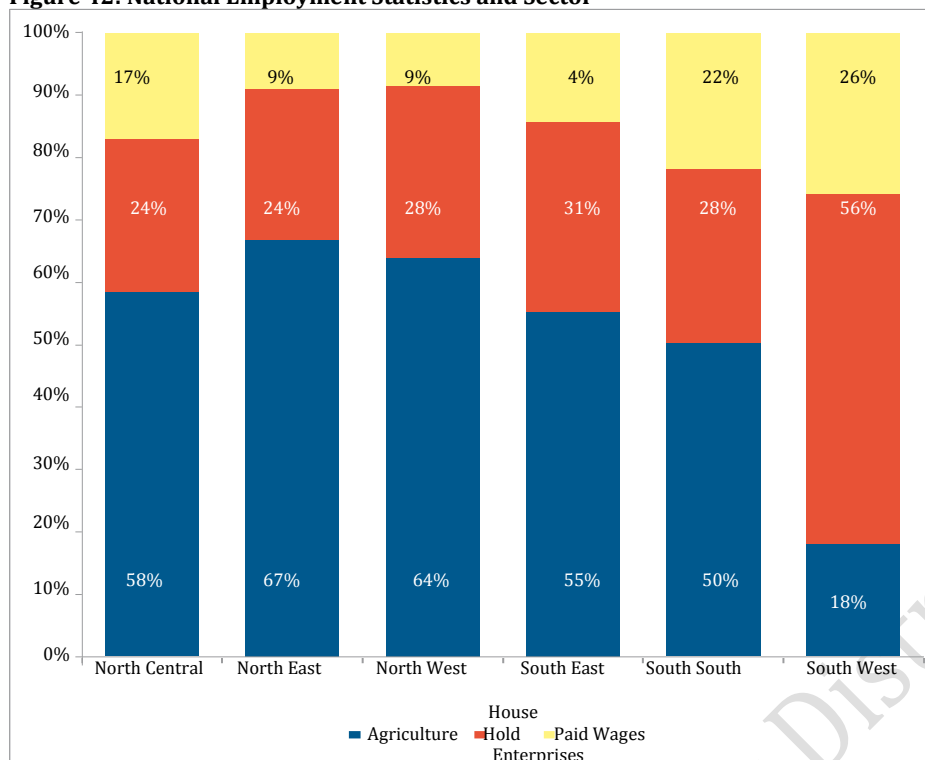
Generally, sustained economic growth requires private sector, trade and financial activities to be successfully thriving, as the connection of these activities contributes to job creation, employment, income and financial growth across all socio-economic indicators.

According to the 2010 Micro, Small and Medium Enterprises (MSMEs) National Survey undertaken by the National Bureau of Statistics (NBS) and the Small and Medium Enterprise Development Agency of Nigeria (SMEDAN), the total number of MSMEs (employing up to 200 persons) in Nigeria stood at 17.28 Million, with 17.26 Million Micro-Enterprises (less than 10 employees), thus representing 99.9% of that sector, the private sector.

By 2014, further surveys revealed that the total number of MSMEs in Nigeria had grown to about 37 Million enterprises with about 40% being farms and most of the rest being informal Non-farm Household Enterprises (NFEs). SMEDAN in that time reported that there were a total estimated 68,000 Small Firms (10 and 49 employees) and 4,700 Medium Firms (50 and 200 employees); with that entire sub-set of the private sector being dominated by services, in particular wholesale and retail trade; demonstrating that despite the significant growth in total number of private enterprises, the private sector was still flailing with very low growth indicators in the area of capacity and very limited across board in terms of diversification of the subject matter of business, with the greater Percentages still trapped in traditional, micro and low productivity subsistence activities [RPBA VOI II 2016].

The purview is worse when the statistics for other job opportunities in Nigeria are reviewed. Undoubtedly Jobs are a central issue in the public debate in Nigeria. When asked to rank the main problems facing the country, Nigerians cite unemployment as the most important challenge. This is because jobs are critical for Nigeria's present and future, as better jobs and income-earning opportunities form the basis for more diversified economic growth, poverty reduction, and greater prosperity. Some 40 to 50 million additional jobs will be needed to employ Nigeria's population between 2010 and 2030. In order to reduce poverty and help create more inclusive growth.

Figure 42: National Employment Statistics and Sector



Employment is still concentrated in low-productivity activities, especially in northern regions

It is within this context that the issue of empowerment and unemployment in the North East must be considered. In the North East, the negative effects of the Boko Haram armed group can also be effectively mitigated by engendering prosperity amongst members of the affected communities, especially for the vulnerable youth to protect them from recruitment. A private sector recovery both the formal sector (medium and small enterprises) and informal sector (micro enterprises) will require proactive interventions to support the development of high value chains in agri-businesses and solid minerals as well as youth entrepreneurship in addition to employment promotion schemes focusing also on women and youth.

In addressing this cogent issue many of the region's stakeholders and actors have reviewed and assessed the relevant factors for job creation and empowerment for human capital development, particularly targeted at youth and women.

The North East Region has a relatively large representation of the micro-enterprise sector compared to the formal private sector, however the total number of micro-enterprises in the North East remains relatively small at the national level: there are around 2.5 million enterprises (out of 17.3 enterprises in total) or accounting for only 14% of total micro-enterprises in Nigeria. The comparatively high and stable national economic growth in recent years has not made a strong dent in poverty and destitution in the North East largely because it has not resulted in a diversification of the sources of labour income for the poor who are trapped in traditional low-productivity, subsistence activities.

Creating jobs and opportunities to earn a decent living is therefore a critical step for the region to ensure its stability, reduce volatility and protect the social sense of belonging.

Vision for Entrepreneurship and Job Creation for Youth/Women Empowerment:

- The North East region is richly endowed with an untapped vast arable land mass and a large human capital potential that can transform the region if properly harnessed. This pillar of intervention seeks to unleash these untapped potentials that are inherent in the North-East by stimulating the local economies through skills and entrepreneurship development initiatives and projects identified applying the asset-based development strategy. In other words, the initiatives and projects will be implemented on the basis of the assets available in local communities and considering local societal realities.

- The initial interventions are intended to engender or encourage absolute or relative peace in the region. By empowering women and youths these interventions will revive local economic activities, equip women and youths with essential skills to make a living for themselves, increase cash flow within the communities as well as improve local purchasing power.

- **Vocational Training.** Vocational and business skills training, mentorship, BDS (business development services) support and job placement facilitation in the areas identified by the market assessment. This support will provide target groups with the tools and capacities required for accessing long-term employment as well as by supporting them in finding the right employment opportunities. As such, employability of the target populations strengthened by vocational trainings focusing on marketable skills that are directly linked to job placement schemes through job seeker centers and specialized recruitment agencies. Vocational trainings shall be linked to a job guarantee to place graduates in employment with provision of start-up kits and further assistance to get established in either employment or as an individual entrepreneur or in a cooperative. Therefore, market analysis and business plan development will be also taught. The various forms and contents of teaching and training (academic, vocational and life skills), provision of business starter kits, mentoring, and follow-up of the participants aim at qualifying and equipping youth for employment and self-employment. The Programme shall contain additionally career counseling, mentoring, various forms of mediating contacts between employers and training institutions, internships, apprenticeships, and systematic information sharing about training and job opportunities via radio and other media. In addition, supplementary cash grants may be provided with basic tools and supplies at the end of training in order to support self-employment on the basis of basic business plans. These measures can be implemented and coordinated with existing national institutions such as SMEDAN and other local agencies in this sector.

- **Youth Empowerment through Skills Training for Employment.** Excluded from making a living through the labour market, young men with low levels of education are particularly vulnerable to being recruited to groups that engage in criminal and violent activities, such as Boko Haram. It is vital for peace building to provide the youth of the North Eastern States a real option to master their own living and regain a life perspective. Youth re-orientation and de-radicalization approaches, combined with youth employment schemes, is an imperative for any recovery and rehabilitation intervention as well as the peace building agenda. This shall include professional or vocational trainings with a shorter duration (3 to 6 months), linked to a more rapid job creation scheme for deployment of qualified labour directly into the rehabilitation efforts during the immediate stabilization phase (Year 1 and 2), while linking the Programme to a longer-term full-scaled Technical Vocational Education and Training Programme with (re-) built

facilities and well-drafted curricula in alignment to Federal TVET programs in the recovery phase (Year 3 and 4). A combination of non-formal and formal education to empower the youth can enrich the labour market.

- **Women Empowerment through Skills Training for Employment.** The full participation of women as entrepreneurs and workers in the Nigerian economy is crucial to ensure gender equality and women's economic empowerment, as well as to utilize all of Nigeria's human resources to the benefit of households and the country as a whole. When obstacles exist that impede the access of women to entrepreneurship or paid employment - or place them in a disadvantaged position, removing those obstacles is not only essential to move towards greater gender equality, but also makes economic sense to achieve poverty reduction and support economic growth.
- Special support shall be given to women having become heads of households while losing the bread-winner of their family. Similarly to the proposed youth employment scheme, also women shall be targeted with professional skills trainings in a non-formal approach, offering also adult literacy & counting classes and further life skills (health and hygiene, legal issues such as access to land/finances/justice, SGBV protection etc.) in combination with peace education to support conflict transformation on household and community level. Start-up kits shall be distributed for training graduates aligning with their field of professional interest, accompanied continued assistance for employment identification or while setting up a micro-enterprise with accompanying market analysis and business plan development.

Goals for Entrepreneurship and Job Creation for Youth/Women Empowerment:

- Over the recovery period, the government could focus on institutional strengthening to remove legal and informational barriers to job seekers and ensure effective developments of micro, small and medium-sized enterprises (MSMEs),⁸⁰ while targeting (i) financial system development, (ii) business enabling environment reforms, (iii) facilitate trade policy, while reducing administrative hurdles, and (iv) promotion of agricultural and non-agricultural value chains.
- Develop institutional capacity of State Governments in general. To ensure successful stabilization and economic recovery in the NE, economic management capacity for statistics, planning and implementation, and public financial management at the State level needs to be strengthened. Improved availability and quality of statistics for critical macro-economic data, core sector statistics, and poverty data will facilitate evidence based policy making and monitoring and implementation of interventions programs during the stabilization and recovery periods. State level planning and implementation capabilities including effective policy formulation, linking strategies, plans with budgets, and implementation, monitoring and evaluation of strategic plans are critical for successful stabilization and economic recovery in the NE region.⁸¹With agriculture being a major asset of the region, a number of the initiatives will focus on developing the capacity and increasing the capital - human, financial, technical, etc. - of women and youth in the agriculture sector as well as equipping and empowering new entrants. The Federal Ministry of Agriculture's Agriculture Transformation Agenda (ATA) emphasizes the need to make agriculture a business and encourage participation of women and youth in order to ensure food security, set the country on the path to industrialization, and create wealth and employment for the unemployed. Thus the initiatives and projects aim to develop priority

agricultural value chains and strengthen the ability of young women and men to effectively engage in business-oriented agricultural production, value addition and marketing across local communities.

- In addition, a major goal of this strategic pillar is to develop the region's manpower by equipping unemployed graduates, unskilled and illiterate women and youths with vocational skills that will empower them to generate income and then improve their quality of life.
- This Strategic Framework will be implemented over a 2 year period after which relevant strategic initiatives will be taken over by the States. This chapter provides details of the strategic themes and initiatives; the strategic themes are more clearly defined and their major outcomes are Stated. For each initiative, it States the objectives, outcomes, target beneficiaries, and implementing partners. An implementation timeline is also included.

The Entrepreneurship & Job Creation Initiatives

The Early Recovery (ER) Programme

Programme Description

The Approach: Economic Clusters Development

This approach is designed to maximize economies of scale benefits as well as facilitate knowledge sharing among business enterprises in the region. Similar businesses will be clustered together. A cluster is a geographical concentration of interconnected or related business ventures, companies, industries and specialized institutions situated in a particular location.

Thus economic clusters – where women and youth enterprises in a particular economic sector will be situated in close geographic proximity – will be developed in specific locations across the region. For example, the small scale farmers can share expensive mechanised farming equipment and thereby enhance their individual productivity.

Economic cluster development will stimulate entrepreneurship and innovation as well as encourage cooperation, horizontal and vertical competition. These outcomes will lead to increased efficiency and reduced costs (since costs will be shared) for the enterprises in the clusters. Lower costs deriving from economies of scale will translate into lower consumer prices, increased capital for investment and local economic growth. The application of this concept is targeted at women and youth enterprises in specific value chains and will be implemented in partnership with agents of the State and Local Government involved in regulation of agricultural activities, the Ministry of Commerce and Industry, the Bank of Industry, the Federal and State Ministries of Youth Development, the Federal and State Ministries of Women Affairs and of Finance. The initiative is an economic growth concept and a planning approach to PCNI's projects. It is embedded as a philosophy in both PCNI's Infrastructural and Agriculture revitalization Projects. This programme is designed to boost economic cluster development. Socio-economic recovery in troubled communities is strongly linked to job creation. In the North-East, the negative effects of the Boko Haram insurgency will be effectively mitigated by engendering prosperity amongst members of the affected communities. Creating jobs and opportunities to earn a decent living is a critical step to ensure stability, reduce volatility and protect the social sense of belonging. Development experts have noted that there exist an inextricable link between gainful employment and the sustenance of peace in troubled communities.

The United Nations explains Early Recovery as **“a multidimensional process that begins in a humanitarian setting and seeks to build on humanitarian programs and catalyze sustainable development opportunities. It encompasses the restoration of basic services, livelihoods, transitional shelter, governance, security and rule of law, environment and other socio-economic dimensions including the reintegration of displaced populations.”** [UNDP and Early Recovery, November 2012, www.undp.org]

The Early Recovery (ER) strategy therefore focuses on restoring socio-economic life in troubled communities across the region within a time frame of 6 to 24 months. This will be achieved by providing support, in cash and otherwise with training, to youth and women in business whose enterprises or productive assets were affected by the insurgency as well as creating employment opportunities for all others seeking some form of restoration. The objective of this strategy is to create quick short-term wins for communities through emergency capacity development and job creation.

The Early Recovery Programme will implement the following youth and women empowerment initiatives:

Skills Acquisition plus Cash Grant Scheme for Local Commercial Enterprises.

Programme Description

This Programme will equip 3,000 unskilled and unemployed women and youths in the North-East with marketable, income generating skills through training. It will focus on enhancing the trade of local enterprises in selectively targeted trade areas.

Key elements:

- Commercial enterprise owners involved in producing or supplying major food and non-food items which are required for daily sustenance, who have been gravely affected by the insurgency will be identified and empowered with cash grants to restart or stimulate their business endeavours.

PCNI any approved agency will establish and equip 3 new skills acquisition centres in Bauchi and Taraba State, it will build 2 new centres in Borno, Yobe, Gombe and Adamawa to bring the total number of existing NDE centres in these States to 3 each.

- The objective is to have 3 skill acquisition centres in each North East State in implementing the training aspect of this Programme (one in each Senatorial District). The trainings will focus on developing trading skills in food and non-food items.
- The centres would be available for other vocational trainings by partners going into the future. The estimated cost to refurbish and equip 14 new centres at 25 Million Naira per centre is 350 Million Naira.
 - ✓ An implementation partner (NDE/SMEDAN) administration cost of 40 million naira.
 - ✓ This brings the budget for establishment and training to 390 Million Naira.
- Under this Programme it is further proposed that each beneficiary of should receive a stimulus cash grant. This will serve as an injection of capital that will provide an economic boost to the respective enterprises subsequently.
 - ✓ The Cash Grant to be awarded under this scheme is currently budgeted at 50,000 naira per beneficiary.
 - ✓ The estimated total for the cash grants is therefore 150 Million Naira (for 3000 unskilled and unemployed women and youth in the region).
 - ✓ The Entrepreneurial trades targeted under this scheme are:
 - Grains farming/ processing.
 - Tailoring.
 - Poultry.
 - GSM repair.
 - Fish farming.
 - Motorcycle and tricycle repairs.
 - Catering/bakery.
 - Electrical installation/ Carpentry and joinery/ Plumbing.
 - Soap and cosmetic making.
 - Leather works and shoe making.

Projected Programme Outcomes

- To revive major women and youth-led commercial and production enterprises affected by the Insurgency.
- To build capacity of women and youth through skills acquisition
- To equip the unemployed with knowledge on how to tap into local economic markets.
- To ensure availability of food staples 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 increase purchasing power.



Programme Priority

This a high priority Programme being an emergency humanitarian initiative to empower beneficiaries with means of livelihood.

Estimated Initiative Cost

This programme has an estimated cost of 540 Million Naira.



Programme Development and Delivery Guidelines (Skills Acquisition plus Cash Grant Scheme)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Skills Acquisition with Cash Grant Scheme for Local Commercial Enterprises													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, Private sector partners, MDAs etc.	PCNI, STATES & PRIVATE SECTOR												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure funding	PCNI & PARTNERS												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / STATES												
Train Trainers from beneficiary States in the various vocations and businesses.	PCNI & DEV PARTNERS												
Train beneficiaries	PCNI & DEV PARTNERS												
Disburse funds to beneficiary individuals and businesses	PCNI/ STATES PARTNERS												
Begin post-training professional support from business advisors for 6 months to ensure business success	PCNI & DEV PARTNERS												
Begin implementing Monitoring and evaluation.	PCNI & STATES												
Implement strategic communications.	PCNI & STATES												

Initiative Summary (the Skills Acquisition plus Cash Grant Scheme)



PARTNERS

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



PROJECTS

- Establishment/refurbishment of Skills Acquisition Centres.
- 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.

DURATION

- 6 -24 Months.

PROJECTED IMPACT

- Improved economic conditions of 3000 persons and their dependents
- Quick diffusion of sustainable skill sets
- Revive major women and youth-led commercial and production enterprises affected by the Insurgency.
- Build capacity of women and youth through skills acquisition
- Equip the unemployed with knowledge on how to tap into local economic markets.
- Ensure availability of food staples and other important consumer items in local markets.
- Restore employment to youth who provide services across the local commercial business value chain.
- Temporarily inject the local economy with cash and thereby increase purchasing power.
- Through the sanitation project, ensure environmental cleanliness and reduce risks of disease conditions.



PRIORITY

High



TOTAL BUDGET

₦540,000,000

The Economic Development Program

Programme Description

This Initiative is designed to provide the foundation for long-term State-wide economic development for local and regional economies, employing all Government mechanisms and resources. The focus of the Economic Development Programme (EDP) is further strengthening of the local economy and Government/oversight institutions in the region by ensuring State-wide policies and development plans are favorable to existing local businesses as well as attractive to external investors. In addition, long-term development plans with input from members of local communities will be crafted into the programme to ensure sustainability and actual skills deployment.

The Entrepreneurship & Job Creation for Youth & Women Economic Development initiative will implement the following schemes:

- The Water Kiosk Scheme.
- The Entrepreneurship Training and Empowerment Scheme.
- The Agripreneurs Business Development Project.
- The Economic Clusters Development Program.
- The Business Incubation Centres Scheme.
- The Empowerment Project for Community Based Organizations.
- The Endowment Fair & Regional Awards Scheme.
- The Skills acquisition Centres Continuous Upgrade System.
- The PCNI Cross Sector Programs Sensitization Fund



The Water Kiosk Scheme

Programme Description

Through this scheme, boreholes will be built in select local communities. The selection criteria will be primarily based on areas with high cases of water borne and/or related diseases and difficulty in accessing clean water.

The water kiosks would be placed for free in social centres: health centres, schools, community centres with the condition that they provide water at no cost to jerry can based water distribution entrepreneurs in the community. The objective is to aid the performance of the functions of the social centres while simultaneously creating jobs for unemployed youths in the community.

Each borehole will be connected to vending taps and water and made available for free by owners of the facilities within which the boreholes are situated to youths in the area interested in the scheme.

In addition, to ensure most homes are reached, young men will be provided with jerry cans and push carts to hawk water within the communities. The young men will then at charge a very affordable price for their service. The administrators of the social centres would be responsible for maintenance of the boreholes.

Project Impact

- Improved living standard in communities.
- Eradication of water borne diseases.
- Poverty reduction.
- Job creation.
- To improve local health conditions by providing clean and stable water supply to local communities with high incidences of water borne diseases.
- Reduce unemployed and generate income for youths in the region.
- Build local leadership and managerial manpower.
- Improved delivery of social services requiring water.



Programme Priority

This is a high priority programme being an emergency intervention to empower beneficiaries with means of livelihood.

Programme Estimated Cost

This Programme has an estimated cost of 516 Million Naira. The Water Kiosk scheme is currently estimated to cost 510 Million Naira budgeted at 85 Million Naira per State. This is estimated as the actual construction cost of 20 bore holes in each State. Also estimated is a training Programme for 20 youths per State in construction, maintenance and operation at a budget of 50,000 naira per youth and a total cost of 6 Million Naira.

Programme Development and Delivery Guidelines of the Water Kiosk Scheme.

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
The Water Kiosk Scheme													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, private sector partners, MDAs etc.	PCNI, STATES & PRIVATE SECTOR												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure Federal (funding)	PCNI												
Compile database of target beneficiary centres from the States.	PCNI / STATES												
Train maintenance technicians	PCNI & DEV PARTNERS												
Begin implementing, business mentoring monitoring and evaluation/ Implement strategic communication.	PCNI & STATES												

Initiative Summary (The Water Kiosk Scheme)



PARTNERS

- NGOs
- Construction companies (preferably local)
- State and Local Government Authorities
- Federal Ministry of Water Resources
- SMEDAN
- Federal Ministry of Youth Development
- Federal Ministry of Women Affairs



PROJECTS

- Construction of 20 Boreholes and Water Kiosks Borno State
- Construction of 20 Boreholes and Water Kiosks Adamawa State.
- Construction of 20 Boreholes and Water Kiosks Yobe State
- Construction of 20 Boreholes and Water Kiosks Bauchi State.
- Construction of 20 Boreholes and Water Kiosks Taraba State
- Construction of 20 Boreholes and Water Kiosks Gombe State.

DURATION

- 6 -24 Months.



PROJECTED IMPACT

Improved living standard in communities

- Eradication of water borne diseases
- Poverty reduction
- Job creation
- Improve local health conditions by providing clean and stable water supply to local communities with high incidences of water borne diseases
- Reduce unemployment and generate income for youths in the region.
- Build local leadership and managerial manpower.
- Improved delivery of social services requiring water



PRIORITY

High Priority



TOTAL BUDGET

₦525,000,000

The Agripreneurs Business Development Project

Programme Description

Subsistence farming is a common practice in the region; and sometimes the farms are owned or mostly staffed by women and youth. This intervention will help develop these subsistence farms into more commercial and profitable farming ventures by working with women and youth farm owners to review their business model, type of crops or animals, size of farmland and other business development variables.

The intended output of this is helping the farmers restructure their business, making it attractive for investment as well as providing improved seeds and subsidized loans to increase their production capacity. Value-adding and marketing enterprises across the agriculture value chain will also be provided with such services as it pertains to their different businesses. Also, technical and financial management services will be provided to the Agripreneurs. Contract farming can be explored as an adjunct to access market initiatives to further encourage the Agripreneurs.

This programme will serve to increase internally generated revenue from the agricultural sector as well as the capacity of local enterprises in the agriculture value chain to ensure food security. It will provide business development services such as development of business plans, enterprise branding, access to market, technical skill development and business advisory services. The Programme will likewise grant women and youth Agripreneurs access to farm lands, fertilizer, seedlings, finance (through subsidized loans) to strengthen enterprises providing value added services across the agriculture value chain.

The Agripreneurs programme is designed to run for 2 years and will target women and youth farmers and with a reserved space for at least 100 women per State and will be implemented in conjunction with local and/or international NGOs, Business Consulting Firms (with extensive experience in agricultural sector), and relevant Government agencies at a total estimated budget of 2.5 Billion Naira, that is 200 Million Naira annually per State.

Programme Outcome

- Inculcation of best practice and modern techniques by Agricultural entrepreneurs.
- Improved quality of Agricultural outputs.
- Sustainability of Government's Agricultural economic priming.
- Wealth creation.
- Unlocking commercial value across the Agro allied value chain.
- Massive youth and women financial empowerment.

Programme Priority

This a high priority Programme.

Estimated Initiative Cost

This Programme has an estimated cost of 2.4 Billion naira.



Programme Development and Delivery Guidelines (The Agri-preneurs Business Development Project)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
The Agri-preneurs Business Development Project													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, MDAs etc.	PCNI, STATES & PRIVATE SECTOR												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure funding of 2.5 Billion	PCNI												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / STATES												
Train Trainers from beneficiary States in the various vocations and businesses.	PCNI & DEV PARTNERS												
Train beneficiaries	PCNI & DEV PARTNERS												
Disburse funds to beneficiary individuals and businesses	PCNI/ STATES PARTNERS												
Begin post-training professional support from Business Advisors for 6 months to ensure business success	PCNI & DEV PARTNERS												
Begin implementing Monitoring and evaluation.	PCNI & STATES												
Implement strategic communications.	PCNI & STATES												

Initiative Summary (the Agripreneurs Business Development Project)



PARTNERS

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



PROJECTS

- Agripreneurs Business development Project Adamawa
- Agripreneurs Business development Project Bauchi
- Agripreneurs Business development Project Borno
- Agripreneurs Business development Project Gombe
- Agripreneurs Business development Project Taraba
- Agripreneurs Business development Project Yobe

DURATION

6 -24 Months.



PROJECTED IMPACT

- Inculcation of best practice and modern techniques by Agricultural entrepreneurs
- Improved quality of Agricultural outputs
- Sustainability of Government's Agricultural economic priming
- Wealth creation
- Unlocking commercial value across the Agro allied value chain
- Massive youth and women financial empowerment



PRIORITY

High Priority.



TOTAL BUDGET

₦2,400,000,000

FEDERAL FUNDING

1,200,000,000 (appropriated)

STATE FUNDING

400,000,000 /6 States (solicited)



PCNI TARGET FUNDING

800,000,000

The Establishment of Business & Employability Incubation Centres (BEICs)

Programme Description

This component is a youth empowerment, skills acquisition and Small and Medium-scale Enterprise development programme. The strategic aim is to create a special purpose vehicle for economic recovery and economic transformation of the Northeast. The Programme will create an enabling environment for innovative business start-ups, the development of economically feasible ideas into commercial business enterprises, and proliferation of skilled entrepreneurs and youth with high levels of employability skills.

The Programme involves signing Memorandum of Understanding with at least one university in each State of the Northeast region, setting up capacity building centres to be operated by the universities, developing the capacity of the universities to implement the Programme to ensure long term sustainability, and providing technical support throughout Programme implementation. This way, the capacity to run the programs is resident in institutions in the Northeast and the capacity to implement is also resident in indigenes and residents of the Northeast.

Key Programme components

- Establishment of Capacity Building Centres in 6 Universities and development of the capacity of the Universities to implement the program. (The centres can be extended as needed to various locations throughout the Northeast).
- Provision of training for participants from the Northeast in:
 - ✓ Job readiness/employability skills training
 - ✓ Skills acquisition
 - ✓ Entrepreneurship skills
- Incubation of innovative ideas into new businesses
- Provision of post Programme placement for job readiness, employability, and skills acquisition graduates of the program
- Provision of financial support for the set-up of sustainable small to medium size businesses in the Northeast by graduates of the Entrepreneurship Skills training
- Provision of post-Programme mentoring and business advisory to the budding entrepreneurs to run their new businesses ensuring long term viability
- Graduation of successful start-ups from the BEICs into relevant economic clusters

The targeted **beneficiaries** of this Programme will be:

- The youth and women in the Northeast (Minimum 30% female beneficiaries).
- Small Medium Entrepreneurs (SMEs) assisted to develop and set up businesses.
- 6 participating universities from the Northeast.
- Communities of various LGAs of the Northeast.
- State Governments of the Northeast.
- People of the Northeast.

Other Programme Details

- Revolving Door Effect on the Sustainability of Small to Medium Scale Businesses.
- Provision of post-programme support and mentoring by professional Business Advisors and Recruitment and Placement professionals is a crucial component of the Business and Employment Incubation Centres, to where applicable. Such recovered monies can then be re-loaned to new sets of trained budding entrepreneurs to set up new businesses, in a

revolving door pattern. This pattern, successfully managed, will lead to gainful employment for about 5,000 people over a 2 year period.

- Skilful, Practical and Applied Training will ensure viability and sustainability. When the business is viable, the new business owners will be able to repay their business start-up loans, the entrepreneurship training will help participants to develop, establish and run their own business making them producers and employers of labour. The curriculum includes Entrepreneurial Skills, Business Plan Writing, Bookkeeping, Cash flow Management, Customer Service, etc. and specialised training in the Business area.
 - ✓ Employability skills training will quickly transform untrained, unskilled, unemployed (or underemployed) young people in the Northeast into skilled employable people that are 21st Century workforce ready. They would have the necessary knowledge and skills needed for successful performance as entry level workers and provide work ready pool of job applicants. The programme will assist the youth to acquire soft skills including communication, interpersonal, decision making, plan, organise and implement decision, lifelong learning, presentation, negotiation, analysis, critical thinking, team working, organizational and leadership. Graduates of the programme will come away with highly sort after knowledge and applied skills in the information Technology Industry and Management. Job placement assistance in various organizations and the civil service will be provided.
 - ✓ The hard skills training will be practical hands-on training that will graduate skilled individuals to service the post Boko Haram recovering North East.
- **Professional Support to the Capacity Building Centres**
This Programme will be supported by local and international Business and skills Incubation professionals, local and international NGOs and CBOs interested in business and skills development, in conjunction with public sector employment and job creation agencies, the State Governments and Global Development Partners.
- **Participation of Graduates**
Ex-trainees are expected to volunteer to train and mentor other budding entrepreneurs or apprentices in other to pass on acquired knowledge in their local communities as part of the BEIC leadership project. Such training would take place at designated BEIC units at State universities.

Programme Output

- Nurture a group of 5000 inspired and capable entrepreneurs (at least 30% female), trained with hard and employability skills over 2 years.
- Grow 500 profitable, sustainable and employing enterprises yearly.
- Create direct employment for a minimum of 5,000 (at least 30% female).
- Create residual employment for an estimated 50,000 (at least 30% female).
- Raise the economic profile of the Northeast by at least 30% over a period of 5 years.
- Train a group of 200 entrepreneurship trainers and business advisors able to inspire and educate across 6 universities in the Northeast.
- Develop 6 Capacity Building Centres in 6 Universities in the Northeast that is capable of providing specialized entrepreneurial development training for youth in the Northeast.

Programme Outcome

- Economic recovery of the Northeast through enterprise development
- Reduced rate of unemployment and youth restiveness in the Northeast
- Collaboration between institutions of learning in the Northeast in research, information and resource sharing
- Growth in entrepreneurship talent and skills in the Northeast
- Increase in GDP in the region Improved living standard in communities
- Positive Income multiplier effect across communities
- Creation of sustainable businesses
- Stimulation of innovation
- Decreased product/service to market cost for entrepreneurs
- Leadership nurturing & Development



PARTICIPANTS IN GROUP PHOTOGRAPH WITH THE RESOURCE PERSONS AND ORGANIZERS



Picture Sources: SMEDAN Nigeria

Programme Priority

This is a Medium priority program. The preparatory stage can commence immediately.

Estimated Initiative Cost

This Programme has an estimated cost of 14 Billion naira.

Programme Development and Delivery Guidelines (Establishment of Business & Employability Incubation Centres)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Establishment of Business Incubation Centre's													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, Banks, MDAs etc.	PCNI, STATES & PRIVATE SECTOR												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure funding of 14 Billion,	PCNI & PARTNERS												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / STATES												
Train Trainers from beneficiary States in the various vocations, job skills and businesses.	PCNI & DEV PARTNERS												
Train beneficiaries	PCNI & DEV PARTNERS												
Disburse funds to beneficiary individuals and businesses	PCNI/ STATES PARTNERS												
Begin post-training professional support from Business Advisors for 6 months to ensure business success	DEV PARTNERS												
Begin implementing Monitoring and evaluation.	PCNI/STATES/ DEV PARTNERS												
Implement strategic communications.	PCNI/STATES/ DEV PARTNERS												

Initiative Summary (Business & Employability Incubation Centres Development)



PARTNERS

- Local NGOs, CBOs.
- Private Sector Partners
- Local Government Authorities
- Federal and State Ministries of Agriculture
- Federal Ministry of Youth Development
- Federal Ministry of Women Affairs
- Entrepreneurship training partners
- NDE
- SMEDAN
- CBN



PROJECTS

- Establishment/refurbishment of Skills Acquisition Centres into BEICs at designated universities
- Business & Employment Incubation Centre train the trainers project
- Grandaunts leadership Project

DURATION

- 6 -24 Months.



PROJECTED IMPACT

- Entrepreneurship development across the Region
- Improved living standard in communities
- Employment multiplier
- Positive Income multiplier effect across communities
- Creation of sustainable businesses
- Stimulation of innovation
- Decreased product/service to market cost for entrepreneurs
- Leadership nurturing & development



PRIORITY

Medium



TOTAL BUDGET

₦14,000,000,000

FEDERAL FUNDING

8,600,000,000

STATE FUNDING

3,000,000,000 /6 States (solicited)



PCNI TARGET FUNDING

2,400,000,000

The Empowerment Project for Community Based Organizations

Programme Description

This intervention project will develop CBOs across the States in the region. It is an empowerment intervention to help CBOs maximize their potential as well as utilize all opportunities available to them. Focusing on developing leadership, administrative and financial management capacities, the empowerment initiative will also improve the CBOs ability to better serve members of the local communities. Specific empowerment topics will include:

- Practicing asset based community development.
- Designing and managing sustainable projects.
- Writing successful grant proposals.
- Strategic planning.
- Managing finances and administration.
- Leading effective CBOs.
- Monitoring & evaluating projects.

The programme is being designed to target associations such as farmers association, market women associations and youth associations, cooperative and thrift societies, local trade unions, etc. The estimated budget is currently a total of 300 Million Naira over 3 years.

Programme Outcome

- Strengthen delivery of projects across the region.
- Higher success of Governments interventions.
- Higher funding commitments from financial partners.
- Local Job creation.
- Improved Governance.

Programme Priority

This a Medium priority Programme

Programme Estimated Cost

This Programme has an estimated cost of 300 Million Naira.

Programme Development and Delivery Guidelines (The Empowerment Project for Community Based Organizations)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Empowerment Project for Community Based Organizations													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, Banks, MDAs etc.	PCNI, STATES & PRIVATE SECTOR												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure funding of 1.6 Billion.	PCNI & PARTNERS												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / STATES												
Train Trainers from beneficiary States in the various vocations and businesses.	PCNI & DEV PARTNERS												
Train beneficiaries	PCNI & DEV PARTNERS												
Disburse funds to beneficiary individuals and businesses	PCNI/ STATES PARTNERS												
Begin post-training professional support from Business Advisors for 6 months to ensure business success	DEV PARTNERS												
Begin implementing Monitoring and evaluation.	PCNI & STATES												
Implement strategic communications.	PCNI & STATES												

Initiative Summary
(The Empowerment Project for Community Based Organizations).



PARTNERS

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



PROJECTS

Performance Enhancement Training for CBO's

DURATION

6 - 36 months



PROJECTED IMPACT

- Strengthen delivery of projects across the region
- Higher success of Governments interventions
- Higher funding commitments from financial partners
- Local Job creation
- Improved Governance of CBOs



PRIORITY

Medium Priority



TOTAL BUDGET

₦3,000,000,000

FEDERAL FUNDING (appropriated)

180,000,000

STATE FUNDING

70,000,000 /6 States (solicited)



PCNI TARGET FUNDING

50,000,000

The NDE Vocation Skill Centres Entrepreneurship Training and Empowerment Scheme Programme Description

This project will identify, train and empower budding women, youth entrepreneurs and community leaders. It is open to participants who already run their businesses but desire to upgrade their business knowledge to further grow their enterprises.

The scheme will focus primarily on semi-educated women and youth, as well as unemployed graduates. The major drive is to equip participants with leadership, financial and managerial skills that will ensure that their entrepreneurship ventures succeed as well as provide them with financial and other technical capital as necessary.

The project is also open to seasoned entrepreneurs who want to hone their skills and expand their business ventures. Its target will be to harness and develop local economic potential, increase internally generated revenue in local communities, build capacity of women and youth who are budding entrepreneurs, strengthen the entrepreneurial ability of existing women and youth entrepreneurs and also to create local employment opportunities.

This training will be inculcated in NDE vocational skills training with periodic support from grandaunts of the business incubation centres and CBO's.

By leveraging Human capital assets already tied to other PCNI schemes, this initiative will be delivered at minimal cost of 20 million naira per State with a total budget of 120 million naira.

Programme Outcome

- Entrepreneurship development across the Region
- Improved living standard in communities
- Employment multiplier
- Positive Income multiplier effect across communities
- Creation of sustainable businesses
- Stimulation of innovation
- Decreased cost to bring to market for entrepreneurs
- Access to finance for entrepreneurs
- Leadership nurturing & development



Programme Priority

This a Medium priority programme

Estimated Initiative Cost

This programme has an estimated cost of N120 Million naira.

Programme Development and Delivery Guidelines (The Entrepreneurship Training and Empowerment Scheme)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Establishment of Business Incubation Centre's													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with SMEDAN run incubation centres, PCNI trained CBO's, NDE	PCNI & PARTNERS												
Articulate and sign partnership agreements with States.	PCNI & STATES												
Solicit & secure Federal funding of 120 million naira.	PCNI & PARTNERS												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / STATES												
Begin post-training professional support from Business Advisors for 6 months to ensure business success.	DEV PARTNERS												
Implement strategic communications.	PCNI & STATES												

Initiative Summary (NDE Vocational Skills: Entrepreneurship Training and Empowerment Scheme)



PARTNERS

- Local NGOs, CBOs.
- Private Sector Partners
- Local Government Authorities
- Federal and State Ministries of Agriculture
- Federal Ministry of Youth Development
- Federal Ministry of Women Affairs
- Entrepreneurship training partners
- M & E partners



PROJECTS

NDE vocational skill centre: Entrepreneurship & empowerments scheme

DURATION

12 Months



PROJECTED IMPACT

- Entrepreneurship development across the Region
- Improved living standard in communities
- Employment multiplier
- Positive Income multiplier effect across communities
- Creation of sustainable businesses
- Stimulation of innovation
- Decreased cost to bring to market for entrepreneurs
- Access to finance for entrepreneurs
- Leadership nurturing & development



PRIORITY

Medium Priority



TOTAL BUDGET

₦120,000,000

FEDERAL FUNDING

60,000,000

STATE FUNDING

40,000,000 /6 States (solicited)



PCNI TARGET FUNDING

20,000,000

The Endowment Fair & Regional Awards for Local Enterprise Development

Programme Description

This initiative will promote excellence and increase productivity, market development and productive competition amongst the youths engaged in diverse initiatives as skill dependent enterprises such as animal fattening, leather works, tailoring and fashion, carpentry, grains production etc.

The proposition is for each State to organize one Endowment Fair annually. Relevant enterprises, interested local/international NGOs and agricultural sector agencies will determine the season, location, venue and corporate sponsors of each Endowment Fair in each State.

The programme for each event will be organized to produce State winners in the chosen enterprises who will go on to represent their respective States in the Regional Grand Endowment Fair & Awards event.

Hosting of the Grand Endowment Fair & awards event will be rotational amongst all the six North East States.

An endowment structure will be put in place by corporate sponsors with the aim of supporting the winner, the State and the enterprise itself. This will not only promote skills development it will further stimulate local participation and interest in the targeted enterprise among the youths. The entire organization of each Fair will be targeted towards encouraging the participation of trained youth and women involved with identified enterprises that the Endowment Fair focuses on for development.

The regional awards event aims to reward women and youth who have demonstrated high entrepreneurial acumen and have built thriving businesses in the region. Nominated by their peers with final ratification by a team of established entrepreneurs, these entrepreneurial role models will be reward with gifts, in cash and/or kind. The event will be branded in sponsoring firms theme.

The award ceremony will attract notable private sector business owners and Government officials. The awardees will be expected to mentor upcoming entrepreneurs over a specified period.

Programme Outcome:

- Increased number of economically productive women and youth.
- Encourage entrepreneurship among women and youth.
- Increase productivity.
- Encourage skills excellence and promote models.
- Inform women and youth about the employment and income generation opportunities available to them.
- Enhance the attractiveness of the agricultural sector and other entrepreneurial ventures.
- Encourage entrepreneurship in the region
- Provide role models for budding entrepreneurs
- Recognize and reward entrepreneurs (women and youth)
- Motivation for struggling entrepreneurs

Programme Priority

This is a Medium priority Programme

Estimated Initiative Cost

- This programme has an estimated cost of 171 Million Naira. PCNI is anticipating a programmes organization and implementation cost of about 22 Million Naira for each annual State Endowment Fair (which is inclusive of a 2 Million Endowment (Grant) awarded to each State Winner.
- An additional 35 Million Naira is estimated for the annual Regional Fair (which is also inclusive of a 5 Million Naira Endowment (Grant) to the Regional Winner.
- Annual total cash prize for the regional awards is estimated at 6 million naira. Annual total cost for the Endowment Fair and Regional Awards for Local Enterprise Development is estimated at 57 Million Naira annually and 171 Million for three (3) years. Funding is expected to be 100% driven by the private sector.

Programme Development and Delivery Guidelines (The Endowment Fair & Regional awards for Local Enterprises)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Endowment Fair for Local Enterprises Development													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, Entrepreneurship training partners.	PCNI, States & Private Sector												
Articulate and sign partnership agreements with participating States.	PCNI & States												
Solicit & secure private sector funding 198 million naira.	PCNI & Partners												
Verify database of target beneficiary individuals and businesses from the States.	PCNI / States												
Target beneficiary from the centres of training in States.	PCNI & Dev Partners												
Plan and design the Programme for each fair.	PCNI & Dev Partners												
Implement the program, Monitoring and evaluation/strategic communications.	PCNI/ States Partners												
Finalize and articulate Programme design.	PCNI & States												
Develop partnerships and collaborations with all participating NGOs, Banks MDAs.	PCNI & States												

Initiative Summary (The Endowment Fair & Regional awards for Local Enterprises)



PARTNERS

- Local NGOs, CBOs.
- Private Sector Partners
- Local Government Authorities
- Federal and State Ministries of Agriculture
- Federal Ministry of Youth Development
- Federal Ministry of Women Affairs
- Entrepreneurship training partners
- M & E partners



PROJECTS

- Organizing and implementation of Endowment Fair Borno State
- Organizing and implementation of Endowment Fair Adamawa State.
- Organizing and implementation of Endowment Fair Yobe State
- Organizing and implementation of Endowment Fair Bauchi State.
- Organizing and implementation of Endowment Fair Taraba State
- Organizing and implementation of Endowment Fair Gombe State
- Organizing and implementation of Regional Endowment Fair & awards event.

DURATION

- 3 years



PROJECTED IMPACT

- Increased number of economically productive women and youth.
- Encourage entrepreneurship among women and youth.
- Increase productivity.
- Encourage skills excellence and promote models.
- Inform women and youth about the employment and income generation opportunities available to them.
- Enhance the attractiveness of the agricultural sector and other entrepreneurial ventures.
- Encourage entrepreneurship in the region
- Provide role models for budding entrepreneurs
- Recognize and reward entrepreneurs (women and youth)
- Motivation for struggling entrepreneurs



PRIORITY

Medium Priority



TOTAL BUDGET

₦171,000,000

FEDERAL FUNDING

STATE FUNDING



PCNI TARGET FUNDING

171,000,000 (private sector funding)

Skills Acquisition Centres Continuous Upgrade Programme

Programme Description

This Programme is designed to ensure effective management and maintenance of the Skills Acquisition Centres established or refurbished as the case may be by PCNI.

The specific skills acquisition centres (at least three per State) targeted will be continuously upgraded for targeted women and youths training programs designed by the PCNI programs, for additional skill acquisition programs to be added in the future and also for other trainings provided by Non-Governmental organizations. It will build on the renovations of the early recovery skill acquisition programs.

The Centres will be equipped with the necessary facilities for each trade that will be taught. In addition, management and day to day administration of the centres will be contracted out to local companies with proven experience in managing such.

An IT training centre will also be added at a later phase.

For the administration of this component, PCNI will partner with the National Directorate of Employment, the State and Federal Ministries of Youth Development, the State Governments themselves as well as local and international NGOs/Development Partners with proven administration and Monitoring and Evaluation proficiency.

Projected Outcome

- Sustainable Entrepreneurship development across the Region
- Ensures sustainability of entrepreneurship and skills programs
- Continuous skill transfer of best in class techniques
- Create Entrepreneurial Networks
- Job and income multiplier effect across the region

Programme Priority

This is a Medium priority Programme

Programme Estimated Cost

The total budget for this component is 4 Billion Naira, broken down into 650 Million Naira per State and 100 Million Naira for managerial supervision.



Programme Development and Delivery Guidelines (The Skills Acquisition Centres Continuous Upgrade Programme)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Skills Acquisition Centres Continuous Upgrade Program													
Finalize and articulate Programme design.	PCNI												
Develop partnerships and collaborations with all participating NGOs, private sector partners MDAs etc.	PCNI, States & Private Sector												
Articulate and sign partnership agreements with States.	PCNI & States												
Solicit & secure funding of 4 billion naira.	PCNI & Partners												
Compile database of target beneficiary individuals and businesses from the States.	PCNI / States												
Train Trainers from beneficiary States in the various vocations and businesses.	PCNI & Dev Partners												
Train beneficiaries	PCNI & Dev Partners												
Disburse funds to beneficiary individuals and businesses	PCNI/ States Partners												
Begin post-training professional support from Business Advisors for 6 months to ensure business success	DEV PARTNERS												
Begin implementing Monitoring and evaluation.	PCNI & States												
Implement strategic communications.	PCNI & States												

Initiative Summary (Skills Acquisition Centres Continuous Upgrade Programme)



PARTNERS

- Local NGOs, CBOs.
- Private Sector Partners
- Local Government Authorities
- Federal and State Ministries of Agriculture
- Federal Ministry of Youth Development
- Federal Ministry of Women Affairs
- NDE
- SMEDAN
- CBN
- Entrepreneurship Training partners



PROJECTS

Continuous upgrade of Skills Acquisition Centres

DURATION

6 -24 Months.



PROJECTED IMPACT

- Sustainable Entrepreneurship development across the Region.
- Ensures sustainability of entrepreneurship and skills programs.
- Continuous skill transfer of best in class techniques.
- Create Entrepreneurial Networks.
- Job and income multiplier effect across the region.



PRIORITY

Medium



TOTAL BUDGET

₦4,000,000,000

FEDERAL FUNDING

1,000,000,000

STATE FUNDING

1,000,000,000



PCNI TARGET FUNDING

2,000,000,000

PCNI Programs Sensitization Fund

Programme Description

PCNI will cultivate the required partnerships with local and international NGOs, CBOs, Local Government Authorities, the Federal and State Ministries of Agriculture, National Orientation agency, Youth Development and Women Affairs to ensure complete buy in and participation in sensitization and awareness creation of PCNI's programs.

PCNI is currently targeting a 300 Million Naira sensitization fund to support awareness campaigns by its delivery & implementation partners across all programs. The fund targets an awareness support fund of 50 Million Naira per State. PCNI will play a solicitation, facilitation and coordination role

Programme Outcome

- Effective stakeholder management
- Project ownership by communities
- Higher living standards across the region
- Healthier living across the region
- Create access to opportunities for youths and women
- Greatly improved socio economic conditions across the region.

Programme Priority

This a High priority Programme

Estimated Initiative Cost

This Programme has an estimated cost of 300 (300 = 50m x 6 States) Million Naira.

Programme Development and Delivery Guidelines (PCNI Programs Sensitization Fund)

Initiatives & Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Community Awareness and Sensitization Program													
Finalize and articulate Programme design	PCNI												
Develop partnerships and collaborations with all participating NGOs, Banks MDAs etc.	PCNI, States & Private Sector												
Articulate and sign partnership agreements with Programme delivery & implementation partners	PCNI & Partners												
Solicit & secure Federal funding of N 300 Million Naira.	PCNI& Partners												
Compile partners sensitization funding gaps	PCNI / States												
Disburse funds to beneficiary partners.	PCNI & Dev Partners												
Begin implementing monitoring and evaluation	PCNI & Dev Partners												
Implement strategic communications	PCNI/ States Partners												

Initiative Summary (The PCNI Programs Sensitization Fund)



PARTNERS

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



PROJECTS

Funding, disbursement & monitoring of PCNIs programs sensitization fund

DURATION

6 -60 Months.



PROJECTED IMPACT

- Effective stakeholder management
- Project ownership by communities
- Higher living standards across the region
- Healthier living across the region
- Create access to opportunities for youths and women
- Greatly improved socio economic conditions across the region.



PRIORITY

High Priority



TOTAL BUDGET

₦300,000,000

FEDERAL FUNDING



STATE FUNDING

₦300,000,000 (50,000,000 per State)

SUMMARY BUDGET FOR THE ENTREPRENEURSHIP & JOB CREATION PLAN

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF DELIVERIES/YEARS	TOTAL COSTS (₦)
1.	Skills Acquisition plus Cash Grant Scheme for Local Commercial Enterprises	540,000,000.00	1	540,000,000
2.	The Water Kiosk scheme	516,000,000.00	1	516,000,000
3.	The Agri-preneurs Business Development Project	1,200,000,000.00	2	2,400,000,000
4.	The Establishment of Business & Employability Incubation Centres	4,667,000,000.00	3	14,001,000,000
5.	The Empowerment Project for Community Based Organizations	150,000,000.00	2	300,000,000
6.	The NDE Vocation Skill Centres Entrepreneurship Training and Empowerment Scheme	120,000,000.00	1	120,000,000
7.	The Endowment Fair & Regional Awards for Local Enterprise Development	57,000,000.00	3	171,000,000
8.	Skills Acquisition Centres Continuous Upgrade	80,000,000.00	5	4,000,000,000
9.	PCNI Programs Sensitization Fund	100,000,000.00	3	300,000,000
GRAND TOTAL FOR ENTREPRENEURSHIP & JOB CREATION		7,430,000,000	5 year	22,349,000,000

Figure 43: Job Creation Annual Budget

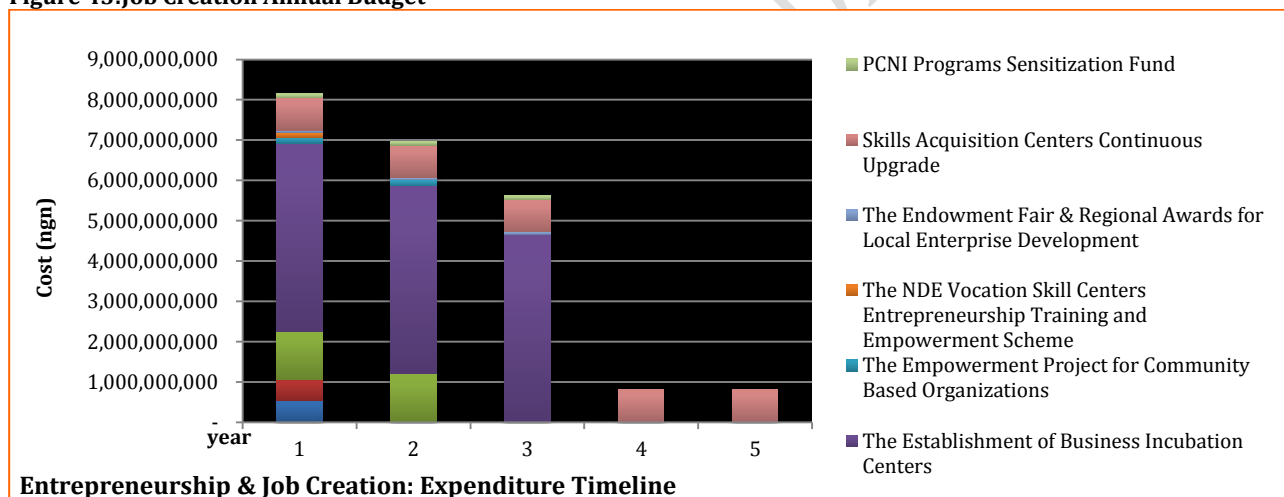
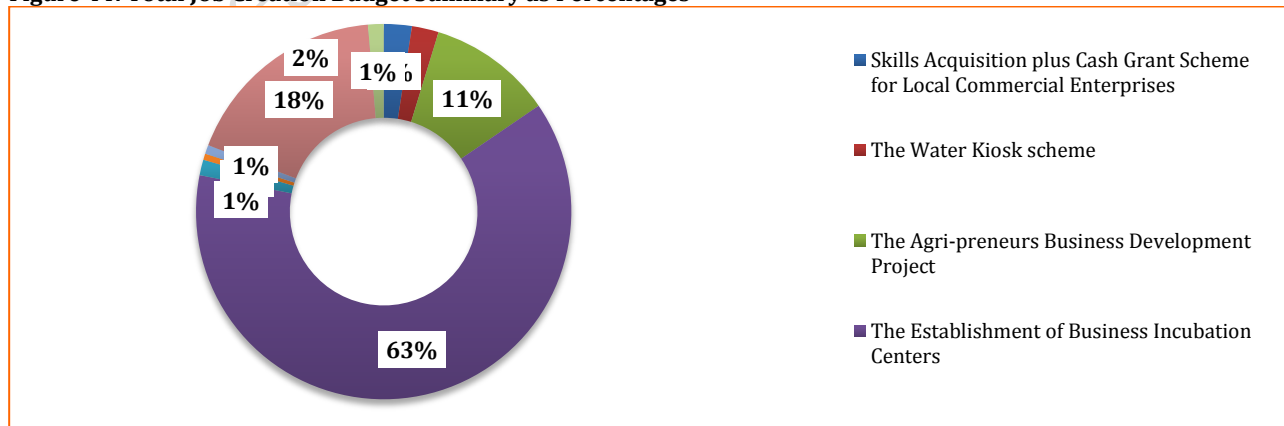


Figure 44: Total Job Creation Budget Summary as Percentages



Chapter 21
The Good Governance Plan



Chapter 21 Capacity Development for Good Governance

SUMMARY OF THE GOOD GOVERNANCE PLAN



Vision for Good Governance

Good governance is key to ensuring peaceful coexistence and shared prosperity in the North East. The failure of leadership to drive investments, initiatives and programmes to advance human capacity and transit the populace from peasant dependence to independence and self-determination has held back the region over the years and is a root cause of the current insurgency. The recurring wave of terrorist activities has heightened distrust in leadership and hindered the possibilities of peaceful coexistence in the region. The exclusion of some groups, partisan politics, corruption, and the reality or perception of bias and favouritism along ethnic or religious lines has also fuelled distrust, suspicion and anger. Individuals who aspire to office without good intent amplify the situation and the widespread illiteracy and apathy to governance in general makes it difficult for good leaders to emerge.

The region's States need to achieve a system of government that works for the people and guarantees their welfare and progress. The system should promulgate policies and governmental actions that will boost the socio-economic wellbeing of the people and enhance democratic development. For this reason, PCNI's vision for good governance focuses on establishing accountability and transparency in governance, addressing the root causes of corruption, ensuring a credible electoral process, strengthening the rule of law by promoting justice through the judiciary, developing leadership skills and addressing security challenges in the region. This vision will lead to people-oriented governance and the strengthening of traditional and Local Government institutions.

Goals for Good Governance

- Ensure good governance through transparency, accountability, probity, rule of law, superiority of justice and security of lives and property.
- Develop an open, rule-of-law based and predictable commitment to good governance policies that would enhance sustainable development and poverty reduction.
- Apply the principle of reward and incentives for commitment and performance at all levels of government.
- Achieve an effective emergency preparedness, response and management structure.
- Ensure effective legislative structures are in place for the timely promulgation of laws.
- Develop leadership skills and capacity in State and local elected officials

Good Governance Initiatives

Good Governance Training Initiatives (GGTI)

The North East Civic Education Programme (NECEP)

Programme Description

The high level of illiteracy in the North East has hampered the ability of citizens to hold their elected representatives and leaders accountable. For the region to rapidly evolve, greater capacity is needed not only in leadership, but also in followership, to understand key features of a successful and progressive society. More importantly, the ability of citizens to understand and communicate their problems needs to be enhanced.

This project will improve the capacity of citizens to identify problems by equipping them with a knowledge, skills and attitudes on good governance and leadership. This will enable them challenge exploitative decisions by leaders. NECEP will be implemented by PCNI in partnership with civil society organizations and development partners. The programme will target all State and Local Government areas in the region.

Key Components

- The NECEP project will focus on engaging 150 traditional, community, youth, religious and female leaders, as well as business moguls and other influential individuals in the communities per State, for maximum and lasting impact. The training workshops will serve to train more trainers for groups of 50. There will thus be three one-week trainings in each State. These trained trainers will then be expected to pass on their training to people in the grassroots in their respective spheres of influence over the remainder of the year and serve as key PCNI governance and leadership contacts and mentors in their respective communities. State governments will be expected to fund the secondary trainings, with development partners providing technical support. The State funding is to be provided at the stage at which the Train the Trainers model is being carried out, as a condition for its planning and implementation. The trainers will meet with the State government representatives to facilitate seminars.
- A strong awareness component is critical to the success of this initiative. This civic education campaign will be inclusive of a robust voter education programmes on the IDPs political rights to participate in the electoral process both as candidates and voters. The methodology for delivery of this civic education awareness campaign will consist of radio jingles, television shows, dramas, road shows and advertisements. It will be carried out in partnership with the National Orientation Agency (NOA) and the Federal Ministry of Information who will provide the content and provide teaching aids along with a private company specializing in public awareness promotion.
- North East Games (N.E.G): The use of sports to foster social cohesion within communities often has favourable results. The added benefit of sports engagements is that it also reduces idle time for youth to engage in detrimental activities. Sports provide creative and positive avenues to focus youth time and actions. Based on these considerations, the North East Games will be commissioned as an inter-community sports tournament going up from LGA level to regional level.
- The sporting activities to be conducted will include football, basketball, volleyball and select track and field events such as sprinting, long distance running, long and high jump, shot-put and discus.

- Competitions can be funded partially through sponsors, and the private & international business communities as part of their Corporate Social Responsibilities, which will complement Federal Government spending.
- The Federal Ministry of Youth in collaboration with the State Ministries and private sector Participants will conduct the North East Games. Participants of the games will, as part of their qualification requirements, have to attend and participate in other community service programs such as the community sensitization seminars. The games will be played in existing sports facilities in all the 6 North East States and will run for a period of 6 Months. Minor renovations to a minimum standard of the sports facilities in the States will be encouraged and supported where necessary.
- The monitoring and evaluation of the process will be carried out by the CSOs.

Projected Programme Outcomes

- Increase in awareness of civic rights and responsibilities in the North East.
- Increased capacity of leadership.
- 900 people trained across the region as trainers with the expectation that each will train at least 20 people, giving a total direct coverage of 18,000 people in the region.
- The awareness campaign is expected to reach at least 40% of the population of the region which corresponds to an estimated 4,000,000 people.
- Reorientation of the mind-set of the populace to expect and demand for accountability of the leadership.
- Increased cohesion and integration amongst communities, Local Governments and States
- Creation of avenues for sharing of ideas,

Programme Priority

This Programme is considered a high priority.

Programme Estimated Cost

The projected budget for the training of 150 trainers is 10 Million Naira per State, totalling 60 Million Naira for the six States. The projected budget for the secondary training and mentorship stipend is 8 Million Naira per State, totalling 48 Million Naira. The awareness campaign will cost 2 Billion Naira. The total projected budget for the NECEP is thus 2.108 Billion Naira for its one-year duration.

Programme Development and Delivery Guidelines (North East Civic Education)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
North East Civic Education Program													
Convey a maiden meeting of potential government and development partners to articulate the programme components and to create a framework for monitoring and evaluation of projects.	All Partners												
Develop criteria for the selection of first and second level beneficiaries.	PCNI/NGOs												
Actively recruit an existing CSO to drive the project in partnership with NIPSS.	PCNI/NIPSS/CSO												
Create and implement framework for strategic communications.	PCNI												
Solicit and secure funding from States, development and government partners.	PCNI												
Select first-level beneficiaries and create a comprehensive database.	PCNI												
Sort out logistics for training workshops, including guidelines for facilitators.	PCNI/CSOs												
Provide guidelines to State governments and development partners for implementation of second-level trainings.	PCNI/CSOs												

Initiative Summary (The North East Civic Education)



PARTNERS

- State governments
- CSOs
- CBN
- ONSA
- Budget Office
- NIPSS

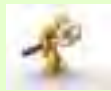


PROJECTS

- Training of Trainers
- Secondary training workshops
- Training of State officials
- Awareness Campaign at community level

DURATION

1 year



PROJECTED IMPACT

- 18,000 people trained on civil rights and responsibilities.
- Increased general awareness on leadership and followership duties
- Improvement in accountability and government effectiveness



PRIORITY

High Priority



TOTAL BUDGET

₦2,108,000,000

The North East Leadership Accountability and Transparency Training Programme (NELATTP)

Programme Description

Evidence suggests that the leadership capacity of State officials needs to be enhanced significantly. The capacity of leaders is a key factor in effective transformation of a region. Accountability and transparency in public administration are pre-conditions to good governance. It is also important to the North East region that capacity is built to evaluate the success of programmes and communicate programme impact.

The Local Government Area (LGA) is the lowest of the three-tier governance structure in Nigeria and the tier closest to the people. It is where the State connects with society, and where government policies interface with the aspirations of the people. In principle at least, since there are only 112 LGAs in the North East with an average population of a few hundred thousand people often scattered across close to 50 000 square kilometres: accordingly, Local Governments are often remote from most of their constituents. Local governments therefore play an important role in the recovery and peace-building process in the North East; they are critical in identifying and meeting quickly evolving needs on the ground, in rebuilding and strengthening the social contract where it is severely damaged, and in building social cohesion where fractures are most acute. More, Local Governments are crucial in monitoring the “pulse” of the population at the grassroots and anchoring interventions in local contexts. They are key as well in ensuring local ownership of processes designed to achieve the short-term recovery goals and build the long-term resilience of communities and of institutions at all levels.

Significant challenges however impede the role of Local Governments as frontline agents of recovery and peace-building in the North East. The conflict has weakened the human, financial, and institutional capacities of the Local Governments, with devastating impact on their ability to carry out core functions, beginning with provision of services under their jurisdiction (e.g., civil registry, primary and adult education, health care, environmental protection, and public sanitation).

In areas where attacks targeted public institutions and officials as well as traditional and religious leaders, damage to public infrastructure and to administrative capacities have been enormous (among the public buildings most affected by the conflict are Local Government buildings and police stations). These damages, along with threats to their lives, have forced Local Governments to operate from makeshift facilities or, as in Borno and Yobe, to flee to and operate remotely from the State capital. Many Local Governments have been detached from their constituencies for a protracted duration of time because of this crisis. [Source: RPBA Vol II].

Key Programme Components

- The long- Under this program, PCNI will work with the Nigerian Institute for Policy and Strategic Studies (NIPSS) and Transparency International, and a private Monitoring & Evaluation firm with a strong track record of conducting such trainings in Africa to develop an annual two-week boot camps in the North East for leadership, accountability and transparency, and monitoring and evaluation training for State and Local Government officials from each North East State.
- Under this programme, PCNI will form a regional pact with the North East States in which they will each mutually agree/undersign to work with a development partner of choice to

devise a blueprint for accountability and transparency. PCNI will provide guidelines to the selected development partner(s). Each State will be required to sign-up and incorporate the blueprint into their respective laws. The production of this blueprint will be the first stage of the programme, preceding the training component. A critical component of this blueprint will be the inclusion of Local Government autonomy and accountability. Elements of the blueprint will be incorporated in the Civic Education Awareness Campaign.

- 10 individuals will be nominated from each State ministry and each Local Government Council. This is done to make sure there is a good spread across all sectors and departments in the State. Every grade level in the Civil Service will be covered to maximize the effect of the training when the beneficiaries return to their organisations. Grade Levels 8-12 will be in one batch, Levels 13-16 will be in another batch and the Permanent Secretaries (Level 17) will be in another batch. Special programmes will be developed for State legislators and another one for the executive level (State governors). The executive training session will last for 2 days and will be tied to a session of the North East Governors' Forum meeting to make it convenient for all the governors to attend. Members from all the States for each group will meet at a designated location for the training Programme to facilitate exchange of ideas across the States and promote inter-State relations, cooperation and the regional development philosophy.
- PCNI will partner with government authorities such as the Nigerian Military and Air Force to have use of their hall facilities in the States as venues for the training boot camps to reduce the financial burden for the facilitation of the programme. The States will provide the appropriate allowances for the nominated members to participate in the programme inclusive of Daily Transport Allowance, Airfare etc.
- The beneficiaries will be nominated by their organizations. As part of the training, the participants will be sensitized on the need to establish the good governance cultures upon their return to their regular work environment. The boot camp will take place in a different State within the region each year.
- At the end of each session, communiqués will be issued to all participants which can then be harmonized at the State level. All participants from a given State will meet to harmonise the communiqués and work towards its implementation within the State. Also, 'change agents' will be selected from each of the participating organizations to drive the implementation beyond the completion of the training programmes in their organizations. The development of legislation driving the implementation of accountability and transparency blueprints will be one of the activities to be done by the participants.
- The programme will run annually for 4 years, with biennial review for the mid-term Projected Programme Outcomes. The review will be conducted by the National Planning Commission.

Projected Programme Outcomes

- Better government service.
- Legislation drafted and passed to promote accountability and transparency.
- 1,451 leaders across the region trained on importance of good governance and the methods to assess and practice good governance at all levels of leadership.
- Transparency and accountability policies implemented in each State.

Programme Priority

This programme is considered as a high priority.

Programme Estimated Cost

The projected budget for the training aspect of the programme is 700.5 Million Naira annually for four years, giving a total of 2.802 Billion Naira. The development and implementation of the blueprint is estimated to cost 10 Million Naira per State, for a total cost of 60 Million Naira. Hence the total budget for the Programme is approximately 2.86 Billion Naira.

FUNCTIONS OF LOCAL GOVERNMENT:

- Promote the economic, social and environmental wellbeing of people
- Education
- Culture and Sports
- Agriculture
- Health Care
- Social Welfare
- Housing and Utilities
- Maintenance of Infrastructure
- Environmental Protection
- Maintenance of Law & Order

The collage includes the following images:

- A large crowd of people at an event.
- A meeting with people around a table and a presentation screen.
- A construction site with workers and heavy machinery.
- A workshop with a chalkboard that says 'WORKSHOP' and 'COACH & motivation'.
- A busy market scene.
- A rural scene with people carrying items on their heads.
- A group of women in traditional attire holding protest signs that read 'SAY NO TO WIFE BATTERING', 'WOMEN ARE OUR RECEIPT', and 'WOMEN ARE OUR RECEIPT'.

Programme Development and Delivery Guidelines (The North East Leadership Accountability and Transparency Training)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 +
The North East Leadership Accountability and Transparency Programme(NELATTP)													
Convey a maiden meeting of potential government and development partners to articulate the Programme components and to create a framework for monitoring and evaluation of projects.	All Partners												
Develop criteria for the selection of first and second level beneficiaries.	PCNI/NGOs												
Actively recruit an existing CSO or NGO to drive the project in partnership with NIPSS and Transparency International	PCNI/NIPSS/NGO/TI												
Create and implement framework for strategic communications.	PCNI												
Solicit and secure funding from States, development and government partners.	PCNI												
Select first-level beneficiaries and create a comprehensive database.	PCNI												
Sort out logistics for training workshops, including guidelines for facilitators.	PCNI/CSOs												
Provide guidelines to State governments and development partners for implementation of second-level trainings.	PCNI/CSOs												

Initiative Summary (The North East Leadership Accountability and Transparency Training)



PARTNERS

- State governments
- CSOs
- NIPSS
- Transparency International



PROJECTS

- Training of State legislators
- Training of Governors
- Training of Permanent Secretaries
- Training of Civil Service levels 8-12
- Training of Civil Service levels 13-16
- Development and implementation of Blueprint

DURATION

4 years



PROJECTED IMPACT

- Better government service.
- Legislation drafted and passed to promote accountability and transparency.
- 1,451 leaders across the region trained on importance of good governance and the methods to assess and practice good governance at all levels of leadership.
- Transparency and accountability policies implemented in each State.



PRIORITY

High Priority



TOTAL BUDGET

₦2,860,000,000

Restricted.

North East Accountability and Transparency Initiative (NEATI)

The Sister-State Programme (SSP)

Programme Description

Sister State programmes oversee an array of international exchanges, promoting a balance of governance, business, educational and cultural interests. Under this programme, each of the six target States will be paired with States in other countries that are deemed to be models of accountability. The criteria for determining the desired standards in accountability will be developed by PCNI in conjunction with experts in the areas of good governance policies embedded by its Global Development Partners. Individual States will be encouraged to opt in to the SSP. The pairing of States will be for the purposes of fostering technical assistance as well as intra-national and international business attraction.

The participants of this programme will be leaders within the State local business, entertainment, governance and cultural sectors. In the area of governance, career bureaucrats will be the target group. Local entrepreneurs can meet and interact with successful sister State counterparts through the Young African Leadership Initiative (YALI). The participants will learn from the experiences and challenges faced by the sister States how government policy can effectively be used to positively impact development within the State and the region. Participants will be required, on their return, to give presentations to other members of the community on their experience and how best to apply what they have learnt to develop local and regional governance practices. Ten people per State in between the Civil Service grades 12 – 14 will be selected for the programme annually.

Countries such as Rwanda, Botswana and Kenya are examples of countries that would be potential partners for the programme as they each have made significant advancements in the turnaround of their economies in the areas earlier highlighted. The delivery partner will develop the specifics of the programme to ensure that there is a transfer of relevant knowledge and expertise. A data portal will be employed for management, monitoring and evaluation purposes.

PCNI will create a fund that will provide for training, education, co-interactions, travels, and other such expenses and present it to major donors such as the UK Department for International Development (DFID), the United Nations, and other Global Development Partners of PCNI. The individual North East States will be required to make a good governance Statement of commitment, then apply for processing and facilitation in participating in this initiative; after which PCNI, in collaboration with the Ministry for Foreign Affairs (MFA), will pair them up with States in partnering countries. The National Institute for Policy and Strategic Studies (NIPSS) will be PCNI's prime programme delivery partner.

Programme Impact

- Improved international cooperation.
- Exchange of ideas, knowledge and expertise, support the development of novel solutions to problems faced in the States.

Programme Priority

This project is considered a relatively low priority.

Programme Estimated Cost

The projected budget for this is 6 Million Naira per State per year. Should the six States participate for all four years; the total budget will be 144 Million Naira. The target for contributions from donors is 50 % of the total budget. PCNI is expected- to contribute 30 %, and States are expected to contribute 20 %.

Programme Development and Delivery Guidelines (The Sister State Program)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Sister State Program													
Hold an initial meeting with each governor to convey the intent of SSP and get State government buy-in of the initiative.	PCNI/State governments												
Assemble a set of implementation officers and negotiate programme costs with representatives of the States.	PCNI /State governments												
Develop guidelines for acceptable accountability and transparency standards	PCNI/NGOs												
PCNI, NIPSS and Ministry of Foreign Affairs to create framework for monitoring and evaluation.	PCNI/NIPSS/ MFA												
PCNI communications unit to create and implement framework for strategic communications.	PCNI												
Solicit and secure needed funding from donor agencies and State governments	PCNI												

Initiative Summary (Sister State Program)



PARTNERS

- State governments
- CSOs
- NIPSS
- Ministry of Foreign Affairs

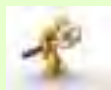


PROJECTS

- International exchange Programme with some identified Sister African States like Botswana, Rwanda and Kenya
- Training of Civil Service levels 12 – 14

DURATION

4 years



PROJECTED IMPACT

- Improved international cooperation.
- Exchange of ideas, knowledge and expertise, support the development of novel solutions to problems faced in the States.



PRIORITY

Low Priority



TOTAL BUDGET

₦144,000,000

Restricted: Do Not Distribute

The North East Funds Transparency Programme

Programme Description

Strengthening the capacities of Local Governments also requires significant improvements in their financial and administrative capacities, beginning with revenue generation and tax administration. In most Nigerian States, Local Governments are not autonomous from the State Government; their jurisdiction under the 1999 Constitution is narrowly limited to the provision of few services and public facilities, and their core financial resources are derived from the Federation account (20% of total revenue accruing to the account are earmarked to LGAs). Local governments generate on average 10% of State level internally-generated revenue (IGR), from a range of local taxes (such as from market fees and licensing fees for vehicles, radio and television). But, in areas affected by conflict and the dwindling of commercial activities, this source of revenue had been seriously affected. Building the capacities of the Local Governments in those areas therefore will also explore decentralization and public private partnerships alongside efforts to enhance closer coordination across all levels.

Also, the perception that financial management systems are weak among tax collectors point to considerable seepage of revenue, and contribute to people's lack of trust in local authorities. Financial management at the local level is seen as less robust than upper tiers of government; Local Governments are expected to submit audited accounts to the State each year, but it is unclear how effectively this process ensures accountability as State audit reports are not made public. These point to a need for greater coordination between Local and State Governments on revenue mobilization and allocation. The simplification of the local tax system initiated by the Joint Tax Board and initiatives such as the harmonization of accounting standards across all three tiers of government (launched with UNDP and other development partners for instance) could help enhance local capacities and accountability; and more needs to be done however particularly to address lack of public trust [Source RPBA Vol II 2016].

Key Programme Components:

- Under the Resettlement and Rehabilitation Framework of the FGN, strategic empowerment of Local Governments is targeted through a Fast Track Financial Support and Accountability directly to Local Governments for the provision of essential social services across the region. This early recover component will be leveraged upon to channel accountability and responsibility requirements to Local Governments who wish to benefit in the long term.
- To solidify this new paradigm, community participation in the development of recovery plans as well as oversight of implementation by the Local Governments will help ensure that capacity to deliver is gradually enhanced and transparency standards embedded at the Local Government Level. Enhancing inclusive and responsive local governance through citizen sensitization and engagement mechanisms will also ensure the protection of affected population.
- To qualify for direct empowerment under this program, PCNI will require local governments within the six States to publish proposed expenditure and budgetary allocations from the grants raised or disbursed by the PCNI. PCNI will facilitate the process by requesting for newspaper editors to jointly publish the information. They will also be asked to make the published data available on a website that can be freely accessed by all citizens. This will be a requirement for participation in PCNI programmes. An NGO partner such as BudgIt can provide monitoring and evaluation services.

- Community Sensitization will also be extensively targeted to educate the populace on their rights, and duties as citizens, the proper methods and channels for dispute resolution as well as the importance of dialogue with the government leaders and appropriate traditional authorities. These messages will be conveyed through regular facilitated meetings of community members at the Local Government level. The Local Government can provide the venue of such sensitization meetings. To incentivise participation and attendance by community members, educative entertainment in the form of dramas, and music and film can be facilitated. A civil society organisation can provide technical expertise required to facilitate such sessions with PCNI supporting through the provision of funding. A State body or committee that will monitor the programme activities at the Local Government level will provide feedback to the major implementation partner; the institute of peace and conflict resolution. The committee will include members of the local community leadership, faith based organisations and civil society groups as well as State Government representation. The sensitisation Programme will run for a period of 6 months in each Local Government area of Borno, Adamawa and Yobe. The first two months will require the communities to have weekly meetings, with bi-monthly and then monthly meetings for the next two months and the last two months of the Programme respectively.

Programme Outcomes

- Increased transparency in government spending.
- All inclusive budgeting process.
- Increased access to information by citizens who can also hold the State government accountable.
- Reduction in the incidences of embezzlement of funds from public office.
- Increased capacity for monitoring and evaluation of government spending and projects.
- A greater understanding by the population of communal goals, values, civic rights and responsibilities.
- Strengthening of protection mechanisms through awareness creation.
- Creation of positive fora for open dialogue on communal issues.

Programme Priority

This Programme is considered a high priority.

Programme Estimated Cost

The projected budget for this is 4 Million Naira per State per year, totalling 96 Million Naira for four years. PCNI will cover 50 % of the costs, while State governments will be asked to fund the other 50 %.

Programme Development and Delivery Guidelines (North East Funds Transparency Programme)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
North East Funds Transparency Programme (NEFTP)													
Hold an initial meeting with each governor to convey the intent of NEFTP and get State government buy-in of the initiative.	PCNI/State governments												
Assemble a set of implementation officers and negotiate Programme costs with representatives of national newspapers.	PCNI/Newspaper agencies												
Develop guidelines for acceptable accountability and transparency standards and create template for the publishing of States' use of funds.	PCNI/NGOs												
PCNI and National Planning Commission to create framework for monitoring and evaluation.	PCNI/NPC												
PCNI communications unit to create and implement framework for strategic communications.	PCNI												
Solicit and secure needed funding from donor agencies, State governments and national newspaper.	PCNI												
Joint review of developed blueprints and fast-tracking their incorporation into respective State laws.	PCNI/NPC												

Initiative Summary (North East Funds Transparency Programme)



PARTNERS

- State governments
- Donor agencies
- Ministry of Foreign Affairs
- NGOs
- National Planning Commission
- Newspaper Agencies

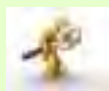


PROJECTS

- Funds transparency publishing in Borno
- Funds transparency publishing in Yobe
- Funds transparency publishing in Adamawa
- Funds transparency publishing in Gombe
- Funds transparency publishing in Taraba
- Funds transparency publishing in Bauchi

DURATION

4 years



PROJECTED IMPACT

- Increased transparency in government spending.
- Increased access to information by citizens who can also hold the State government accountable.
- Reduction in the incidences of embezzlement of funds from public office.
- Increased capacity for monitoring and evaluation of government spending and projects.



PRIORITY

High Priority



TOTAL BUDGET

₦96,000,000

FEDERAL FUNDING

TBD

The Economic Impact Software Programme (EISP)

Programme Description

Given the influx of programmes and resources to the North East, it is important that the State governments are able to track and assess the impact of activities on jobs, revenues, profits, earnings and/or taxes to not only improve the effectiveness of programs and policies, but determine which programs should be scaled up. PCNI will facilitate collaboration between the offices of the Accountant General, the Office of the National Security Adviser and the Ministry of Finance on the development of software that will assist government departments in the North East States to assess the economic impact of Federal and North East regional State programs and activities on the target region. The software developers will also be responsible for training State officials in the use of the software and provide troubleshooting assistance and on-going support over the course of three years.

Projected Programme Outcomes

- Increased ease of access to information by government.
- Increased analysis capability leading to better decisions made by the government.

Programme Priority

This Programme is considered a mid- level priority.

Programme Estimated Cost

The projected budget for this Programme is 600 Million Naira and will be funded by PCNI.

Programme Development and Delivery Guidelines (The EISP)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
The Impact Capacity Building Initiative													
Define the scope of Programme Outcomes needed for the region.	All partners												
Identify and engage potential government partners and agencies.	PCNI												
Develop criteria for the selection of software developments.	PCNI/MoF												
Advertise, review applications and make a selection.	PCNI												
Articulate the partnerships and collaborations with all government authorities, States and the software developer.	App partners												
Create framework for monitoring and evaluation.	M&E firm												
Create and implement framework for strategic communications.	PCNI												
Solicit and secure funding from partners and State governments.	PCNI												
Select trainees and create a comprehensive database.	PCNI/Software firm												
Arrange and facilitate logistics for planning sessions and training workshops, including guidelines for facilitators.	PCNI/Software firm												

Initiative Summary (The EISP)



PARTNERS

- State governments
- Office of the Accountant General
- Office of the National Security Adviser
- Ministry of Finance
- Software developer



PROJECTS

- Economic Impact Software development
- Training and maintenance support

DURATION

3 years



PROJECTED IMPACT

- Increased ease of access to information by government.
- Increased analysis of capability leading to better decisions made by the government.



PRIORITY

High Priority



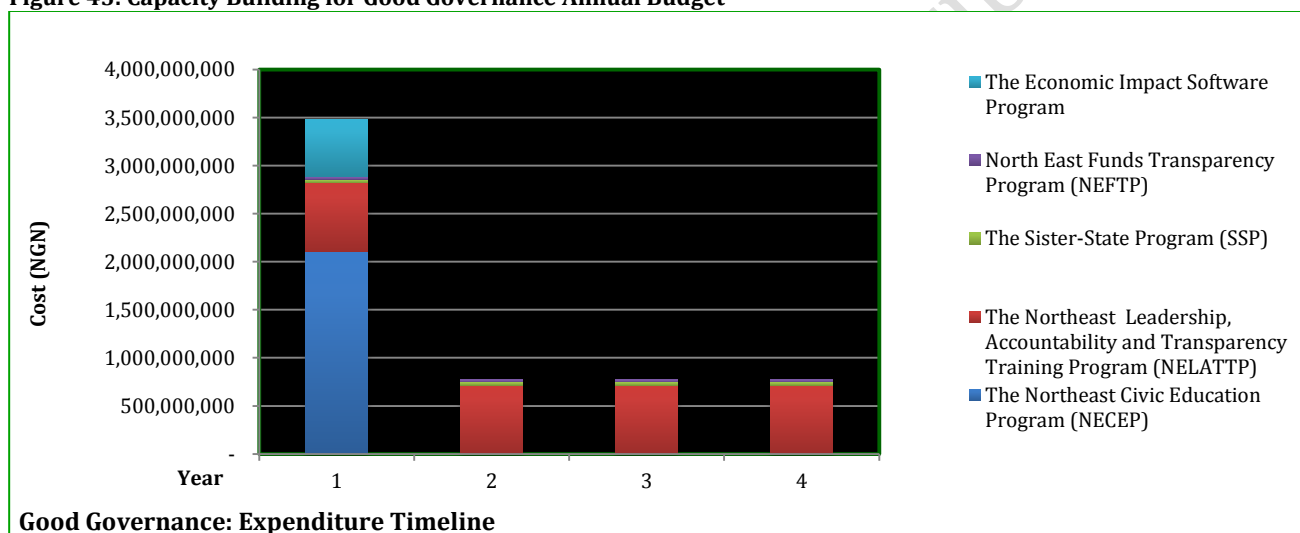
TOTAL BUDGET

₦600,000,000

SUMMARY BUDGET FOR THE GOOD GOVERNANCE PLAN

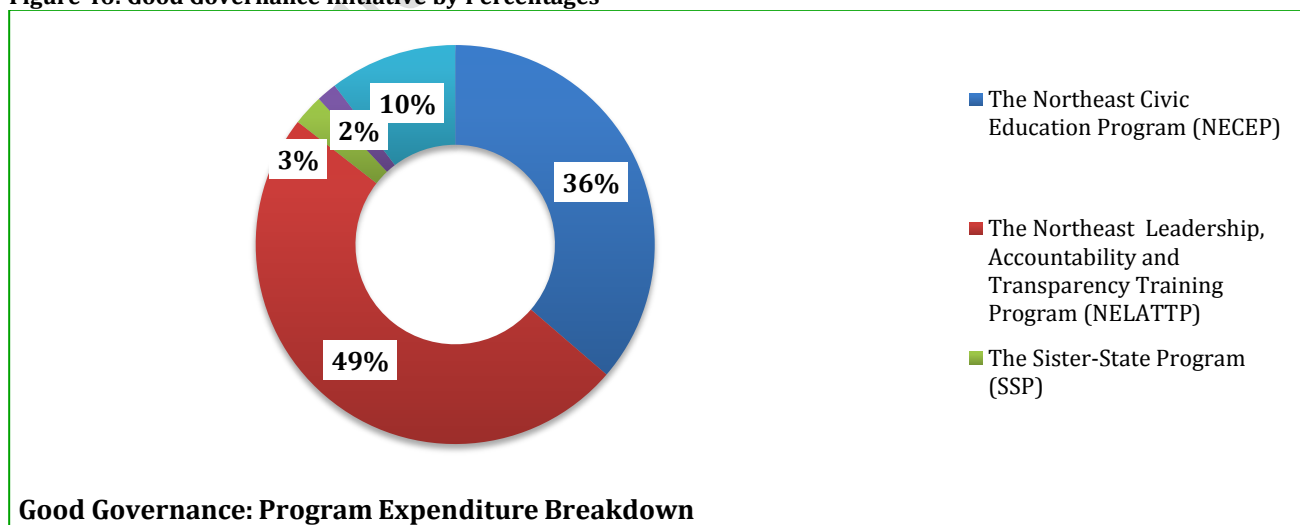
S/ N	Initiatives	Annual Cost (N)	No. of Years	Total Cost (N)
1	The North East Civic Education Programme(NECEP)	2,108,000,000	1	2,108,000,000
2	The North East Leadership, Accountability and Transparency Training Programme(NELATTP)	715,000,000	4	2,860,000,000
B	The North East Accountability and Transparency Initiative (NEATI)			
3	- The Sister-State Programme(SSP)	36,000,000	4	144,000,000
4	- North East Funds Transparency Programme (NEFTP)	24,000,000	4	96,000,000
5	The Economic Impact Software Programme(EISP)	200,000,000	3	600,000,000
TOTAL FOR GOOD GOVERNANCE PROJECTS		3,083,000,000	4 years	5,808,000,000

Figure 45: Capacity Building for Good Governance Annual Budget



Good Governance: Expenditure Timeline

Figure 46: Good Governance Initiative by Percentages



Good Governance: Program Expenditure Breakdown

Chapter 22
Regional Planning and Strategic Growth Management



Chapter 22 Regional Planning and Strategic Growth Management

SUMMARY OF THE REGIONAL PLANNING & STRATEGIC GROWTH MANAGEMENT PLAN



Vision for Regional Planning and Strategic Growth Management

Jurisdictional boundaries and the hierarchical nature of Governmental units often put sub-national units in a defensive position with respect to jurisdictional rights and privileges. As such, the existence of States as subsystems of a larger system becomes secondary. This has the potential to interfere with the efficient execution of national development policy and pose stiff barriers to the solution of problems within a real context.

The varied assortment of States in the North East, which is a subsystem of Nigeria, changes the nation over time in both internal structure and external relations. There is a need to order activities and facilities in the North East at a scale greater than a single State and less than a nation. Such planning focuses on clarifying objectives and on designing means to influence locational decisions so as to increase the probabilities of development in desired directions in the region.

PCNI's vision for regional planning and strategic growth management focuses on improving regional governance and leadership capacity to benefit from the compounding collaboration of all Governments and leverage the fact that they constitute a subsystem of Nigeria. The regional governance structures will be responsible for the setting of objectives, making choices from alternative means to achieve the objectives under existing constraints, working collectively to attract investment, all the while monitoring and evaluating results obtained. Key process elements will involve information and analysis, regional designation, planning and programming phases and operations.

Goals for Regional Planning and Strategic Growth Management

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

Role of Key Stakeholders

The key stakeholders in the development and implementation of the North East transformation strategy include the Federal Government, the six States of the region, and local

Government councils in the North East States, the organized private sector, international development partners and the civil society.

Federal Government

The Federal Government, particularly the executive and legislative arms, are expected to lead and coordinate the efforts of other stakeholders for special interventions in restoring law and order and promoting the social and economic development of the region.

State Governments

The States of the region will be expected to:

- Provide legal backing for the framework for regional cooperation through legislation
- Create an enabling environment for the private sector to thrive
- Project investment opportunities in the region to prospective investors with a view to attracting investments
- Address the problems of climate change to enable the region tackle recurring natural disasters, such as flooding and desertification
- Initiate a Regional Integrated Infrastructure Master Plan in the region, in line with the National Integrated Infrastructure Master Plan (NIIMP)
- Evolve a regular consultative process with the organized private sector and development partners
- Commit to funding the institutional framework for regional cooperation
- Finance capital infrastructure through public capital programs and public-private partnerships

Local Governments

Local Governments in the region will be expected to consider and make recommendations to the State ministries on economic planning or any similar agency on the following:

- Partner with the regional development corporation in the articulation and implementation of regional development initiatives.

Private Sector

The roles of the private sector in any economy are numerous and multi-dimensional as follows:

- Mobilization of resources of public-private partnerships for the implementation of public sector projects and programs.
- Development of entrepreneurship and expansion of opportunities.
- Job and wealth creation.
- Expansion of market activities and opportunities within the economy.
- Generation and expansion of enterprise creating tax accruable opportunities for Government's internally generated revenue.

International Development Partners

Nigeria's international development partners have expressed a strong interest in contributing to the restoration of peace, security of lives and property, and the social and economic wellbeing of the people. In addition to direct contributions, development partners and donors can be useful in organizing a donor's conference for financing development in the North East.

Civil Society

The civil society is widely recognized as an important agent of change, whose strength can positively influence the State. In particular, the civil society can make tremendous contributions to efforts aimed at finding an enduring peace in the North East in the following areas:

- Fight against corruption and abuse of human rights.
- Improved policy environment through policy analysis and advocacy.
- Increase in participatory democracy which creates opportunities for meaningful contribution to decision-making and improved inclusiveness.
- Contributions to good governance, including transparency, accountability, effectiveness, efficiency, openness and responsiveness.
- Monitoring of State performance.
- Advocacy to highlight and draw attention to the human development challenges in the region including partnership to aid the resolution of some of these issues.

Monitoring & Evaluation Framework

A monitoring and evaluation system to provide a common and continuous basis for improving regional and State decisions on resource allocation and management of regional development initiatives and interventions will be established. This system, which will entail the creation and operation of a monitoring and evaluation unit in the Secretariat, is expected to cascade down through the States in the region and their respective ministries, departments and agencies.

The system will set effective and transparent public financial management principles at all levels and ensure that agreed spending priorities are carefully defined, adequate financial allocations are made for project implementation, and misspending is minimized.

The aim is to use the M&E system to support the Governors Forum and institutionalize a coherent process for the design and execution of regional and related State programs and projects as well as establish consistent tracking mechanisms for all regional development programs and projects undertaken. Specifically:

- At the Secretariat level, it will provide feedback on the efficiency of project/Programme implementation, as well as on results
- At the regional level, it will provide information on the lessons learnt as to what does and does not work in the policies and interventions tailored to addressing the key development challenges identified
- At the national level, it will provide a basis for comparative analysis of policies and programs amongst various regions and guide the adoption of best practice

Regional Planning and Strategic Growth Management Initiative **The North East Governors' Forum (NEGF)**

Programme Description

The NEGF will serve as the platform for consensus executive decision making for the region. Critical decisions that affect the well-being of the region will be made here to forestall political considerations in favour of long term regional developmental goals. The forum will guide the implementation, monitoring and evaluation of regional initiatives by the Federal, State and local Governments, as well as international development partners and the private sector. NEGF will be supported by the Technical Advisory Committee and a Secretariat within the auspices of the Nigerian Governor's forum.

The NEGF shall be responsible for:

- Promoting regional integration, cooperation and collaboration for economic growth and sustainable development of the region.
- Providing the mechanism and framework for the North East States to work together in areas of mutual interest and support the development of regional plans.
- Developing policies and guidelines for implementation of regional strategies/plans.

The North East Technical Advisory Committee (TAC):

This will be a sub-committee of the NEGF providing technical support as well as advising NEGF on policies and guidelines for the implementation of transformative regional strategies.

The Committee shall consist of:

- Commissioners of Ministries of Planning of the Governments of the six States.
- The Commissioners of Planning and Budget of each State are to ensure that the targets, strategies, and initiatives are part of the State medium-term plans and provided for in the annual budget of the State.
- One representative of Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA).
- One representative of CSOs.
- Two representatives of the Federal Government (one each from NPC and FMF).
- Subject Matter Experts to be engaged as consultants to provide guidance to the NEGF on challenges pertinent to their collective benefits.

The North East Regional Secretariat

The Secretariat shall be responsible for providing day-to-day administrative, operational and logistical support to the NEGF and TAC. It will also be responsible for facilitating and keeping records of all meetings of the NEGF and TAC. The Secretariat will also have the capacity to coordinate the monitoring and evaluation of the projects and programs of the region and preparing reports for the TAC.

Programme Outcomes

- Collaborative quick decision making
- Improved regional cooperation
- Faster adoption of best practices in good governance
- Greater synergy at the executive level of governance

Programme Priority

A high priority as this will aid in coordinating regional objectives and decision making to develop the region and these decisions need to be made now.

Programme Estimated Cost

This Estimated Initiative Cost will be borne by the North Eastern States at an estimated cost of 48 Million Naira, at 8 Million Naira per State.

Programme Development and Delivery Guidelines (The North East Governors' Forum)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 +
The North East Governors Forum													
Develop forum framework	PCNI, State Governments												
Identify operational tools and resources	PCNI, State Governments												
Manning Analysis	PCNI, State Governments												
Organizational structure design	PCNI, State Governments												
Establish TAC	PCNI, State Governments												
Setup Secretariat	PCNI, State Governments												
Advert placement for forum executive positions	PCNI, State Governments												
Recruitment	PCNI, State Governments												

Initiative Summary (The North East Governors' Forum)



PARTNERS

- PCNI
- State Governments
- DFID
- Other International donors/partners



PROJECTS

The North East Governors Forum (NeGF)

DURATION

6 months



PROJECTED IMPACT

- Collaborative quick decision making
- Improved regional cooperation
- Faster adoption of best practices in good governance
- Greater synergy at the executive level of governance



PRIORITY

High Priority



TOTAL BUDGET

₦48,000,000

Restricted: Do Not Distribute

The North East Regional Development Corporation

Programme Description

The North East Regional Corporation is a private enterprise that will be a vehicle to drive Public Private Partnerships across varied sectors of the economy in the region. The Corporation will aggressively pursue viable opportunities in the region while having a strong focus on social responsibilities. It will be a model for Regional Cooperation and Development for other geopolitical zones in the country and across the continent.

Ownership Structure

The shareholding of the Corporation will be structured so as to balance the regional developmental interest with the profit requirements of investors. 30% of the Corporation will be owned by the North East State Governments, 20% will be owned by the Federal Government and 50% goes to private investors. Executive Management of the Corporation will be strictly 100% private sector driven.

Funding Structure

The Corporation shall be seeded with some key assets owned by the six State Governments in the region. These assets will form the basis of a valuation of the company that will attract investors. The Federal Government shall provide a seed fund of One Billion Naira through the PCNI as the take-off grant.

Organizational Structure

Key officers of the organization, such as the CEO, CFO and Subsidiary MD's must meet international standards for officers in their cadre. The CEO in particular must have experience in running a multinational corporation. The Corporation must be run following international best practice at every level.

Business Operations

The Corporation will conduct business in a variety of sectors covering Agriculture, Mining, Power (Alternative Energy & others), Tourism, ICT, Petroleum Products, Transportation, Insurance and Financial services. The Corporation will have subsidiaries that will specialize in the various business sectors. Aside from the subsidiaries the company can create distinct business entities such as SPV's for the purpose of taking advantage of business opportunities. Even though a significant portion of the corporation's assets are located in the region, its business activities will not be exclusive to the region. It's will be mandated to run business across international borders and like any other private enterprise ensure increased value for its shareholders.

Corporate Governance

The Governance structure of the Corporation will be based on a hybrid of the Korean Chaebol corporate model, where a conglomerate with a very strong executive board with parochial interests operates across various business lines and the Chinese model where in addition to the board of directors there is a supervisory board that ensures the interest of the State is protected in the dealings of the corporation. This structure addresses the need for a properly run organization balanced with the drive for social responsibility and development. It also checks the excesses of all interest groups within its structure ensuring political concerns do not supersede the core objectives of the corporation.

The Corporation will have an Executive Management Team comprising subsidiary heads and conglomerate executives headed by a Chief Executive Officer, a board of directors with Chairmanship rotationally assigned between the 6 States in the region.

There will also be a Supervisory board set up to ensure that the organization stays true to its Social Service objectives by providing guidance on critical decisions and investments in the region by the Corporation. The supervisory board will be comprised of members who are prominent personalities, nationally and internationally, captains of industry, with a reputation for integrity.

Corporate Social Responsibility

The CSR objectives of the Corporation are restricted to the North East region of the Federal Republic of Nigeria. The Corporation is expected to carry out extensive social service support using its CSR arm. The CSR arm will be registered as the North East Foundation and its activities and income from the Corporation will be tax deductibles for the Corporation. In order to achieve this, 10% of its Profit before Tax will be seeded to the Foundation. The Foundation will cater for social programs such as scholarships, educational grants, it will also have a Venture Capital spin-off to encourage entrepreneurship and SME growth in the region. The Foundation will also serve as an exit strategy for some of PCNI initiatives which are only funded for the 5 year intervention period. Post-intervention the Foundation will gradually take over most of the initiatives.

Programme Outcome

- Drive sustainability of PCNI programs
- Increase socioeconomic indicators of the region
- Drive Foreign Direct Investment
- Drive industrialization of the region

Programme Priority

The Corporation is high priority. It needs to be setup so that preliminary requirements will be met while the security issues are being resolved in the region. This is to enable the Corporation hit the ground running as soon as possible.

Programme Estimated Cost

The Corporation will receive a 1 Billion Naira start up grant from PCNI.

Programme Development and Delivery Guidelines (The North East Regional Corporation)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 +
The North East Governors Forum													
Develop forum framework	PCNI, SG, FG												
Identify operational tools and resources	PCNI, SG, FG												
Manning Analysis	PCNI, SG, FG												
Organizational structure design	PCNI, SG, FG												
Establish TAC	PCNI, SG, FG												
Setup Secretariat	PCNI, SG, FG												
Advert placement for forum executive positions	PCNI, SG, FG												
Recruitment	PCNI, SG, FG												

Initiative Summary (The North East Regional Corporation)



PARTNERS

- PCNI
- State Government
- Federal Government



PROJECTS

- North East Governors Forum
- North East Regional Corporation

DURATION

1 year



PROJECTED IMPACT

- Drive sustainability of PCNI programs
- Increase socioeconomic indicators of the region
- Drive Foreign Direct Investment
- Drive industrialization of the region



PRIORITY

High Priority.



TOTAL BUDGET

₦1,000,000,000

FEDERAL FUNDING

To be determined.

STATE FUNDING

To be determined.



PCNI TARGET FUNDING

₦1,000,000,000

SUMMARY BUDGET FOR THE REGIONAL PLANNING AND STRATEGIC GROWTH MANAGEMENT

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF DELIVERIES/ YRS	TOTAL COSTS (₦)
1.	The North East Governors Forum	48,000,000	1	48,000,000
2.	The North East Regional Corporation	1,000,000,000	1	1,000,000,000
GRAND TOTAL FOR REGIONAL PLANNING AND STRATEGIC GROWTH MANAGEMENT		1,048,000,000	1 year	1,048,000,000

Figure 47: Summary of the Regional Plan Annual Budget

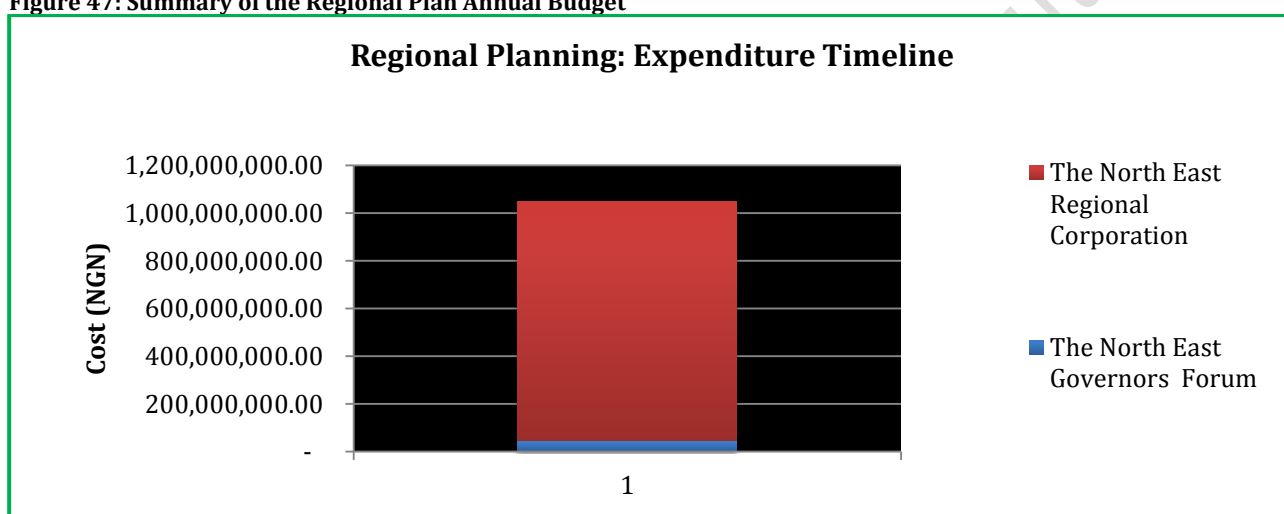
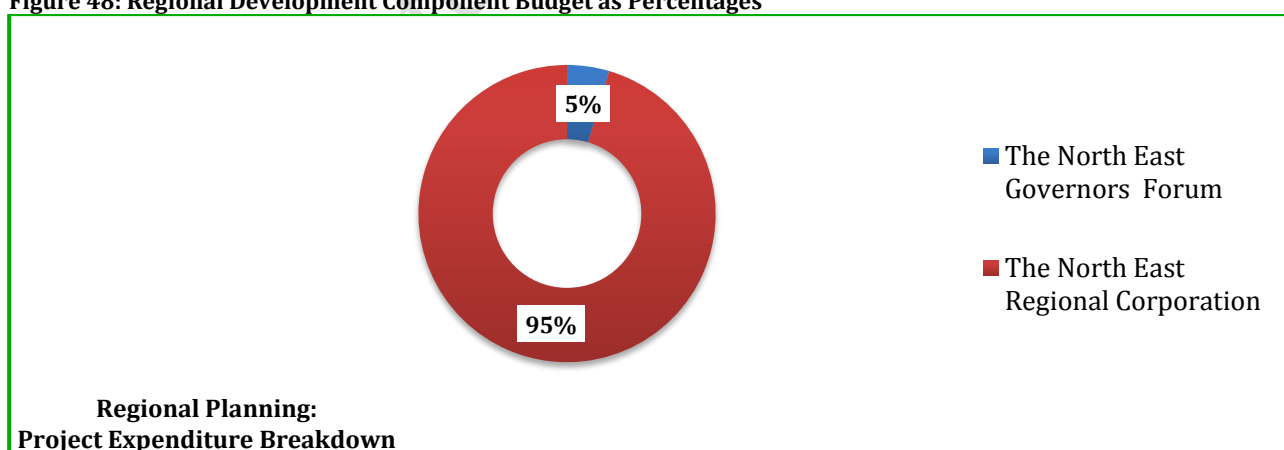


Figure 48: Regional Development Component Budget as Percentages



Chapter 23
Border Security and International Market
Development



Chapter 23

Border Security and International Market Development



Vision for Border Security and International Market Development

Regional and international cooperation for mutual benefits is a natural occurrence between people collocated by geography and international borders. International trade has been simply defined by many scholars as the exchange of good, services and capital among various countries and regions. It is known to account for a country's gross domestic product (GDP) and an important source of revenue for developing countries. International trade can bring benefits to a country by allowing the country to exploit its comparative advantage, reap benefits of scale of economies and ensure competition, greater variety and more stable markets and prices.

The North East region of Nigeria is known to have comparative advantage in agricultural commodities, such as tomatoes, rice, maize, millet, fisheries, sorghum, livestock, etc. However, economic activities in the region have been seriously affected by the insurgency, reducing its potential to expand agricultural activities and export agricultural commodities. Assessments have also shown that government revenues and international trade and market development suffer from existent issues such as, lack of infrastructure, lack of adequate statistics on imports and exports, cumbersome import procedures and restrictions, high tariffs, porous borders, inadequate measures on border security, smuggling etc. Studies suggest that these kinds of barriers to trade are a major cause of underdevelopment.

To improve trade and increase revenue for the region and the country as a whole, this plan will leverage on up scaling the export of local agricultural products in which the North East has comparative advantage over other regions. To achieve this, the plan will look into strategies that will provide entrepreneurs access to global markets using IT and improve the logistics of cross border trade. In addition, the plan will dive efficient border control and strengthen the enforcement of custom's, which would discourage smuggling and illegal activities, while providing outlets for the regions citizens to conduct legitimate enterprise with neighbouring countries and vice versa. It is expected that these strategies will attract potential entrepreneurs and traders from the region, other parts of the country, Nigeria's border countries and from countries around the world, thereby boosting economic activities in the region.

This will also be achieved by ensuring all Ministries, Departments and Agencies (MDAs) such as; the Ministry of Trade and Investment, Nigerian Export Promotion Council (NEPC), the Nigerian Agency for Food and Drugs Administration and Control (NAFDAC), the Standards Organization of Nigeria (SON), the Universal Service Provision Fund (USFP), the Nigeria Customs Service (NCS), the Federal Inland Revenue Service (FIRS), Border Communities Development Agency (BCDA), and the Nigeria Export Processing Zone Authority (NEPZA), work collectively and efficiently to decrease barriers in trade and ensure all strategies and plans that have been well mapped out to achieve its objectives. It is expected that this plan will put in place systems with streamlined paper work and less bureaucratic bottlenecks to aid and enhance legitimate international trading activities.

Ultimately, this plan will promote dynamism, innovation and improve manufacturing quality and production output, thereby, expanding market opportunities for indigenous North East products. This plan is designed to encourage investors within and outside the States to invest in the region, create jobs and the plan will boost the development of neglected rural border communities, thus mitigating the negative consequences of a lack of growth and development, including crime, poverty, poor living conditions and susceptibility to radicalization and other negatives.

Goals for International Trade and Market Development

- Formalisation of trade frameworks to further enable North East enterprises, communities and cross border countries leverage their respective competitive advantages, use their resources more efficiently and contribute to the growth of the Sahel economy.
- Modernization of border communities' outposts with necessary infrastructure.
- Increase in the efficiency and effectiveness of border agencies and facilities.
- Enhancement of cross-border peace and cooperation.
- Enhancement of food security.
- Development of border markets.
- Enhance the potential for business expansion
- Stabilize seasonal market fluctuations



International Trade and Market Development Strategies

Improvement of Border Protection Facilities

Programme Description

Currently, informal trading activities take place along Nigeria's porous borders. These informal activities lead to a reduction in the revenue collectable by Customs and Government agencies and consequently a lack of credible data on imports and exports. The influx of substandard and fake products also thrives in these areas coupled with cross border banditry. To minimise these negative activities, border protection facilities along border corridors will be resuscitated, requiring time and effort on the part of Government and security agencies.

Nigeria has borders with 3 countries in the North East: Cameroun, Chad and Niger.



This project will seek to improve and upgrade security facilities at the border posts connecting the North-East to neighbouring countries. The Border Communities Development Agency (BCDA), the National Customs Service (NCS), the National Immigration Service (NIS), and the Office of the National Security Adviser will support this initiative by designing, establishing and maintaining a complete State of the art model, fully operational Border Protection Security Facility. The project would focus on ten identified border protection facilities with a State of the art upgrade.

Nigerian Border with Cameroun



Nigerian Border with Chad



Nigerian Border with Niger



Sources Web Media Photos: Google.com

Programme Objective:

Renovation and upgrade ten (10) border facilities to improve border security and promote regional trade.

Projected Programme Outcomes

- Facilities to monitor illegal activities around the borders improved.
- Economic activities around the border stimulated.
- The security of the region is greatly improved State.
- Enhanced quality of life for border communities through sustained economic growth and development

Programme Priority

This Programme has a medium priority.



Rapid Construction of Border Protection Facilities will boost National Security, regulate trade, ensure proper control of markets/income from commercial duties and protect lives.



Programme Priority

This is a high priority Programme because the porosity of the borders makes it easy for Insurgents and offenders to escape detection.

Programme Estimated Cost

This Programme has a cost estimate of 10 Billion Naira. The administrative cost is 1billion and total cost is 11 Billion Naira.



Programme Development and Delivery Guidelines (The Improvement of Border Protection Facilities)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
The Improvement of Border Protection Facilities													
Facilitate multi-stakeholder engagement	PCNI												
Conceptualization of model upgraded Facilities	Architecture consultant, 3D Modeling Firm NSA, NCS												
Military command creates asset list of vital military hardware for border facilities	Office of the CDS, NSA												
Gap analysis of extra inventory to be acquired from partners is ascertained	ONSA, CDS, Customs, Immigration												
Award of renovation contract to selected firm	PCNI												
Deployment of identified vital Military hardware to newly upgraded facility	Office of the CDS, NSA												
Commissioning of facilities.	CDS/NSA/PCNI												

Initiative Summary (The Improvement of Border Protection Facilities)



PARTNERS

- ONSA
- BCDA
- NIS
- NCS
- Partner Countries
- Architecture firm
- Nigerian Immigrations Office



PROJECTS

Renovation & upgrade of ten (10) Border Protection Facilities

DURATION

2-3 years



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development.



PRIORITY

High Priority



TOTAL BUDGET

₦11,000,000,000

Restricted: Do Not Distribute

Establishment of International Border Markets

Programme Description

The constructions of international border markets in the North East region will further stimulate economic activities in the region. Adamawa, Borno, Taraba and Yobe States are along the international border line, therefore it critical for the Federal Government and State Governments to give attention to the rural border communities in these States by providing an enabling environment for businesses to thrive. The Border Communities Development Agencies (BCDA), have assessed these border communities and have recommended the need to have international border markets amongst other infrastructure needed. The agency proposed that the development of international markets within the region will create an estimated 250,000 jobs per market, thereby greatly improving the economy as well as security of States in the region.

The BCDA is currently working to execute an initiative for establishing one border market in each of the four Border States of the North-East region. The design and planning for operational efficiency of each border market will be undertaken by BCDA. BCDA will establish a Public Private Partnership arrangement for the establishment of each of the border markets. PCNI's role is the strategic facilitation and solicitation required to bring each project to successful completion. Each international border market is expected to have a complement of all relevant regulatory agencies making it a one-stop shop for international trade.

In line with the vision, the border markets will become the nucleus for Sustainable Economic Cluster Communities in each rural community targeted for each project as defined by PCNI. This Programme will thereby ensure, through design, long term place making for the region. The provision of critical support infrastructure such as access roads to the State capitals, renewable energy deployment such as solar panels and inverters to facilitate consistent power supply at the border markets, social amenities such as hospitals, police stations and schools are built into the design for each sustainable economic nucleus.

PCNI, in collaboration with USPF, will work to ensure that Fibre Optic network technology is installed and deployed around the economic hubs created around each Border Market, to enable the deployment of information technology as envisioned by this plan. This would allow estate management software for market operations, management accountability and greater economic impact, as well as ensure that security agencies at such borders are adequately equipped to track and record movement of goods and people across the border. The data obtained will be updateable, providing a critical foundation for economic planning, market forecasting and development, as well as for security purposes. PCNI will facilitate funding and adoption of each border market project by its partners in the private sector. PCNI will also facilitate the designation of each Border Market as an International Free Trade Zone in partnership with Nigeria Export Processing Zone Authority (NEPZA).

Under this initiative, the BCDA has identified the following communities for the development of Border Markets:

- Sahuda in Adamawa State.
- Banki in Borno State.
- Bissaula in Taraba State.
- Kananma in Yobe State.

Suicide Bomb Attack on Border Market N'Djamena



Source: dailymail.co.uk/news/article-3182342

Boko Haram has specifically targeted border markets, directly destroying them or capturing the market for their own economic uses, thereby robbing nearby communities of their economic assets and increasing the vulnerability of border communities by completely destroying their livelihoods.

**Nigerian Military recaptures a market seized by Insurgents
In Guluma Gana Border Community of Borno State**
Source: Buzznaija online news

Programme Objective:

- To promote regional trade and create wealth for the region.
- To inculcate the spirit of patriotism and nationalisation among the border communities.

Programme Outcomes:

- Massive infrastructure development.
- Job Creation/Wealth Creation.
- Enhanced cross-border integration, peace and cooperation.
- Increased revenue collection.
- Enhanced food security.
- Reduction in smuggling.
- Enhanced national security.



Projected Programme Outcomes

Enhanced quality of life through sustained economic growth and development

Best Practices for Implementing a Free trade Zone



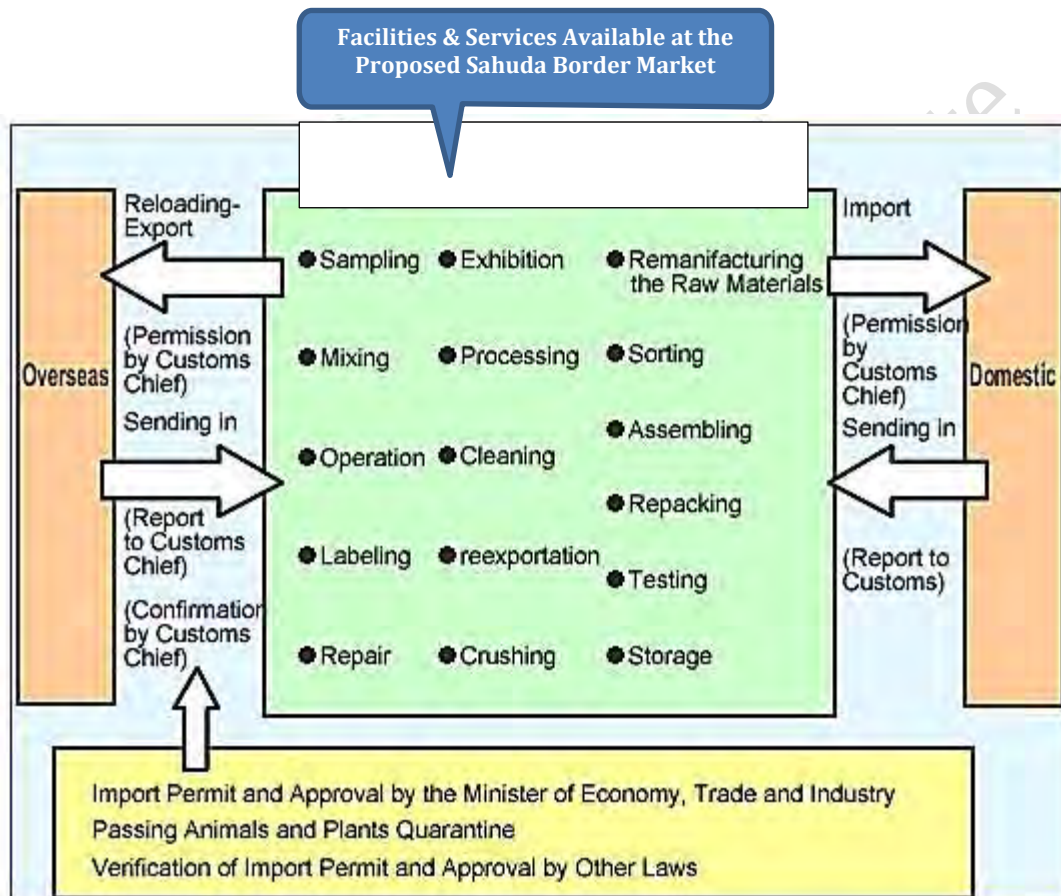
- Document the processes – create Standard Operating Procedures or Manuals that are clear and concise
- Participate in (refresh) training sessions, conferences, and webinars at least twice a year. Conduct cross training among the staff
- Establish clear communications with Staff, Customs Officers, Freight Forwarders, Other Government Agencies and Trade Associations
- Results in reducing and eliminating risks and increase compliance

Programme Priority

The Priority for this Programme is Medium as it is dependent on return of security to the region.

Programme Estimated Cost

The current projection of PCNI is to adopt the completion of at least one international border market (the Sahuda Market, Adamawa) as a pilot is at the estimated cost of 3.1 Billion Naira for all markets. The administrative cost for this Programme is 310 Billion Naira. Therefore, the total estimated cost is 3.410 Billion Naira.



Minimum Operational Requirements for a Border Market/Free Trade Zone

Source: <https://www.google.com/ng/www.graast.hol.es/2Ftrade-flow-chart>.

Initiative Programme Development and Delivery Guidelines (Establishment of International Border Markets)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
ESTABLISHMENT OF BORDER MARKETS													
Articulate and finalize the partnerships and collaborations between BCDA, Local Government Authorities and States participating.	ALL PARTNERS												
Identify and register critical rural assets in the communities to be provided with Border Markets for targeting purposes.	PCNI/ STATES/LGAS/ LNGOS/												
Determine technical details, specifications, infrastructure and requirements for border markets construction.	PCNI/NIAF/ BCDA/ HYDRAFORM												
Define operational model for running and maintenance of the border markets.	PCNI/BCDA/ NIAF/ HYDRAFORM												
Define financial plan for letting or allocations of market stalls.	PCNI / STATES/BCDA												
Define guidelines and terms of reference for project proposals.	PCNI/BCDA/ NIAF												
Request for proposals for the construction & maintenance of border markets.	PCNI/NIAF/ BCDA STATES												
Facilitate and Solicit Private Sector and Stakeholders funding.	PCNI/STATES												
Define guidelines for procurement/Initiate Procurement process.	PCNI/BCDA												
Fast track disbursement of funds to successful contractors and vendors.	PCNI/STATES												
Begin and conclude border market construction.	BCDA/NIAF/ HYDRAFORM												
Hand over to commercial business entrepreneurs, local farmers etc.	PCNI/STATES/ BCDA												
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/BCDA/ NIAF												

Initiative Summary (Establishment of International Border Markets)



PARTNERS

- State Governors.
- Local Government Agencies.
- BCDA.
- Local NGOs.
- Hydraform.
- Local Community Market Associations
- Ministry of Trade and Investment
- Nigerian Export Promotion Council (NEPC)
- The Nigerian Agency for Food and Drugs Administration and Control (NAFDAC)
- The Standards Organization of Nigeria (SON)
- The Universal Service Provision Fund (USFP)
- The Nigeria Customs Service (NCS),
- The Federal Inland Revenue Service (FIRS)
- Nigeria Export Processing Zone Authority (NEPZA)

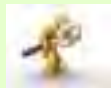


PROJECTS

- Pilot project, the Sahuda Border Market in Adamawa State.
- Banki Border Market in Borno State.
- Bissaula Border Market in Taraba State.
- Kananma Border Market in Yobe State

DURATION

- 12 Months for Pilot.
- 4 years for all other markets



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development



PRIORITY

Medium Priority



TOTAL BUDGET

₦3,410,000,000

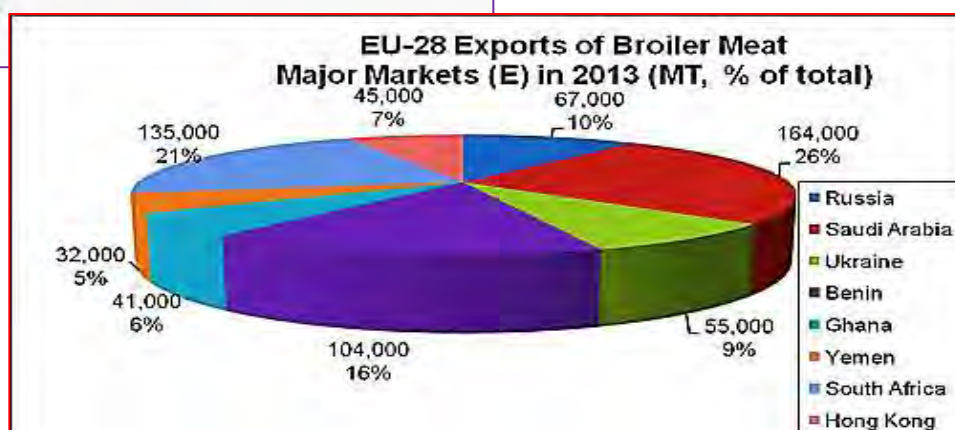
The AGOA Initiative for the North East

Programme Description

The African Growth and Opportunity Act (AGOA) is a legislation approved by the U.S Congress in May, 2000, to assist economies of Sub-Saharan Africa by stimulating economic growth and improving economic relations between the United States and the region. AGOA allows all marketable goods produced in AGOA-eligible countries to enter the U.S market duty-free and mostly quota-free. The entry requirements of products to the U.S include the application of Hazard Analysis Critical Control Point (HACCP). The HACCP is a scientific quality control method used in various industries to ensure that manufactured goods meet certain quality and identity standards set by the manufacturer. The U.S. Food and Drug Administration (FDA) and U.S. Department of Agriculture (USDA) now require certain food manufacturers to institute HACCP plans in order to ensure the safety and quality of high-risk foods. The application is extremely stringent.

A lot of the agricultural produce of the North East region of Nigeria are products classified under the AGOA. These incidentally are also products targeted by the Nigerian Export Promotion Council (NEPC) as primary cash products which are available in commercial quantities for the North East’s agricultural sector. They include:

- Cashew e.g. raw, roasted, salted.
- Shea e.g. Shea butter- bulk and finished products.
- Home Decor & Fashion Accessories e.g. Furniture and wood products, hand-crafted pottery and baskets, leather handbags and shoes.
- Apparel e.g. Hand-woven cloth, ethnic printed fabrics, silver and beaded jewellery.
- Specialty Foods e.g. boxed fruit juices, chips and cassava by products, vegetables, honey, palm-oil, spices.
- Sustainable Fish & Seafood e.g. Frozen, Dried or smoked fish, snail, shrimp.



Programme Outcomes:

- Regulatory requirement and documentation requirements for all exported commodities.
- Rejection of commodities at international markets greatly reduced.
- local value chains rapidly improved
- Global standard food processing and packaging are introduced for the rapid development of the region’s markets
- Forex earning opportunities for growth and development of the national economy enhanced.

Projected Programme Outcomes

Enhanced quality of life through sustained economic growth and development

Programme Priority

The Programme priority is high as all export commodities need to be certified to avoid rejection and financial loss to the region and country as a whole.

Estimated Initiative Costs

An estimated cost of 300 Million Naira for the AGOA training initiative is envisaged at 50 Million per State. Another 50 Million Naira is anticipated for the setup of an ARC for the North East. A subsisting NDE Centre in the region will be used to host the ARC to save cost. In addition, a North East Agro-support fund of 6 Billion Naira will be set up to facilitate long term single digit interest loans for AGOA participating entrepreneurs. Total funding requirement for this initiative is 350 Million Naira for implementation and a 6 Billion Naira in a basket fund. The administrative cost is 635 million and the total cost is 6.985 Billion Naira.

Programme Development and Delivery Guidelines (AGOA Initiative for the North East)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
The AGOA Initiative for the North East													
Partner with AGOA in developing a capacity building curriculum	PCNI, NEPC, AGOA Resource Centre Lagos												
Design the AGOA training Programme for the North East	State Governments, ARC, PCNI, NEPC												
Select beneficiaries in States and create a comprehensive database	State Governments, NEPC, PCNI												
Create framework for monitoring and evaluation	PCNI, ARC, NGO's												
Commence training in each of the six States	PCNI, ARC, NGOs												
Establish the North East ARC	PCNI, ARC, NDE, NEPC												
Lobby the Federal Government to establish the AGOA support Fund	PCNI, MINISTRY OF FINANCE, CBN, USAID, NEPC												
Facilitate the establishment of a USFDA quality control laboratory in Nigeria	PCNI, USAID, ARC, NEPC												

Initiative Summary (AGOA Initiative for the North East)



PARTNERS

- State Governors.
- AGOA Resource Centre.
- International NGOs.
- MDAs.
- Ministry of Trade and Investment.
- Nigerian Export Promotion Council (NEPC).
- The Nigerian Agency for Food and Drugs Administration and Control (NAFDAC).
- The Standards Organization of Nigeria (SON).
- The Universal Service Provision Fund (USFP).
- The Nigeria Customs Service (NCS).
- The Federal Inland Revenue Service (FIRS).
- The U.S. Food and Drug Administration (FDA).
- National Directorate of Employment (NDE).

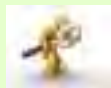


PROJECTS

- The AGOA Support Fund for North East Product Development
- AGOA North East Resource Centre Capacity Building Program
- The AGOA USFDA Quality Control Laboratory

DURATION

2 years



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development



PRIORITY

High Priority



TOTAL BUDGET

₦6,985,000,000

The North East Export Produce Development Initiative

Programme Description

This initiative is targeted at developing the production value chains for cash crops in the region. The Nigerian Export Promotion Council (NEPC) will work with FMARD, Border Community Development Agency (BCDA), NAFDAC, SON and other MDAs to facilitate and implement this program. The Programme will build on AGOA initiative, as it focuses not only on agricultural commodities to be exported to the USA but commodities to be exported to other countries around the world. The Programme will also leverage on several Agro Allied Initiatives in the Agriculture sector of this plan such as; one Stop Agro-Processing Centres and the Farmers Cooperatives Training initiatives, etc. to effectively increase and diversify export of cash crops to all parts of the world. Therefore, NEPC as part of its mandate will support exporters/investors by ensuring the following is executed:

- Provide a list of exportable products and the countries to potential exporters
- Provide technical support to exporters, investors and farmers in the following areas;
- Ensure proper documentation of export transactions.
- Register business and maintain a database of all Nigerian exporters that buyers abroad can use to find legitimate supplier of agricultural commodities.
- Monitor the quality and standards of products going out to ensure that they are of high quality.
- Help exporters suggest the best and most secure payment methods.
- Organize Trade Fairs and Exhibitions in the region- The NEPC will also help to organize and facilitate the participation of registered investors in international trade fairs and exhibition events.
- Bring Exporters in the region together- NEPC will create an avenue for exporters to come together under one umbrella to network and discuss issues related to export promotion and development.

Programme Objective:

To diversify Nigeria's export portfolio, in order to sustain and grow the economy.

Programme Outcomes:

- Knowledge of investors/exporters is increased.
- Ease of doing business is enhanced

Projected Programme Outcomes

Enhanced quality of life through sustained economic growth and development

Programme Priority

The Programme priority is medium as investors/exporters need to be assisted in exporting products it has comparative advantage over other regions. Security of the region is vital for the effective commencement of this programme.

Programme Estimated Cost

NEPC is the lead implementing agency for this Programme with an estimated budget of 1.639 Billion Naira for 4 years. The administrative costs will be 163.900 Billion Naira. The total cost is 1.8029 Billion Naira.

Programme Development and Delivery Guidelines (The North East Export Produce Development Initiative)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	+ 12
Export Produce Development Initiative													
Identify and engage training and research partners	All Partners												
Undertake training for the organised clusters and follow-up	State Export Committees/Export Facilitating Agencies												
Organise export related skills acquisition training	PCNI/State Export Committees/Export Facilitating Agencies												
Create framework for monitoring and evaluation	PCNI/NGOs												
Select beneficiaries and create a comprehensive database	PCNI/NGOs												
Train the extension workers and liaise with relevant institutions on new skills in production, processing and quality control techniques	FMARD/Agricultural Development Agencies												
Train producers, processors on packaging, product design and adaptation	FMARD/Agricultural Development Agencies												
Train farmers in the organic processing of produce	FMARD/Agricultural Development Agencies												
Demonstrate to the farmers more modern technology that is cost effective and teach them on post-handling that meets international standards	FMARD/Agricultural Development Agencies												
Secure quality certifications for all products	PCNI/FMARD/Agricultural Development Agencies/Regulatory Institutions												
Organise buyer-seller meets and fact finding missions	PCNI/NGOs/Private Sector/FMARD/Agricultural Development Agencies												

Initiative Summary (The North East Export Produce Development Initiative)



PARTNERS

- State Governors.
- AGOA Resource Centre
- USAID.
- Local NGOs.
- FMOF
- CBN
- Ministry of Trade and Investment
- Nigerian Export Promotion Council (NEPC)
- The Nigerian Agency for Food and Drugs Administration and Control (NAFDAC)
- The Standards Organization of Nigeria (SON)
- The Universal Service Provision Fund (USFP)
- The Nigeria Customs Service (NCS),
- The Federal Inland Revenue Service (FIRS)
- Ministry of Agriculture and Rural Development (FMARD)



PROJECTS

- Training and capacity building of investor/exporters/farmers
- Trade fair projects

DURATION

4 years



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development



PRIORITY

Medium Priority



TOTAL BUDGET

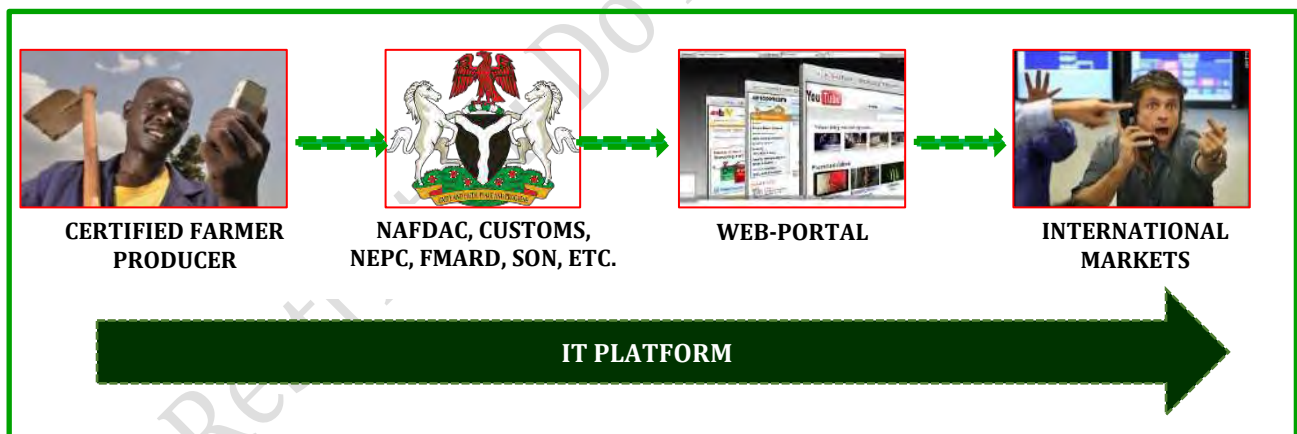
₦1,802,900,000

Restricted

The Information Technology (IT) Driven Export Strategy for the North East Programme Description

To increase exports, a number of infrastructural and procedural gaps, as well as other bottlenecks that affect access to markets, quick and easy regulatory processing with relevant Government agencies, need to be addressed through enhanced IT. This will ensure legitimate trade become more viable and attractive as an alternative to the risk of smuggling. PCNI recommends the need for an IT driven framework to be implemented in all regulatory agencies in order to fast track and enhance certification, taxation, export and marketing procedures.

IT infrastructure in the form of web-portals, SMS solutions, and mobile phone deployed applications will serve to streamline these processes and facilitate quicker transaction turnaround time. Under this framework, the internet will be utilized to provide access to international markets for local producers. The use of electronic mass media platforms and useful information technology such as online sales dashboards, strategic websites, internet advertising, online sales platforms, mobile applications and SMS, will give access to market and trade information locally and internationally. This will provide immediate access, choices and availability of agricultural products to farmers, traders, buyers and the general public. The Universal Service Provision Fund (USPF) is a fund set up under the auspices of the Nigerian Communications Commission tasked with ensuring the achievement of national policy goals for universal access and universal service to information and communication technologies (ICTs) in rural, un-served and under-served areas in Nigeria. PCNI will liaise with USPF to ensure that the requisite IT infrastructure, such as data transmission networks, is available in the region.



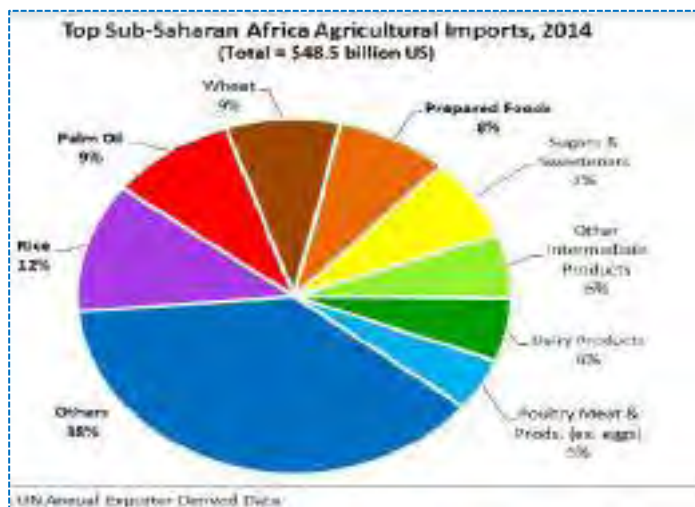
PCNI will facilitate the training and certification of SME's in the region through collaborations with NEPC, FMARD and AGOA Resource Centre (Under the AGOA initiative). Other trainings under the NEPC driven Export Produce Development Initiative will also educate prospective investors in the region on the IT driven platforms. The Programme will enable a local certified farmer with a simple phone send a SMS short code with the list of products he/she has for sale; the information goes to a database and is made available to potential buyers online. A dedicated unit (North East Export Promotion Unit) will liaise using a collaborative IT platform with NAFDAC for certification, SON for Standardization, Customs for required duties and any other regulatory body required to ensure transparency of processes and successful transactions

Programme Objective:

To create an extensive local and international market for agricultural products through technological development and capacity utilization.

Programme Outcomes:

- Wider local and international markets.
- Increased earnings, production, employment as well as serve as a unique source of forex.
- Indirectly promote growth via increased value chains for local produce.
- Improved standards from more competition.
- Technological development and capacity utilization.



Projected Programme Outcomes

Enhanced quality of life through sustained economic growth and development.

WELCOME TO THE ONLINE FARMERS MARKET ADAMAWA



USERNAME:
 PASSWORD:

[CREATE NEW ACCOUNT](#)
[REQUEST NEW PASSWORD](#)

Products: Search: Category:
 My Cart (0)

 non-GMO Bananas, 1 Bunch Conventionally Grown, Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 non-GMO Organic Baby Spinach, 4 ounces Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 Local Organic Sweet Corn, 2 Count/ Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>
 Organic Oranges, 2 Count/s Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 Organic Russet Potatoes, 1 Pounds Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 non-GMO Local Green Cucumber, 1 Count/s Conventionally Grown, Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>
 Local Hydroponic Tomatoes, 1 Pound/s Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 non-GMO Red Onions, 1 Count/s Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>	 Organic Carrots, 1 Pound/s Quantity: <input type="text" value="1"/> <input type="button" value="Add to Cart"/>



Programme Priority

The priority for this Programme is medium due to intra - dependencies on available infrastructure (data network infrastructure, roads transportation and storage system).

Estimated Initiative Costs

- The estimated cost for this Programme is 400 Million Naira for building the ROSS platform and trade portal.
- An additional 10 Million Naira per State is estimated for sensitizing farmers and training, 50 Million Naira for local adverts within the country and 200 Million Naira for advertising on international media for 2 years.
- The estimated implementation cost for a year will be 710 Billion Naira and it are expected to be self-financing after the second year.
- The Administrative cost is 10% which is 71 Million Naira. Therefore the total cost is 781 Million Naira.

Programme Development and Delivery Guidelines (Information Technology (IT) Driven Export Strategy for the North East)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	+ 12	
Design the Regulatory One-Stop-Shop (R.O.S.S.) process to be administered by North East Export Promotion Unit	PCNI, NEPC, FMARD, NAFDAC, SON, NCS													
Procure the web based application built on the R.O.S.S model and a Trading portal	PCNI, NEPC													
Liaise with USPF to fast track the deployment of the fiber optic networks to the region	PCNI, USPF, NCC													
Facilitate the full implementation of the universal access Programme to the region	PCNI, USPF, NCC													
Establish the North East Export Promotion Unit offices across the 6 North Eastern States	PCNI, NEPC													
Launch the ROSS Platform and the Trading Portal	All partners													

Initiative Summary (Information Technology (IT) Driven Export Strategy for the North East)



PARTNERS

- Nigeria customs Service (NCS)
- Universal Service Provision Fund(USPF)
- Ministry of Trade and Investment
- Nigerian Export Promotion Council (NEPC)
- The Nigerian Agency for Food and Drugs Administration and Control (NAFDAC)
- The Standards Organization of Nigeria (SON)
- The Universal Service Provision Fund (USFP)
- The Nigeria Customs Service (NCS),
- The Federal Inland Revenue Service (FIRS)

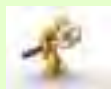


PROJECTS

- Establish Regulatory One Stop Shop Processes
- Build Web-Based Platforms for trade access to international markets
- Fully implement universal access to the internet in the North East

DURATION

2 years



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development



PRIORITY

Medium Priority



TOTAL BUDGET

₦710,000,000

Restricted.

The Integrated Export Institutional Capacity Building Programme

Programme Description

The North East is facing a number of critical needs in its integrated export capacity. This Programme is designed to strengthen the capacity of State MDAs in the North East region in providing a portfolio of relevant services to the export community in the region. The Programme will also contribute to making the export environment more attractive to potential exporters and export-oriented investors through strategic activities aimed to:

- Strengthen the capacity within the region to manage the implementation of export projects effectively;
- Strengthen the policy-making capacity of the State ministry of commerce and industry, especially in its contribution to improving the export and investment environment;
- Strengthen the capacity of State export committees to provide enhanced services to exporters; and;
- Support private sector firms in making effective input to government export-related policy making processes, enhancing their capacity to provide effective demand-driven services to their members.

The Programme will be implemented in 4 Modules, in each of the 6 States in the region and will be taught over a period of 1 year:

Module 1: is designed to strength the technical capacity of MDAs in North East region to manage the implementation of export-related projects effectively, enhance service delivery to exporters, provide and coordinate training for exporters.

Module 2: is designed to strengthen the policy making capacity of the State Ministry of Trade and Investment, in the North East especially in its contribution to improving the export and investment environment.

Module 3: is designed to strengthen the capacity of State Export Committees in the North East to provide enhanced services to exporters, organize training events for exporters to facilitate their compliance with international standards and packaging requirements especially as far as market access is concerned.

Module 4: is designed to help private sector organizations in the North East to make effective inputs to Government export-related policy making processes and to enhance their capacity to provide effective demand-driven services to their members and coordinate relevant export service and training support for the benefit of their members.

Programme Objective:

To strengthen institutional capacity at the State Government levels in order to improve export driven policy and to support and encourage local export driven entrepreneurs.

Programme Outcomes:

- Bureaucratic bottlenecks on commercial activities eliminated.
- Standards of exportable Agro- products improved.
- Evidence based export policies promoted.

Projected Programme Outcomes

Enhanced quality of life through sustained economic growth and development.

Programme Priority

This Programme has a medium priority.

Estimated Initiative Costs

The projected budget for this Programme is 25 Million Naira per State per year for 2 years. The total for six States is 300 Million Naira. The Administrative cost is 10% of the total cost at 30 Million Naira. Therefore, the total cost is 330 Million for 2 years.

Programme Development and Delivery Guidelines (Integrated Export Institutional Capacity Building Program)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Integrated Export Institutional Capacity Building Program													
Identify and engage Government, training and development partners to articulate and review Programme components.	All Partners												
Develop criteria for the selection of beneficiaries.	Partners												
Create and implement framework for strategic communications.	Partners												
Recruit existing NGOs and CSOs to undergo training of trainer workshops.	Partners												
Create monitoring and evaluation framework.	Partners												
Solicit and secure funding from development and private partners.	Partners												
Select training beneficiaries and create database.	PCNI/CSOs/NGOs												
Arrange logistics for training workshops including guidelines for facilitators.	/CSOs/NGOs												
Training of State government agencies in the implementation steps of Modules listed in program	Partners												
Provide guidelines to trainers for implementation of trainings.	PCNI/NGOs												
Train beneficiaries on modern technology, quality standards, packaging and other market access requirements.	Trainers												
Organize buyer-seller meets and fact-finding missions.	Trainers												

Initiative Summary (Integrated Export Institutional Capacity Building Program)



PARTNERS

- State Governors.
- NEPC
- Facilitating NGO's
Ministry of Trade and Investment
- Nigerian Export Promotion Council (NEPC)
- The Nigerian Agency for Food and Drugs Administration and Control (NAFDAC)
- The Standards Organization of Nigeria (SON)
- The Universal Service Provision Fund (USFP)
- The Nigeria Customs Service (NCS),
- The Federal Inland Revenue Service (FIRS)

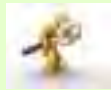


PROJECTS

Integrated Export Institutional Capacity Building Program

DURATION

2 year



PROJECTED IMPACT

Enhanced quality of life through sustained economic growth and development.



PRIORITY

Medium Priority



TOTAL BUDGET

₦330,000,000

SUMMARY BUDGET FOR THE INTERNATIONAL TRADE AND MARKET DEVELOPMENT PLAN

S/N	INITIATIVES	ANNUAL COSTS (₦)	NO. OF DELIVERIES/ YRS	TOTAL COSTS (₦)
1.	The Improvement of Border Protection Facilities	3,666,666,667	3	11,000,000,000
2	Establishment Of International Border Markets.	852,500,000	4	3,410,000,000
3.	The Information Technology (IT) Driven Export Strategy for the North East	390,500,000	2	781,000,000
4.	The Integrated Export Institutional Capacity Building Program	165,000,000	2	330,000,000
5.	The NEPC North East Export Produce Development Initiative	450,725,000	4	1,802,900,000
6	AGOA Capacity Building Initiative	3,492,500,000	2	6,985,000,000
GRAND TOTAL FOR INT. TRADE & MRKT. DEV. PROJECTS		9,017,891,667	2-4	24,308,900,000

Figure 49: Annual Budget Summary for Border Protection & Trade Interventions

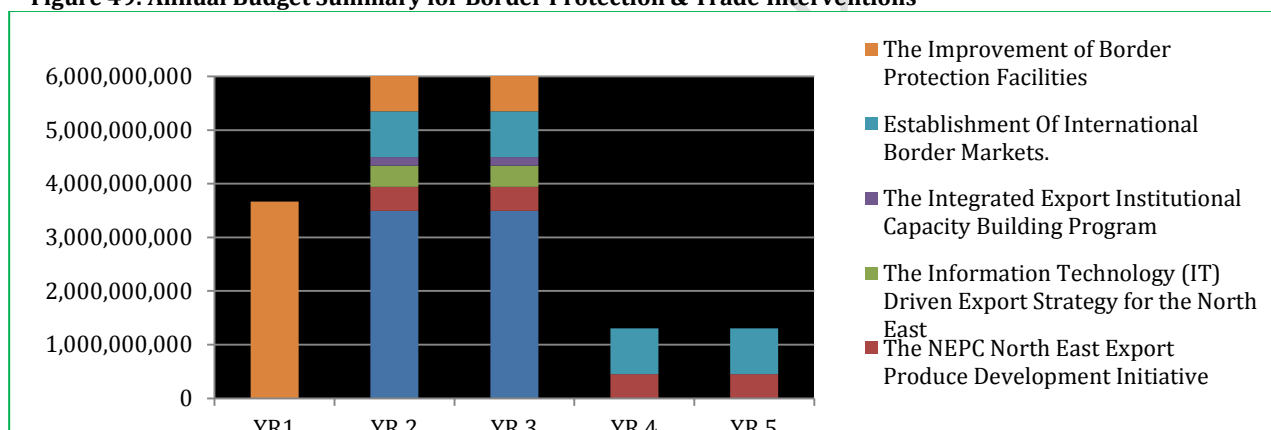
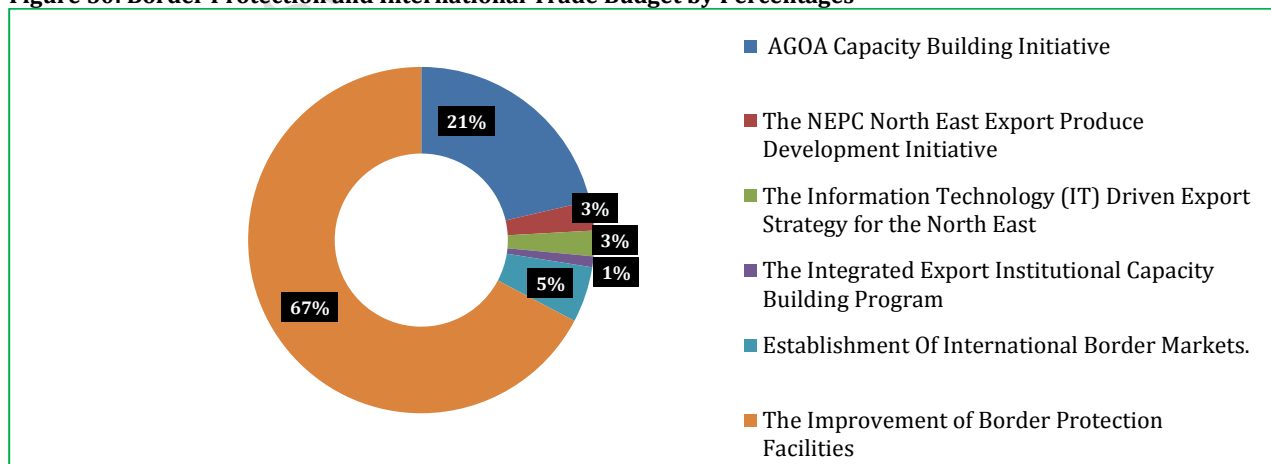


Figure 50: Border Protection and International Trade Budget by Percentages



Chapter 24
The North East Environmental Protection Plan



Chapter 24 The North East Environmental Protection Plan

SUMMARY OF THE ENVIRONMENT PLAN



Background

The environment holds the key to the wellbeing and quality of life of people as well as the preservation of resources in the ecosystem. Globally, an estimated 24% of the disease burden (healthy life-years lost) and an estimated 23% of all deaths (premature mortality) were attributable to environmental factors [WHO (2006) Preventing Disease through Healthy Environments http://www.who.int/quantifying_chimpacts/publications/preventingdisease.pdf]. Yet, in Nigeria, the environment is under threat from pollution in the South to desertification in the North. Despite attempts made by government and the international community at checking draught and desertification, loss of arable land still remains the most pressing environmental challenge in the dry land of the northern belt of Nigeria. Nationally, of about 909,900 km² of Nigeria's landed area, 580,800 km² accounting for about 64% of total land is threatened by desertification. The visible sign of this phenomenon is the gradual shift in vegetation from grasses, bushes and occasional trees, to grass and bushes; and in the final stages, expansive areas of desert-like sand. Indeed, Nigeria loses over 350,000ha annually to advancing desert, the dunes are threatening life-supporting oasis, burying water points, and in some cases engulfing major roads in the affected areas. Trees planted by government as shelter belts to check the advancing dunes are withering due to lack of attention. In general, despite huge efforts by Governments in form of financial and material resources geared towards busting afforestation programs, very minimal success has been realized in limited parts of the affected States. In the North East region, Bauchi, Borno, Yobe and Gombe which are part of the eleven (11) frontline States in the internationally-aided green-belt Programme across the Northern part of Nigeria are threatened by increasing desertification.

This worsening problem of desertification is quite glaring as studies by Medugu reveals that an estimate of between 50% and 75% of Adamawa, Bauchi, Borno, Gombe, Jigawa, Kano, Katsina, Kebbi, Sokoto, Yobe, and Zamfara States in Nigeria are affected by desertification and are particularly vulnerable to wind erosion. These States, with a combined population of about 50 million people, account for about 43% of the country's total land area; with the country losing over 350,000 hectares of land yearly to desertification in those areas.

The natural environment in North East Nigeria is also fragile, especially in the area immediately surrounding Lake Chad. This fragility undermines food security and drives environmental outmigration. Climate and weather variability play a part in this

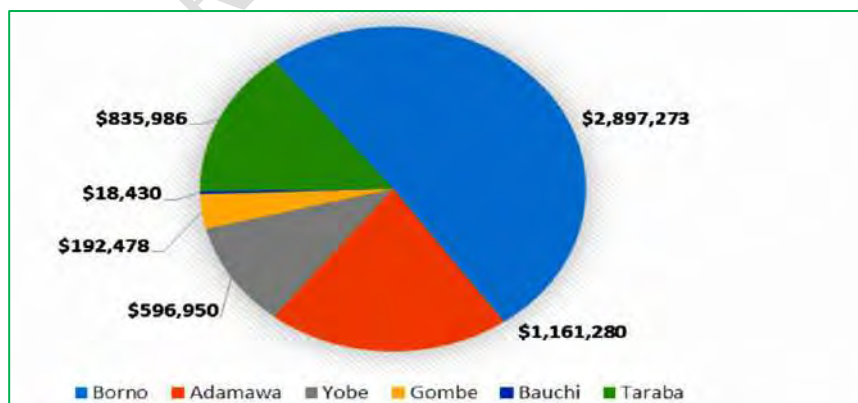
environmental degradation, exacerbated by man-made stressors such as irrigation and dam construction. For herders and pastoralists, the scarcity of surface water has added to the difficulties of watering animals, causing them to encroach on agricultural resources. Meanwhile, agriculture has expanded into areas previously used for grazing, rendering remaining herding sites increasingly exposed to overgrazing. In addition, the reduction in the size of Lake Chad, and associated water-flow reduction have had considerable negative impacts on small-scale fishing throughout the Basin. Overall, the diverse and interdependent livelihood systems that make up the productive sector in the Lake Chad Basin are faced with increasingly inadequate supplies of water and are under strain [RPBA 2016].

Strategic Goals of Environmental Protection in the North East

The environment sector of the North East has broadly been assessed across three main sub-sectors: Ecological Assets, Solid Waste Management and Debris Management and Explosive Remnants of War (ERW). The second and latter sub-sectors have been comprehensively addressed under earlier Interventions in this plan [See Volume II]. This plan will therefore focus strategic goals on Ecological Assets. The North East is predominately a hot and dry environment with a typical Sudanian Savannah vegetation and less than 200 mm of rainfall per year. The region is part of two major river basins and endowed with vast wetland and savannah forest areas providing an important livelihood for the communities. These livelihoods include grazing livestock, orchard farming, medicinal herb harvesting and firewood collection.

According to the RPBA 2016, major impacts of the conflict crisis to ecological assets are two-fold: the physical damage to forestry from conflict, as a result of the armed group settling there and battles raging within those areas, and the stresses put on high-IDP areas, through overgrazing, over cropping of firewood, or other ecosystem service related requirements of the displaced population. Damages were obtained from State environmental ministries and agencies, and complemented with a satellite-based study to estimate the impacts to forestry sector for Sambisa Forest Reserve and surrounding areas used as Boko Haram training camps. Damage to ecological assets totalled 4.74 Million US Dollars, consisting of 1.19 Million US Dollars to forests, woodlots and wildlife, 1.80 Million US Dollars to economic tree and orchards and 1.75 Million US Dollars to protected areas and national parks. Just over half of these took place in Borno State. Damages related to forests and protected areas are based on the estimated value of their products, e.g. fuel wood.

Figure 51: Estimated Damages to the North East Environment by State



In addressing these problems the assessment first looked to responsibility agencies. At the Federal level, the National Environmental Standards and Regulation Enforcement Agency (NESREA) is mandated to monitor compliance with national and international laws, however no specific State-wide regulation or implementation plans currently exist in the North East. As a result, the investment in this sector has been exclusively on rolling stock, with little to no investment made. It is in the light of the above, that the Federal Government of Nigeria, within the overall framework of protecting the Nigerian environment has given prominence to the twin problem of drought and desertification in the North East. Also, State Governments, under the NEST plan, identified the following areas of concentration as priorities:

- Combating desertification and deforestation.
- Adoption of clean energy and climate smart technology.
- Sustainable management of forest resources.
- Climate Change Management.
- Curbing illegal logging.
- Promotion of agro-forestry, reforestation and community based conservation schemes.

In addition to the major initiatives identified above, the States have volunteered contributory coverage of the needs in this sector through the following projects:

- The Adamawa State establishment of 40 kilometres of shelterbelts and purchase of waste collection and disposal equipment. Estimated cost of 500 Million Naira.
- The Bauchi State Erosion and Flood Control Construction around river banks. Estimated cost of 400 Million Naira.
- The Borno State Production and planting of 1.5 million tree seedlings per annum. Estimated cost of 1.5 Billion Naira.
- The Gombe State Desertification Control estimated at 2.8 Billion Naira.
- The Taraba State Sustainable Environmental Development estimated 2 Billion Naira.
- The Yobe State Procurement of kerosene stoves and solar powered cookers, estimated at 1.4 Billion and planting of fruit trees estimated at 1.5 Million Naira.

PCNI will further contribute to this sector by investigating and finalizing the partnerships required for creating a more comprehensive budgetary estimate for the delivery of the priorities identified and targeted for these initiatives through the NESTS planning effort.

Some of the initiatives targeted under the Environment Plan are:

- The Great Green Wall (GGW).
- The Lake Chad Recharge Programme.
- The Regional Environmental and Geo-spatial Intelligence Centre (REGIC).

North East Environmental Protection Initiatives

The Great Green Wall (GGW) Initiative

Programme Description

The Great Green Wall (GGW) initiative is a pan-African proposal to “green” the continent from west to east in order to battle desertification. It aims at tackling poverty and the degradation of soils in the Sahel-Saharan region, focusing on a strip of land of 15 km (9 mi) wide and 7,100 km (4,400 mi) long from Dakar to Djibouti. Eleven (11) frontline States in Nigeria are along this green belt [GGW <https://www.thegef.org/gef/great-green-wall>].

The GGW thus aims to reverse desertification by enhancing natural resource management and promoting ecosystem integrity in the dry-land of Bauchi, Borno, Yobe and Gombe which are part of the eleven (11) frontline States for the Sahara and Sahel green belt restoration across the Northern part of Nigeria. GGW has an estimated budget of 2 billion dollars. This is a secure source of funding to cover the costing estimates submitted by the States for environmental protection. There was an approval by the Nigerian President for the release of the sum of N6 billion from the national ecological fund to shore up the project in 2014.

According to the Global Environmental Facility (GEF), it has granted 100.8 Million US Dollars to the GGW participating countries to expand sustainable land and water management (SLWM) and adaptation in targeted landscapes and in climate vulnerable areas in West African and Sahelian countries. The Programme is financed by the GEF Trust fund (81.3 Million US Dollars) by resources from Land Degradation, Biodiversity, Climate Change allocations and the Sustainable Forest Management Forest and REDD+ Incentive Program, and by the Low Development Countries Fund for Adaptation (19.5 Million US Dollars). Each country will design a project based on national-level priorities for GEF and LDCF resources.

PCNI's role in the attainment of the GGW objective will be in advisory capacity in order to help fast-track its implementation. PCNI will make recommendations to government on aspects requiring reformation.

PCNI will also seek active and measurable participation and involvement of communities in the reforestation schemes to promote grassroots ownership and sustainability with incentive-driven strategies that also have relinquishment clauses to ensure seriousness and enhance productivity. The goal is to make sure that the people own it from the start and also entrench efficiency by providing channels and possibilities for fast-tracking the planning and implementation of this project.

Key Programme Components

- The Federal Ministry of Environment has taken an active role in the implementation of this initiative. It reports that the Great Green Wall programme is currently being implemented in eleven frontline States of Adamawa, Bauchi, Gombe, Kebbi, Sokoto, Zamfara, Katsina, Kano, Jigawa, Yobe and Borno. It will cover 43 LGAs in the frontline States to be covered to rehabilitate 225,000 Ha of lands.
- PCNI will pursue a complete harmonisation of this initiative within other components of the Buhari Plan, particularly to leverage registered indigenes of the region to participate in the planting of trees as a key component of this programme.

- PCNI will further contribute to this sector by investigating and finalizing the partnerships required for creating a more comprehensive budgetary estimate for the delivery of the priorities identified and targeted for these initiatives through the NESTS planning effort.

Program Objectives

The projects will support the following activities, specific needs and peculiarities within each participating State:

- Establishment of green wall or shelterbelt from Kebbi State to Borno State, a distance of 1,500 km and 15 km wide
- Community Sensitization & Mobilization
- Promotion of alternative sources of energy,
- Promotion of alternative means of livelihoods,
- Promotion of dry land agricultural technology,



At National and International levels the programme is targeted to:

- Expand investment in SLWM technologies to help communities adapt production systems to climate variability, generate income and livelihoods, secure global public goods (such as retention of greenhouse gases, nitrogen fixation, groundwater recharge and biodiversity), and reduce impacts from erosion, drought, and flooding.
- Improve land-use planning, such as at watershed scale (i.e. Nigeria) or local levels (i.e. grazing reserves).
- Improve and apply the information base: climate and water monitoring network improvements, ICT (information communication technology) innovations, institutional cooperation within and across countries, and evidence based policy development.

Projected Programme Outcome

- Increase in availability of arable land which in turn will lead to increase in crop yields and improvement in food security.
- Improvement of weather conditions through reforestation and the reduction of drought possibilities.
- Improved efficiency in ecological project delivery in the North East.

- Restoration of green belt damaged by climate change and anthropogenic activities such as bush burning, overgrazing, deforestation, urbanization and fuel wood extraction.
- Elimination of gap between policy formulation and implementation strategies and promote evidence based policy development.

Programme Priority

The priority for this programme is very high.

Estimated Initiative Costs

The estimated cost of this initiative is currently pegged at 500 Million Naira per annum. This is a total of 2 Billion Naira over a 4 year period.

Restricted: Do Not Distribute

Programme Development and Delivery Guidelines (The Great Green Wall Initiative)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
The Lake Chad Recharge Programme													
Identify, target and liaise with the key players and stakeholders required to develop a full comprehensive action plan on this initiative.	PCNI/ Federal and States Ministry of Environment												
Articulate and finalize the partnerships and collaborations with all relevant Government Authorities, international as well as global development stakeholders and Private Sector Contributors who wish to participate.	All Partners												
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to implement the priority projects identified.	PCNI/ Federal and States Ministry of Environment/ Global Development Partners. States Local and International environment funds												
Define guidelines and terms of reference for the projects management and Monitoring & Evaluation.	PCNI/ Federal and States Ministry of Environment												
Begin establishment of an operational mechanism/framework for continuity of delivery in environmental protection services.	PCNI												
Finalize financial plan and budgetary requirements for implementation.	All Partners												
Facilitate and solicit local and international Private Sector Funding.	Global Development Partners. States Local and International Environment Funds												
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/Federal Ministry of Environment												

Initiative Summary (The Great Green Wall Initiative)



PARTNERS

- Federal Ministry of Environment.
- GGW Agency, Federal Ministry of Environment.
- States Ministry of Environment.
- Global Development Partners.
- Global Environmental Facilities
- State Governments
- Local Governments
- Other Local and International Environment Funds

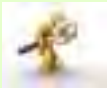


PROJECTS

The Great Green Wall Initiative

DURATION

4 years.



PROJECTED IMPACT

- Restoration of the receding/lost large water body.
- Increase prospect of fishing restoration. At a point (1992), the lake was responsible for 13% of Nigeria's inland fish stock.
- Restoration of lost ecosystem to near original form and help mitigate the growth in concentrations of greenhouse gases through reforestation and the reduction of drought possibilities around the lake.



PRIORITY

High Priority.



TOTAL BUDGET

₦1,400,000,000

Programme Outcome

- Restoration of the receding/lost large water body.
- Increase prospect of fishing restoration. At a point (1992), the lake was responsible for 13% of Nigeria’s inland fish stock.
- Restoration of lost ecosystem to near original form and help mitigate the growth in concentrations of greenhouse gases through reforestation and the reduction of drought possibilities around the lake.
- Improved efficiency in ecological project delivery in the North East.

Programme Priority

High.

Estimated Initiative Costs

The estimated cost of this initiative is currently pegged at 350 Million Naira per annum. This is a total of 1.4 Billion Naira over a 4-year period.

Restricted: Do Not Distribute

Programme Development and Delivery Guidelines (The Lake Chad Recharge)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
The Lake Chad Recharge Programme													
Identify, target and liaise with the key players and stakeholders required to develop a full comprehensive action plan on this initiative.	PCNI/ Federal and States Ministry of Environment												
Articulate and finalize the partnerships and collaborations with all relevant Government Authorities, international as well as global development stakeholders and Private Sector Contributors who wish to participate.	All Partners												
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to implement the tree planting projects.	PCNI/ Federal and States Ministry of Environment/ Global Development Partners. States Local and International environment funds												
Define guidelines and terms of reference for the projects management and Monitoring & Evaluation in each State.	PCNI/ Federal and States Ministry of Environment												
Begin assignation of IDPs within the Productive Workers programme to tree planting and replenishing areas.	PCNI												
Finalize financial plan and budgetary requirements for implementation.	All Partners												
Facilitate and solicit local and international Private Sector Funding.	Global Development Partners. States Local and International Environment Funds												
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/Federal Ministry of Environment												

Initiative Summary (The Lake Chad Recharge Programme)



PARTNERS

- Federal Ministry of Environment.
- GGW Agency, Federal Ministry of Environment.
- States Ministry of Environment.
- Global Development Partners.
- Global Environmental Facilities
- State Governments
- Local Governments
- Other Local and International Environment Funds



PROJECTS

The Lake Chad Recharge Programme in all 6 States.

DURATION

4 years.



PROJECTED IMPACT

- Restoration of the receding/lost large water body.
- Increase prospect of fishing restoration. At a point (1992), the lake was responsible for 13% of Nigeria's inland fish stock.
- Restoration of lost ecosystem to near original form and help mitigate the growth in concentrations of greenhouse gases through reforestation and the reduction of drought possibilities around the lake.



PRIORITY

High Priority.



TOTAL BUDGET

₦1,400,000,000

Restricted: Do Not Distribute

Regional Environmental and Geo-spatial Intelligence Centre (REGIC)

Programme Description

The Regional Environmental and Geo-spatial Intelligence Centre (REGIC) is a PCNI initiative designed to bridge the gap between government expenditure and actual verifiable impacts of ecological or environmental interventions in the region. REGIC is designed to possess cognitive mapping and spatial behaviour capability for the generation of environmental imagery with decision support system. It will empower the region with the tool to ensure that participants and contractors assigned roles in the restoration process deliver. REGIC will also empower government and the people with the technology required for real-time assessments of progress and performances. REGIC shall have real-time geo-spatial imageries of the region with automated intelligent support mechanism showing clearly the impacts of reforestation interventions by government leaders while also possessing integrated feedback mechanism for people within the region. The goal is to ensure that the government and the people respectively possess the tool for independent assessment and self-reporting progress or otherwise.

The PCNI identified inefficient project implementation as one of the challenges that prevented the North East zone from realizing the full benefits of the national and international investments to mitigate the impact and arrest the expanding desertification in the region.

Key Programme Components

- The PCNI envisages the Regional Environmental and Geo-spatial Intelligence Centre (REGIC) Programme as a high tech spatial intelligence, remote sensing and GIS Support Centre in the North East as a boot-on-ground real-time technology-enabled independent reporting and feedback system in line with the thematic theory of change encapsulated in the Buhari Plan.
- PCNI will drive the implementation of this project. It will help to bring all stakeholders together as well as help with resource mobilization for its execution.
- PCNI will provide coordinating leadership to bring local and international stakeholders together for the purpose of funding and executing this initiative.

Programme Objective

- To create a platform that will ensure that leadership and members of the public have an independent platform for monitoring progress or reporting setbacks outside the traditional human-driven monitoring and auditing system. The platform will be available on mobile devices as well as being web-enabled.
- To ensure expense on the environment in the North East yields value, by measuring real-time opportunity to ascertain the correlation between expenditure and *in-situ* measurable progress. Expenditures on the environment across the various projects listed under the Environment Plan will be matched by corresponding improvements in the war against draught and desertification in the North East.

Programme Priority

High.

Estimated Programme Cost

The total budget for this initiative is currently estimated at 572 Million Naira.

Programme Development and Delivery Guidelines (Regional Environmental and Geo-spatial Intelligence Centre (REGIC))

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12-24	
Identify, target and liaise with the key players and stakeholders required to develop a full comprehensive action plan on this initiative.	PCNI/ Federal and States Ministry of Environment													
Articulate and finalize the partnerships and collaborations with all relevant Government Authorities, international as well as global development stakeholders and Private Sector Contributors who wish to participate.	All Partners													
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to implement the tree planting projects.	PCNI/ Federal and States Ministry of Environment/ Global Development Partners. States Local and International environment funds													
Define guidelines and terms of reference for the projects management and Monitoring & Evaluation in each State.	PCNI/ Federal and States Ministry of Environment													
Begin assignation of IDPs within the Productive Workers programme to tree planting and replenishing areas.	PCNI													
Finalize financial plan and budgetary requirements for implementation.	All Partners													
Facilitate and solicit local and international Private Sector Funding.	Global Development Partners. States Local and International Environment Funds													
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/Federal Ministry of Environment													

Initiative Summary



PARTNERS

- Federal Ministry of Environment.
- GGW Agency, Federal Ministry of Environment.
- States Ministry of Environment.
- Global Development Partners.
- Global Environmental Facilities
- State Governments
- Local Governments
- Other Local and International Environment Funds

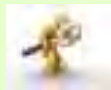


PROJECTS

Regional Environmental and Geo-spatial Intelligence Centre (REGIC).

DURATION

4 years.



PROJECTED IMPACT

- Management, Coordination, Monitoring, Support and Expenditures on the environment across the various projects listed under the Environment Plan will be matched by corresponding improvements in the war against draught and desertification in the North East.



PRIORITY

High Priority.



TOTAL BUDGET

₦572,000,000

The Environmental Vector Control Programme/States Initiative for the Control of Malaria (SICOM)

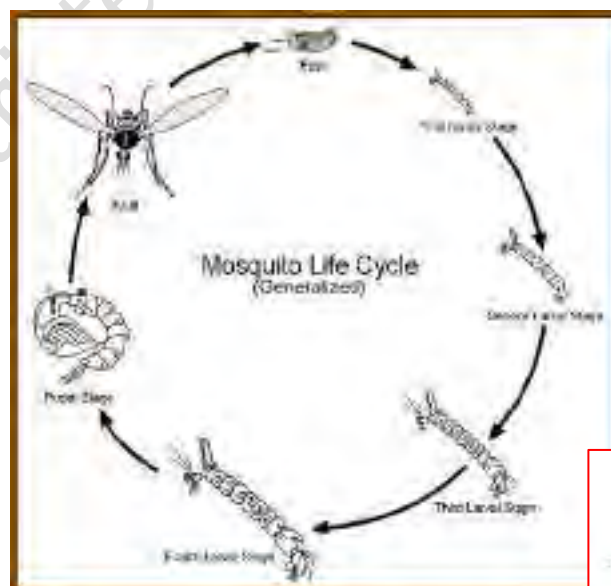
Programme Description

Nigeria together with five other sub-Saharan countries accounts for 60% of the global malaria deaths. [CH Houben et al (2013) Malaria Prevalence in North-Eastern Nigeria: A Cross-sectional Study. Asian Pacific Journal of Tropical Medicine Volume 6, Issue 11, Pages 865–868].

A World Health Organization (WHO) report estimated that annual malaria related deaths in Nigeria and Democratic Republic of Congo top 250,000 per annum [WHO 2014].

There are currently no institutional frameworks or structured national preventive measures in Nigeria that target the vector beside the distribution of insecticide-treated bed nets (ITNs). This is however inadequate due to the impracticability of wearing nets outdoor or on children's playground. A number of deaths have been recorded among children and pregnant women in IDP camps in recent times that are traceable to Malaria. PCNI is introducing an environmental initiative targeting the suppression of the population of the vector (mosquito) with the ultimate goal of reducing Malaria burden. The activities implemented under this programme will include:

- Indoor residual spraying exercises (IRS).
- Larva source management programs involving larvaciding activities targeting stagnant waters, drainage channels etc. State wide in every State, using environmentally friendly larvicide delivery systems that pose no harm to humans and the ecosystem. Larvaciding an insecticide that is specifically targeted against the larval life stage of an insect. Their most common use is against mosquitoes. Larvicides may be contact poisons, stomach poisons, growth regulators, or (increasingly) biological control agents. Liquid larvicide products are applied directly to water using backpack sprayers and truck or aircraft-mounted sprayers. Tablet, pellet, granular, and briquet formulations of larvicides are also applied by mosquito controllers to breeding areas.

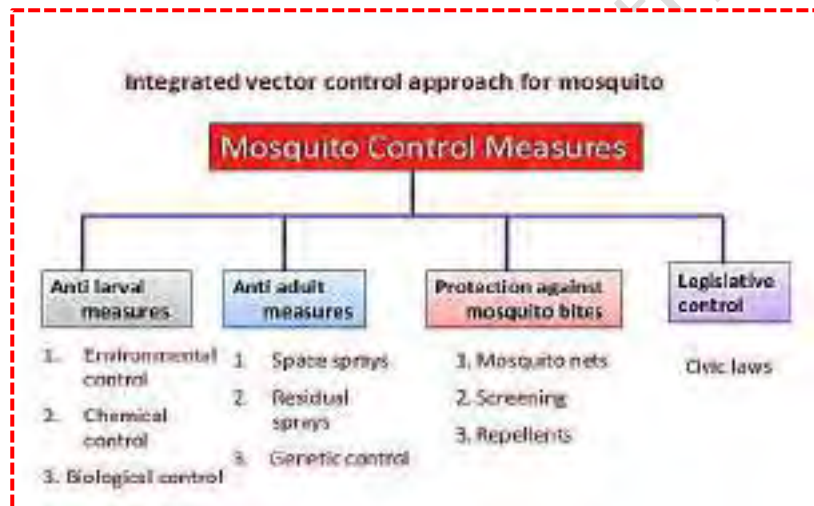


Key Programme Components

- The success of the abatement programmes for IDP Camps will evolve into a State Initiative for the Control of Mosquitos (SICoM) and ultimately the National Initiative for the Control of Mosquitoes (NICoM) which was championed by the Honourable Minister of Environment between 2014 and 2015.
- PCNI will ensure the development of preventive policies and vector control exercises across the region to reduce disease burdens and deaths from vector borne diseases like malaria, by suppressing the population of their vectors.
- PCNI will provide coordinating leadership to bring local and international stakeholders together for the purpose of funding and executing this initiative.

Programme Objectives

- To introduce reliable mosquito abatement exercises starting within the IDPs Camps in the North East with the overall goal of reducing malaria related deaths using ecological and environmental intervention schemes.



Programme Priority

This programme is of high priority.

Projected Programme Outcomes

The following are the projected impact of this initiative:

- Reduction in regional Malaria burden (reduced sicknesses, reduced deaths, reduced Malaria role as opportunistic disease that aggravates other health conditions such as HIV/AIDS).
- A healthier people and a healthier environment.
- An opportunity for localized application of a relatively novel solution to an entrenched national malaise and transfer such knowledge-curve up for national application.

Estimated Initiative Cost

The total budget for this programme is currently estimated at 888 Million Naira.

Restricted: Do Not Distribute

Programme Development and Delivery Guidelines (The Environmental Vector Control Initiative/States Initiative for the Control of Malaria - SICOM)

Initiatives and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12-24
The Environmental Vector Control Initiative/States Initiative for the Control of Malaria - SICOM													
Identify, target and liaise with the key players and stakeholders required to develop a full comprehensive action plan on this initiative.	PCNI/ Federal and States Ministry of Environment and Ministry of Health												
Articulate and finalize the partnerships and collaborations with all relevant Government Authorities, international as well as global development stakeholders and Private Sector Contributors who wish to participate.	All Partners												
Determine the technical details, specifications, installations, infrastructure and operational mechanism required to implement the Larvaciding Exercises	PCNI/ Federal and States Ministry of Environment and Ministry of Health/ Global Development Partners. States Local and International environment funds												
Define guidelines and terms of reference for the projects management and Monitoring & Evaluation in each State.	PCNI/ Federal and States Ministry of Environment and Ministry of Health												
Begin assignation of IDPs within the Productive Workers programme to Larvaciding Exercises within Camps and Host Communities	PCNI												
Finalize financial plan and budgetary requirements for implementation.	All Partners												
Facilitate and solicit local and international Private Sector Funding.	Global Development Partners. States Local and International Environment Funds												
Implement Monitoring & Evaluations/Strategic Communications.	PCNI/Federal Ministry of Environment												

Initiative Summary (The Environmental Vector Control Initiative/States Initiative for the Control of Malaria - SICOM)



PARTNERS

- Federal Ministry of Environment.
- Federal Ministry of Health.
- States Ministry of Environment.
- States Ministry of Health.
- Global Development Partners.
- Global Environmental Facilities
- State Governments
- Local Governments
- Other Local and International Environment Funds

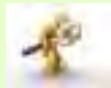


PROJECTS

SiCom in all 6 States.

DURATION

4 years.



PROJECTED IMPACT

- Reduction in regional Malaria burden
- Malaria role as opportunistic disease that aggravates other health conditions such as HIV/AIDS.
- A healthier people and a healthier environment.



PRIORITY

High Priority.



TOTAL BUDGET

₦888,000,000

Restricted

SUMMARY BUDGET FOR THE NORTH EAST ENVIRONMENTAL PROTECTION PLAN

S/N	Initiatives	Annual Cost (₦)	Years	Total Cost (₦)
1	The Great Green Wall Initiative	500,000,000	4	2,000,000,000
2	Recharging the Lake Chad	350,000,000	4	1,400,000,000
3	Regional Environmental and Geo-spatial Intelligence Centre (REGIC)	572,000,000	1	572,000,000
4	The Environmental Vector Control Initiative/States Initiative for the Control of Malaria - SICOM	222,000,000	4	888,000,000
GRAND TOTAL FOR THE ENVIRONMENTAL PROTECTION PLAN		1,422,222,000	4 Years	4,860,000,000

Figure 52: Annual Budget for the North East Environmental Protection Plan

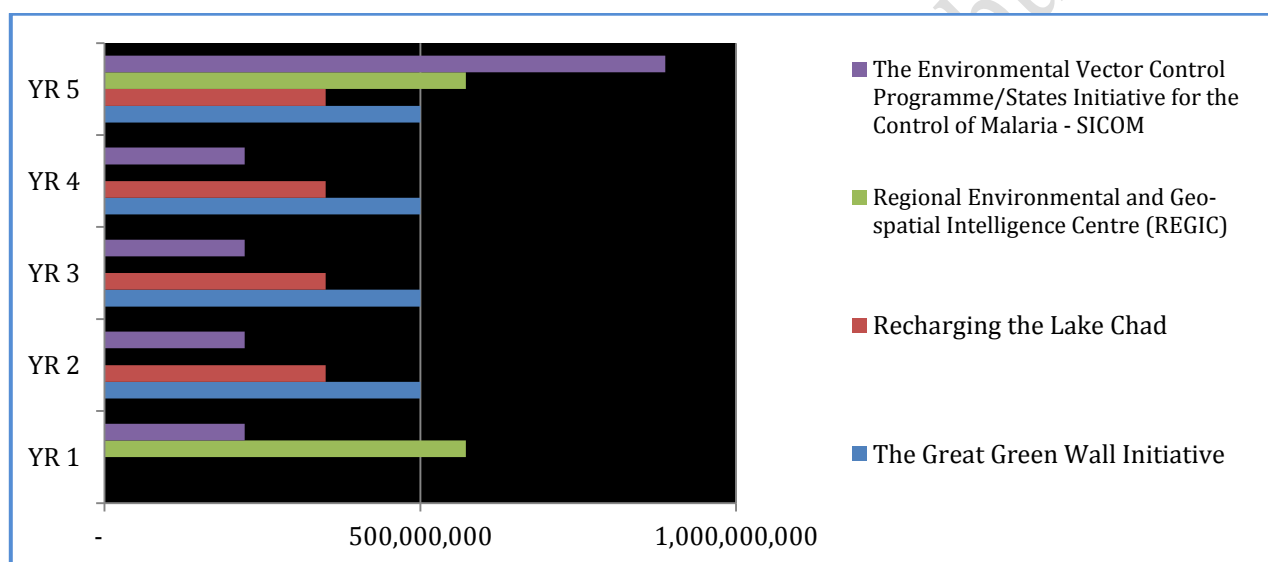
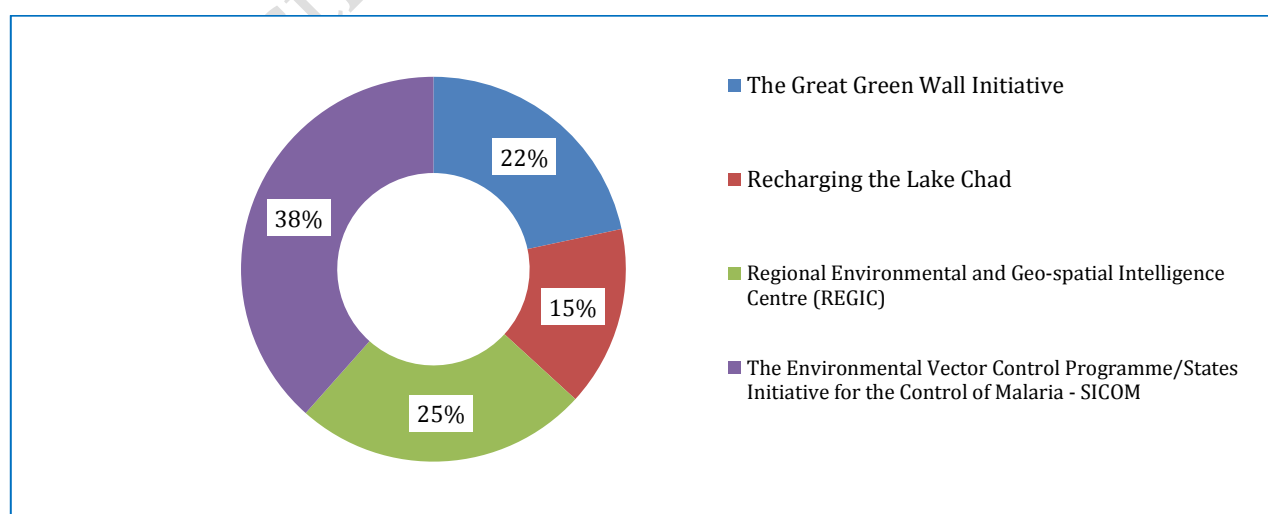


Figure 53: The North East Environmental Protection Initiatives by Percentages



Chapter 25
Solid Minerals Development



Chapter 25 Solid Minerals Development

SUMMARY OF THE SOLID MINERALS PLAN		
	7 Solid Mineral Initiatives	
	Total Budget for Solid Minerals ₦17.65 Trillion	
	10 Solid Mineral Projects	
	Total Existing Funding for Solid Minerals TBD	
	12+ Solid Minerals Development Partners	Total Funding Gap for Solid Minerals TBD

Introduction

Mining is a key driver of economic growth and development in a number of African economies such as Botswana, Angola, South Africa and Liberia. Mining and Quarrying has contributed 8% of South Africa's GDP, currently valued at 14.46 Billion US Dollars; and to 34% of Botswana's GDP in 2015, currently valued at 1.28 Billion US Dollar; while Ghana's extractive industry contributed 686 Million US Dollars to its economy in 2015 alone. Outside Africa, Australian mining activity contributed 25 Billion US Dollars to its GDP in 2015.

Nigeria is similarly a solid mineral natural resource rich nation. Her mineral endowments number about 44 different mineral deposits in commercial quantities. They include coal, lead/zinc, talc, sodium chloride, sphalerite, gemstones (tourmaline, aquamarine and sapphire), barites, iron ore, gold, gypsum, kaolin, clay, columbite, ilmenite, mica, pyrite, galena, limestone and tantalite. Others are granites, sphalerite, tin, chalcopryrite, topaz, cassiterite, emerald, heliodor, amethyst, quartz, marble, silica sand and bitumen. Some of the solid minerals identified in Nigeria have been established to be economically and commercially viable. The current contributions of the solid minerals sector to GDP averages about 0.46% equivalent to approximately 1.7 Billion US Dollars [Price Water Cooper (PWC) Report]. Limestone quarrying and cement production is one segment of the solid mineral sector that is experiencing increased growth. For instance, five cement companies namely – Ashaka, UNICEM, Dangote, WAPCO and CCNN accounted for 30.47 Billion Naira of Government Revenue or about 93% of the reconciled payments in 2013 [NEITI Report 2013] effectively making Nigeria the leading producer of cement in Africa and one of the top 10 producers globally. Meanwhile Limestone occurs only in the sedimentary basins in Nigeria. In the North East, Borno (Chad) basin is situated in the sedimentary basin while Taraba is located in the Benue trough.

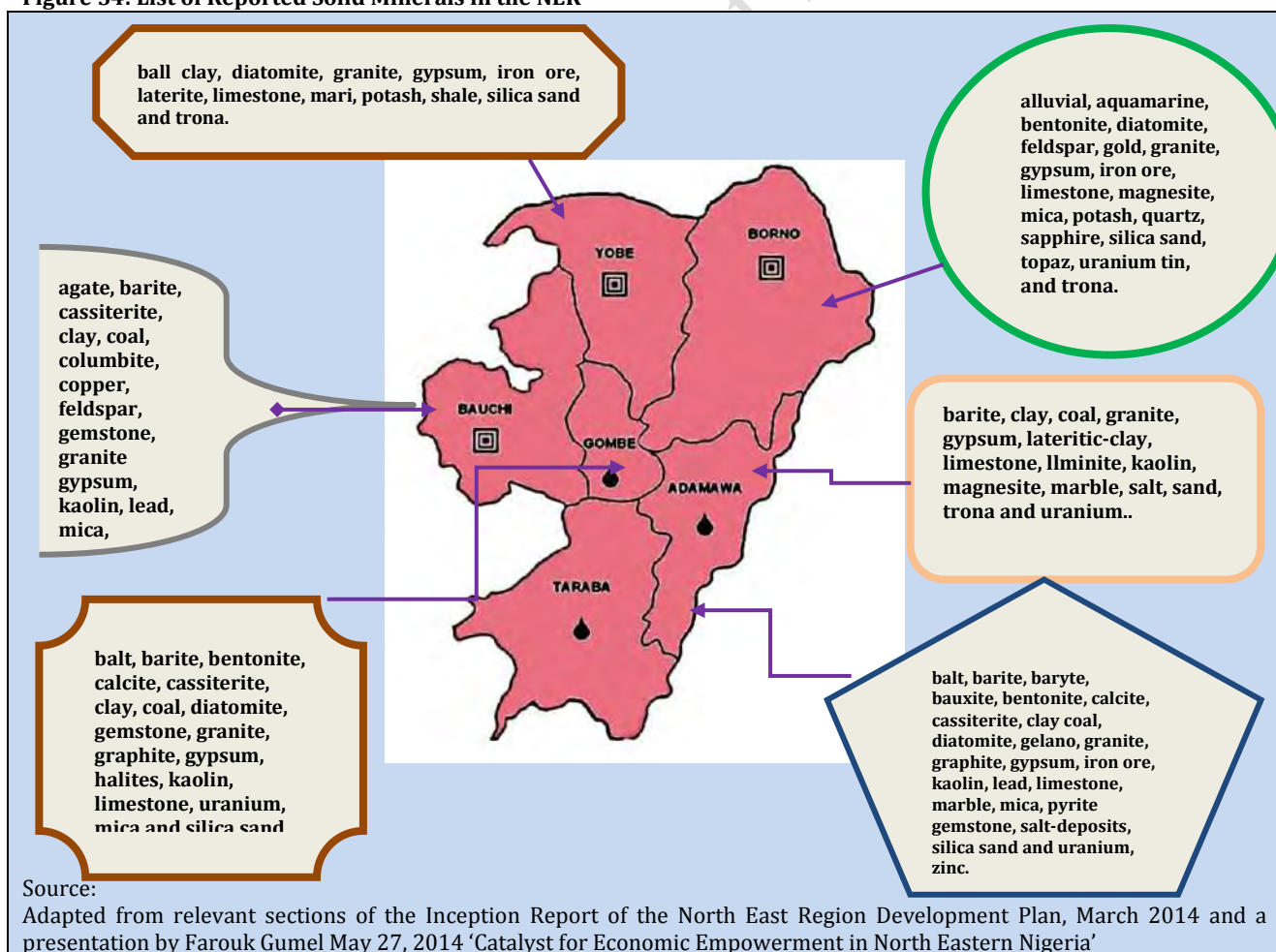
Sadly, across the country, the occurrence of minerals in commercial quantities is no guarantee of a resource-driven economic boom. Crucial factors such as leadership, relevant knowledge and ability, financial capacity and available markets are critical to efficient exploration of the resources. To demonstrate this is the fact that practically every State in the country has considerable quantities of these solid mineral deposits. In spite of this, the Nigeria Extractive Industries Transparency Initiative (NEITI) report of 2013 revealed that only five States accounted for 72% of the total revenue generated for solid minerals in that year. The indicated States are: Ogun 25%, Kogi 20%, FCT 14%, Cross River 9% and Oyo 4%. None of the

North East States featured despite the presence of minerals such as clay, coal (lignite), kaolin, marble, limestone, barite, bentonite and lead/zinc ores in large commercial quantities across the region.

This chronic under-utilisation of natural resources nationwide is quite worrisome. In the North East particularly where revenue generation of any kind has been greatly hampered for more than 9 years now, there is an urgent need to revamp the exploitation of natural resources. In Yobe for instance, the total allocation for Solid Mineral in the 2016 budget is 1.2 Million Naira under recurrent expenditure, implying that the State has no plan for any major Solid Mineral push or revival in 2016. Developing the vast mineral sector of the region would help to diversify the regions revenue base, significantly contribute to the Federal Governments revenue diversification policy and, more importantly, create jobs and opportunities for the people in the region.

PCNI is proposing this initiative to enhance all on-going efforts to explore solid mineral resources by governments in the Region. The Taraba State Government for example, has carried out a satellite mineral survey for identification of mineral deposits, which has revealed the presence of bauxite and gold, including oil bearing structures in the Benue trough. The second phase of this project has been awarded and is aimed at confirming the exact locations, quantities and purities of minerals.

Figure 54: List of Reported Solid Minerals in the NER



Vision for Solid Minerals Growth in the North East

The vision drive of the North East Solid Mineral Development Plan is to stimulate investors' interest in the economically viable solid minerals of the region towards efficient exploration as a way of diversifying the economic base of the region.

The Solid Minerals industry is a viable sector that would enable the North East region develops new skills, competencies and generates new wealth. This plan has 2 initiatives that target the implementation of the critical success factors for the mining industry in the region. These are the Northeast Mineral Assets Directory Initiative and the Mechanization of Solid Minerals Mining Initiatives

Goals for Solid Minerals

- To harness the untapped mineral resources potential in the region, providing an additional source of foreign exchange.
- To gain greater investment in the solid mineral sector
- To create employment in the sector resulting from increased investment.

Prime Targets (Solid Minerals)

- Collect and analyse detailed data on regional solid mineral assets.
- Attract a 40% increase on investment in the region's solid mineral sector.
- Achieve a 30% minimum increase in access to credit facilities by artisanal miners.
- Commence commercial exploitation of mineral resources.

Solid Mineral Development Initiatives

NE Regional Mineral Assets Directory Initiative

Background

An in-depth compendium of the solid mineral assets in the region is a necessary pre-condition in organizing and preparing the sector for significant investments.

The 2 programmes under this initiative are meant to clearly outline what assets are available, their quantities, location and indicative financing requirement to fully exploit the mineral assets. A critical component of this directory will be an online database/dashboard of the detailed asset map that will give potential investors and financiers a clear Bird's eye view of the resources and potentials of the region.

NE Regional Subsoil Asset Map & GIS Enabled Automated Mineral Asset Registry

Programme Description

A comprehensive Geo-spatial mineral survey of the region will be carried out. This is to identify mineral deposits in specific locations and their quantities. This data should be fed into an asset map that will at once provide key information on each mineral asset. This will then feed into the next project of asset feasibility studies.

Programme Objectives

- Develop a clear public record of exploitable assets in the region
- Develop a precise database of asset locations and quantities
- Provide a decision support data for public planning and forecasting in the region.

Projected Programme Outcomes

It will leapfrog the solid mineral industry in the region by attracting local and international investors and finance, which will then lead to:

- Technology transfer.
- Wealth creation.
- Job creation.
- Acquisition of high skills.
- Sustainable multiplier economic effect in the region.

Programme Priority

This is a high priority project in the light of the need for quick wins in the region's economy.


Estimated Initiative Costs

The programme is estimated to cost 500 Million Naira inclusive of administrative costs.

Programme Development and Delivery Guidelines (NE Regional Subsoil Asset Map & GIS Enabled Automated Mineral Asset Registry)


Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
NE Regional Subsoil Asset Map & GIS Enabled Automated Mineral Asset Registry													
Carry out a requirements analysis for this project	PCNI, FMSM, State Governments												
Determine accurate and cost effective technology for deployment	PCNI, FMSM, State Governments												
Conduct an RFP for qualified vendors	PCNI, FMSM, State Governments												
Award and execute project	PCNI, FMSM, State Governments												
Translate key data components to public compendium	PCNI, FMSM, State Governments												

Initiative Summary (NE Regional Subsoil Asset Map & GIS Enabled Automated Mineral Asset Registry)




PARTNERS

- Federal Ministry of Solid Minerals
- State Governments
- PCNI




PROJECTS

- North East Regional Subsoil Asset Map
- GIS Enabled Automated Mineral Asset Registry




DURATION

9 months.




PROJECTED IMPACT

- Technology transfer.
- Wealth creation.
- Job creation.
- Acquisition of high skills.
- Sustainable multiplier economic effect in the region.



PRIORITY

High priority



TOTAL BUDGET

₦500,000,000

Mineral Asset Feasibility Study

Programme Description

Following the Geo-spatial mineral assessment, clear feasibility studies can then be carried out to determine the economic viability of each asset and thus give the regional and national authorities an idea of the potential value of the mineral assets and the financial commitment required to unlock such value.

Programme Objectives

- Translate the asset data into investor friendly information
- Identify viable assets and estimate deposit value
- Simplify the research process for potential investors

Projected Programme Outcomes

- Investors and financiers will have information with which to quickly make investment decisions.
- Project the region as ready for serious business

Programme Priority

This is a high priority project

Estimated Initiative Costs

The total estimated costs for this project come to 400 Million Naira including administrative costs.

Programme Development and Delivery Guidelines (Mineral Asset Feasibility Study)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Mineral Asset Feasibility Study													
Conduct an RFP for qualified vendors	PCNI,FMSM, State Governments												
Award and execute project	PCNI,FMSM, State Governments												
Compile studies into a compendium	PCNI,FMSM, State Governments												

Initiative Summary (Mineral Asset Feasibility Study)



PARTNERS

- Federal Ministry of Solid Minerals
- State Governments
- PCNI

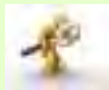


PROJECTS

Mineral Feasibility Study

DURATION

6 months.



PROJECTED IMPACT

- Investors and financiers will have information with which to quickly make investment decisions.
- Project the region as ready for serious business



PRIORITY

High priority



TOTAL BUDGET

₦400,000,000

Restricted: Do Not Distribute

Mechanization of Solid Minerals Mining Initiatives

Background

Artisanal and Small-scale Mining (ASM) is an important part of the Nigerian mining sector which has the potential to raise internally generated revenue and enhance our foreign exchange earnings, create employment, reduce poverty and encourage Foreign Direct Investment (FDI) if well managed. ASM in Nigeria is undeveloped and has been long neglected due to over dependence on oil. Over 90 % of mining activities in the country are within the cadre of ASM, out of which 75 % is carried out illegally. 90 % of small and artisanal miners are resident in the north. The sector is unguided and unregulated, stressed, policies now in place seem inadequate and the miners are untrained. Also ASM adopts poor quality operational techniques that not only cause environmental disaster and loss of substantial revenue to the country, but also loss of lives as recently witnessed in Niger State, and in some communities in Zamfara State due to the mining of lead and gold. Even when it is possible to secure loans and financing from banks, interest rates are usually too high for small-scale miners. It is therefore vital that government should provide access to the much needed funds in the form of short and long term loans at affordable and competitive pay back rates. It is common knowledge that in other parts of the world, small-scale miners are able to access loans, while special funding for small miners facilitates their access to modern mining equipment. This initiative is designed to address these challenges and unlock increased economic value and prosperity for existing and new miners in the region

The mechanization of mining initiative consists of three (3) programmes:

- Establishment of Mechanization Centers.
- Working Capital Revolving Fund.
- Establishment of Quality Testing Laboratory.

Establishment of Mechanization Centers

Programme Description

Artisanal and small scale miners form the bulk of the players in the minerals industry in Nigeria, and they lack sufficient capital to purchase or hire technology and appropriate machinery. This has resulted in the use of crude technology with devastating effect on the environment and even the quality of minerals mined.

Mechanization centers will have modern industrial mining equipment which shall be leased by miners on a hire purchase model or equity for equipment model. This will fast-track adoption of modern mining practices and subsequently increases the volume of mined iron ores. The mechanized centers would be strategically located in areas with the largest volume of ore deposits as determined from the geo-spatial mineral assessment of the region. These centers would also serve as a training hub for miners on mining best practices. The programme will facilitate the establishment of 1 mining mechanization center per State.

Programme Objectives

- Facilitate access to modern mining equipment.
- Provide training on modern mining practices.

Projected Programme Outcomes

- Increased exports of minerals.
- Increased revenue to miners.

- Increased revenue to Government from the solid minerals sector.
- Rapid adoption of modern mining practices by miners.
- Improved productivity/mining hours.

Programme Priority

This is a high priority program.

Programme Estimated Cost

The cost estimate for this project is estimated at 400 Million Naira, including administrative costs.

Programme Development and Delivery Guidelines (Establishment of Mechanisation Centers)

Establishment of Mechanization centres	Responsible Partners	Implementation Timelines (Months)												
		1	2	3	4	5	6	7	8	9	10	11	12+	
Develop Business plan for the leasing & maintenance company	PCNI, BOI, CBN													
Set up of Mechanization centres	PCNI, State Governments													
Engage local small and medium scale miners	PCNI, Training Facilitators													

Initiative Summary (Establishment of Mechanisation Centers)



PARTNERS

- Federal Ministry of Solid Minerals
- Bank of Industry
- PCNI
- Training Facilitators



PROJECTS

Establishment of Mechanisation centres

DURATION

9 months.



PROJECTED IMPACT

- Increased exports of minerals
- increased revenue to miners
- Increased revenue to Government from the solid minerals sector
- Rapid adoption of modern mining practices by miners
- Improved productivity/mining hours



PRIORITY

High priority



TOTAL BUDGET

₦400,000,000

Working Capital Revolving Fund

Programme Description

Access to necessary capital and finance is a big problem to many miners, especially the small scale and artisanal miners. The conditions required for the issuance of loans by banks and the interest rates normally scare away the miners as their conditions are harsh. PCNI would facilitate a revolving fund for small to mid-sized miners to support shortfall in working capital requirements.

The fund tenor will span from 4 weeks to three months. Collateral will be flexible and based on mineral licenses and/or account receivables with obligor notice given to buyers and interest charged from cash received from buyers. The fund would be administered by Bank of Industry or an institution specifically set up to cater for the sector in the region.

Programme Objectives

- Bridge financing for production.
- Bridge financing for exports.

Projected Programme Outcomes

- Increased funding of mining operations.
- Faster market cycles.
- Improved productivity/mining hours.

Programme Priority

This is a high priority Programme.

Programme Estimated Cost

A fully funded Special Purpose Vehicle for this project is estimated to cost 10 Billion Naira.

Programme Development and Delivery Guidelines (Working Capital Revolving Fund)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
The Working Capital Revolving Fund													
Develop Fund framework	PCNI, BOI												
Facilitation of Cash funding of the revolving fund	PCNI, BOI, CBN, Other Financial Institutions												
Engage with Miners to secure the available loans	PCNI, BOI												

Initiative Summary (Working Capital Revolving Fund)



PARTNERS

- Federal Ministry of Solid Minerals
- Bank of Industry
- PCNI
- Central Bank of Nigeria
- Other Financial Institutions

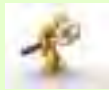


PROJECTS

Establishment of a revolving working capital fund for mining

DURATION

5 months.



PROJECTED IMPACT

- Increased funding of mining operations
- Faster market cycles
- Improved productivity/mining hours



PRIORITY

High priority



TOTAL BUDGET

₦10,000,000,000

Restricted: Do Not Distribute

Establishment of Quality Testing Laboratory for the North East

Programme Description

Poor quality ores attract lower prices in the market while higher quality ores earn miners a premium. Consistent output of high quality ores will drive an increase in purchases from International buyers.

In order to ensure that ores exported from the country are standardized in quality with attendant economic benefits to miners, PCNI will partner with any of the leading mineral quality testing firms in the world, such as Alfred Knight or SGS, to set up a laboratory in the region.

Programme Objectives

- Provide a base for the beneficiation of minerals in the region.
- Ensure quality assurance checks for mineral export products.

Projected Programme Outcomes

- Improved quality of mined ores
- Increased purchase orders for minerals
- Increased earnings for miners and Government
- Positive brand image for the country

Programme Priority

This is a medium priority Programme

Programme Estimated Cost

A PPP partnership with leading international mineral testing company is to establish the laboratory is estimated at 1 Billion Naira.

Programme Development and Delivery Guidelines (Establishment of a Quality Testing Laboratory)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12 +
Establishment of Quality test laboratory													
Design PPP frame work	PCNI, FMSM												
Confirm suitable location for the lab	PCNI, NEGF												
Partnership Signed and Lab deployment	PCNI/SGS/ Alfred Knight												

Initiative Summary (Establishment of a Quality Testing Laboratory)



PARTNERS

- Federal Ministry of Solid Minerals
- Bank of Industry
- PCNI
- Central Bank of Nigeria
- Other Financial Institutions

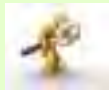


PROJECTS

Establishment of a quality testing laboratory for the North East

DURATION

5 months.



PROJECTED IMPACT

- Improved quality of mined ores
- Increased purchase orders for minerals
- Increased earnings for miners and Government
- Positive brand image for the country



PRIORITY

High priority



TOTAL BUDGET

₦1,000,000,000

Restricted: Do Not Distribute

Regional Industrial Beneficiation Hub

Programme Description

Beneficiation, or value-added processing, involves the transformation of a primary material (produced by mining and extraction processes) to a more finished product, which has a higher export sales value. Beneficiation involves a range of different activities including:

- Large-scale, capital-intensive activities, such as smelting;
- Sophisticated refining plants; and
- Labour-intensive processes, such as craft jewellery, metal fabrication and ceramic pottery, tiles, toiletries etc.

Each successive level of processing permits the product to be sold at a higher price than the previous intermediate product or original raw material and adds value at each stage.

A Beneficiation Hub will offer tenants a serviced property located in a secure area with investment and operating incentives including an inland port and a Free Trade Zone. Other benefits of a hub include:

- Improved infrastructure; e.g. rail, cargo airport etc.
- Promote industry development by encouraging cluster/alliances/ cooperation
- Established linkages with markets
- Generate sub sector data, including import/export market information
- One-stop- shop services.

PCNI will set up a Solid Mineral Desk within its framework and facilitate the establishment of a beneficiation hub as a driver of key economic activity for the region.

Programme Objectives

To establish West Africa's first Beneficiation Industrial Park within the North East region.

Projected Programme Outcomes

- Marked increase contribution of the mining sector to National GDP
- Technical skills transfer for youths of the region working in beneficiation plants at shop floor and management levels
- Increased regional prosperity

Programme Priority

This is a medium priority Programme in light of the insurgency of the region.


Programme Estimated Cost

The cost for of this Programme is currently estimated at 4.35 Billion Naira, inclusive of administration costs.

Programme Development and Delivery Guidelines (Regional Industrial Beneficiation Hub)


Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Industrial Beneficiation Hub													
Commission and Execute required feasibility studies, EIA Studies	PCNI, FMSM, IDP, Consultants												
Identify location/Stakeholders Engagements	PCNI, State Governments												
Secure the funding	PCNI/NIPC												
Establish the Hub	PCNI, FMSM, IDP, NEPZA												
Begin Monitoring and Evaluation													
Begin Impact Assessments/Stratic Communications, Media and Publicity													

Initiative Summary (Regional Industrial Beneficiation Hub)




PARTNERS

- Federal Ministry of Solid Minerals
- PCNI
- NEPZA
- NIPC




PROJECTS

Establishment of a quality testing laboratory for the North East




DURATION

1 year.




PROJECTED IMPACT

- marked increase contribution of the mining sector to National GDP
- Technical skills transfer for youths of the region working in beneficiation plants at shop floor and management levels
- Increased regional prosperity



PRIORITY

Medium priority



TOTAL BUDGET

₦4,350,000,000

North East Solid Mineral Investors Summit

Programme Description

There needs to be a coming out party for the small and medium scale miners to showcase what they have to the international community. The region then also needs to get the global players in the industry interested in the emergence of a new player who is bringing value and creating a new space of opportunities. This gives the locals the opportunity to partner or sell off at handsome profits to bigger players and the regional governments also benefit as the market becomes more efficient. Larger quanta of finance are funnelled to the region and skill and technology transfer happens faster at higher orders. The Federal government also benefits from huge inflow of forex.

Under this programme, an investment summit will be hosted in partnership with the State Governments and the Federal Ministry of Solid Minerals. This summit will showcase the mineral resources and the Federal Government's commitment to driving commercial exploitation of the solid minerals in the region.

Programme Objectives

- To generate a minimum investment of 1 Billion US Dollars in the Mining Sector over 3 years.
- Collation & presentation of feasibility studies on minerals to local & global investors.
- Presentation of data driven documentary and brochures to investors.

Projected Programme Outcomes

- It is expected that this event will announce to the world that the region is ready for business. Not just in the mining sector but in other areas of the region's economy.
- Successful deals, partnerships, mergers & acquisitions.
- Uptake of new technologies.
- Higher volumes of forex inflows.

Programme Priority

Medium priority

Estimated Initiative Costs

This event and subsequent necessary follow up activities will cost an estimated 1 Billion Naira.

Programme Development and Delivery Guidelines (North East Solid Minerals Investors Summit)

Initiative and Projects	Responsible Partners	Implementation Timelines (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12+
Northeast Solid Mineral Investors Summit													
Publication of Northeast Mineral Assets Directory across media	PCNI, FMSM, CMO, NEESG												
Production of Documentary and Marketing Materials	PCNI												
Road show logistics planning	PCNI/NIPC												
Investors Road show & marketing	PCNI, NIPC, NEESG, FMF,												
Event launch	PCNI, State Governments												

Initiative Summary (North East Solid Minerals Investment Summit)



PARTNERS

- Federal Ministry of Solid Minerals
- PCNI
- State Governments
- NEPC



PROJECTS

North East Solid Minerals Investors Summit

DURATION

9 months.



PROJECTED IMPACT

- marked increase contribution of the mining sector to National GDP
- Technical skills transfer for youths of the region working in beneficiation plants at shop floor and management levels
- Increased regional prosperity



PRIORITY

Medium priority



TOTAL BUDGET

₦1,000,000,000

SUMMARY BUDGET FOR THE NORTH EAST SOLID MINERALS DEVELOPMENT PLAN

S/N	Programme	Annual Cost (₦)	Years	Total Cost (₦)
1	NE Regional Subsoil Asset Map & GIS Enabled Automated Mineral Asset Registry	500,000,000.00	1	500,000,000.00
2	Mineral Assets Feasibility Study	400,000,000.00	1	400,000,000.00
3	Establishment of Mechanization Centers	400,000,000.00	1	400,000,000.00
4	Working Capital Revolving Fund	10,000,000,000.00	1	10,000,000,000.00
5	Solid Minerals Quality Test Laboratory for NE	1,000,000,000.00	1	1,000,000,000.00
6	Regional Beneficiation Industrial Park	4,350,000,000.00	1	4,350,000,000.00
7	Regional Solid Mineral Investors Summit	1,000,000,000.00	1	1,000,000,000.00
TOTAL FOR SOLID MINERAL PROGRAMMES		17,650,000,000	1	17,650,000,000

Figure 55: Solid Mineral Development Initiative Budget by Percentages

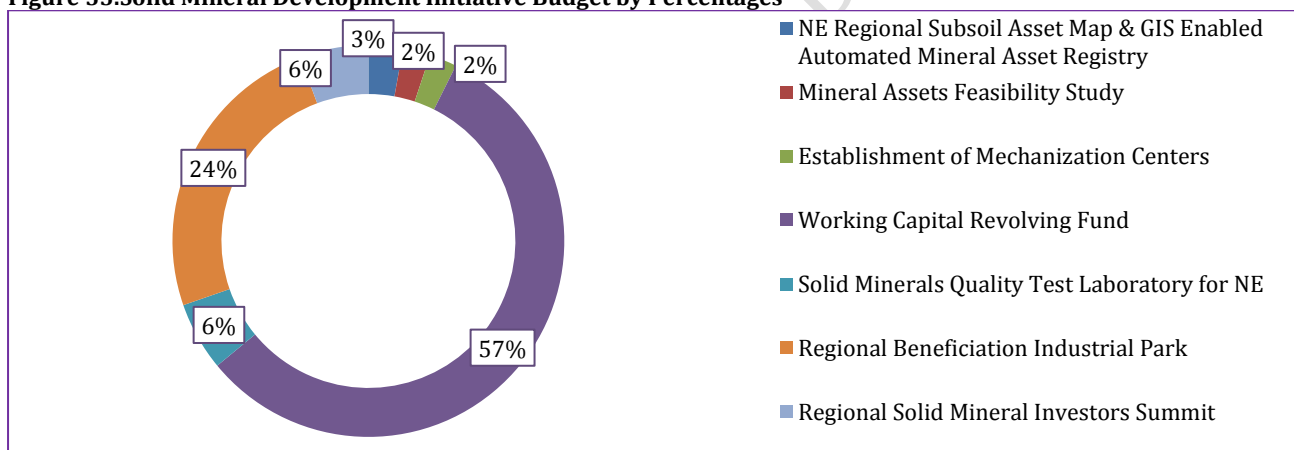


Figure 56: Annual Budget for Solid Mineral Development

